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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

13 July 2016

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 19th July, 2016 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 7 - 16)

Purpose: To confirm as a correct record the minutes of the meetings held on 14 June and 21 June 2016.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 ANNUAL PERFORMANCE REPORT 2015/16 PART 2 (Pages 17 - 140)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To receive the 2015/16 Year End Improvement Plan monitoring reports for the periods 1 April 2014 to 31 March 2016

5 **ANNUAL IMPROVEMENT REPORT OF THE AUDITOR GENERAL FOR WALES** (Pages 141 - 148)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To receive and respond to the Annual Performance Report of Wales Audit Office for 2015/16

6 **ANNUAL COUNCIL REPORTING FRAMEWORK** (Pages 149 - 200)

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

Purpose: To review final version of ACRF 2015/16 and approval publication of the FCC Website (deadline for publication is the 31st July).

7 **STRATEGIC HOUSING AND REGENERATION PROGRAMME (SHARP)** (Pages 201 - 222)

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

Purpose: To approve Phase 2 New Build Housing Developments as part of the SHARP Programme.

8 **DISCRETIONARY RATE RELIEF POLICY** (Pages 223 - 234)

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

Purpose: To implement a new policy for 2017-18 and future years following the review of the affordability of the current policy of rate relief for charities, voluntary groups and not for profits organisations

9 **HARDSHIP RATE RELIEF POLICY FRAMEWORK** (Pages 235 - 246)

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

Purpose: The report sets out the Hardship Rate Relief policy to be adopted for 2016 - 17 and future years.

10 **FLINTSHIRE LOCAL DEVELOPMENT PLAN - AMENDED DELIVERY AGREEMENT** (Pages 247 - 258)

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

Purpose: To seek a Cabinet resolution to send the amended Delivery Agreement to Welsh Government for their formal approval

OPERATIONAL REPORTS

11 **CAPITAL PROGRAMME MONITORING 2015/16 (OUTTURN)** (Pages 259 - 282)

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

Purpose: To provide Members with the outturn capital programme information for 2015/16.

12 **REVENUE BUDGET MONITORING 2015/16 (OUTTURN)** (Pages 283 - 312)

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

Purpose: To provide Members with the latest revenue budget monitoring information for 2014/15 for the Council Fund and Housing Revenue Account based on actual income and expenditure (subject to Audit)

13 **REVENUE BUDGET MONITORING 2016/17 (MONTH 2)** (Pages 313 - 318)

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

Purpose: '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 2 and projected forward to year-end based on the most up to date information available.'

14 **PRUDENTIAL INDICATORS - ACTUALS 2015/16** (Pages 319 - 324)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To note the Prudential Indicators for 2015/16.

15 **REVIEW OF HOUSEHOLD RECYCLING CENTRE PROVISION** (Pages 325 - 330)

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

Purpose: To provide Cabinet with an update on the review of HRC provision.

16 **COMMUNAL HEATING RECHARGES 2016/17** (Pages 331 - 334)

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

Purpose: To outline and seek agreement of Cabinet for the proposed heating charges to the communal HRA properties in 2016/17

17 **12 MONTH REVIEW OF CAR PARKING STRATEGY** (Pages 335 - 348)

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

Purpose: To seek Cabinet approval for the changes to the Parking Strategy following the 12 month review.

18 **HOLYWELL EXTRA CARE** (Pages 349 - 354)

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

Purpose: To provide an update on the Extra Care Scheme for Holywell Flintshire.

19 **EXERCISE OF DELEGATED POWERS** (Pages 355 - 356)

Report of the Chief Executive enclosed.

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

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

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

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

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

20 HOLYWELL LEISURE CENTRE : COMMUNITY ASSET TRANSFER PROPOSAL (Pages 393 - 408)

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

Purpose: To update members on progress with application for Holywell Leisure Centre and to decide on the next steps.

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

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

21 ALTERNATIVE DELIVERY MODEL FOR CHILD CARE PROVISION IN DEESIDE (Pages 409 - 438)

Report of Chief Officer (Organisational Change), Chief Officer (Social Services) - Cabinet Member for Social Services, Deputy Leader of the Council and Cabinet Member for Environment

Purpose: Proposals for the Flintshire Creche Service to establish a childcare social enterprise and to decide on the next steps.

Yours faithfully



Peter Evans
Democracy & Governance Manager

CABINET
14th JUNE 2016

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 14th June 2016

PRESENT: Councillor Aaron Shotton (Chair)

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

APOLOGY:

Councillor Billy Mullin

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Corporate Finance Manager, Corporate Business and Communications Executive Officer and Team Manager - Committee Services

17. DECLARATIONS OF INTEREST

None were declared.

18. IMPROVEMENT PLAN

The Chief Executive introduced the report on the Improvement Plan 2016/17. The Plan had been refreshed and updated to reflect the key priorities of the Council for the following year.

The final draft of the Improvement Plan had been submitted to each Overview and Scrutiny Committee within their respective terms of reference. A positive endorsement of the Plan had been received from those Committees. In addition, meeting the critique of key regulators and continued to receive ongoing positive endorsement from the Wales Audit Office (WAO).

The Corporate Business and Communications Executive Officer presented an overview of the slides that would be delivered at the County Council meeting that afternoon which covered:

- How the plan was put together;
- Choosing in-year priorities;
- Priorities for the 2016/17 Improvement Plan;
- New content: national issues;
- Member consultation;
- Benefits of planning;
- This year's 2016/17 Improvement Plan;
- Using the Plan;
- Positive Feedback; and
- Next steps

In response to a question from Councillor Kevin Jones, the Corporate Business and Communications Executive Officer explained that any comments raised at the Overview and Scrutiny Committee meetings were detailed in Appendix 3 to the report.

Councillor Bithell asked about next steps which the Chief Executive responded to explain that the plan would continue to be shared and support gathered. There would be on-going engagement with the public and partners with the Plan working alongside the Medium Term Financial Strategy.

RESOLVED:

That the Improvement Plan 2016/17 be endorsed prior to adoption by County Council for final publication.

19. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

None.

(The meeting commenced at 9.30am and ended at 9.57am)

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Chair

CABINET
21st JUNE 2016

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 21st June 2016

PRESENT: Councillor Aaron Shotton (Chair)

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

APOLOGIES:

Councillors: Helen Brown and Billy Mullin

IN ATTENDANCE:

Chief Officer (Community and Enterprise), Chief Officer (Education and Youth), Chief Officer (Governance), Chief Officer (Organisational Change), Chief Officer (Planning and Environment), Corporate Finance Manager, Corporate Business and Communications Executive Officer and Team Manager - Committee Services

OTHER MEMBERS IN ATTENDANCE:

Councillors: Ron Hampson and Dave Mackie

20. DECLARATIONS OF INTEREST

Councillor Shotton declared a personal and prejudicial interest in agenda item number 14 – Establishment Structure in Governance.

21. MINUTES

The minutes of the meeting held on 17 May 2016 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

22. PERFORMANCE REPORT 2015/16

The Chief Officer (Organisational Change) introduced the 2015/16 Performance Report. The report provided an analysis of the Council's progress towards national indicators which were set by Welsh Government (WG). A further report would be submitted to Cabinet in July which would provide a detailed analysis of performance, risks and actions against the priority commitments in last year's Improvement Plan 2015/16. There was an amendment sheet which provided updated analysis figures to those outlined in paragraph 1.03 of the report.

The Corporate Business and Communications Executive Officer explained that the Council's consistently good performance had been recognised in the draft Annual Improvement Report for 2014/15 produced by the Auditor General for Wales.

RESOLVED:

That the interim progress and achievements against the national performance indicators be noted.

23. FOOD SERVICE PLAN FOR FLINTSHIRE COUNTY COUNCIL 2016/17

Councillor Kevin Jones introduced the report on the Food Service Plan for Flintshire County Council 2016/17. The Plan provided an overview of the Food Service and set out aims and objectives for the forthcoming year. It also contained a review of performance of the service against the Food Service Plan 2015/16.

Councillor Jones commended the work of the team who were one of the leading performers in Wales.

The Chief Officer (Planning and Environment) commented on the Food Premises Inspections undertaken with the team achieving 100% of High Risk inspections for both Food Safety and Food Standards. In addition the target of 87% of new businesses to be inspected for Food Hygiene had been exceeded.

RESOLVED:

That the Food Service Plan for 2016/17 be approved.

24. PROJECT CLOSURE ON REVIEW OF CORPORATE ADMINISTRATION

The Chief Officer (Governance) introduced the report on the Project Closure on the Review of Corporate Administration.

The review of the Corporate Administrative functions began in October 2013, full details of which were in the report. Overall the number of administrative posts had reduced from 278 to 66 saving a total of £1.133m.

In response to a question from Councillor Kevin Jones, the Chief Officer explained that work would continue over the summer period commencing with formal consultation meetings which could begin following the end of the call-in period.

Members welcomed the report and associated savings. Councillor Shotton said by achieving internal savings this helped to protect front line services for residents of Flintshire.

RESOLVED:

- (a) That the savings and benefits delivered by the project be noted; and
- (b) That the steps to close the project be endorsed.

25. REVENUE BUDGET MONITORING 2015/16 (MONTH 12)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2015/16 (Month 12) report which provided details on the latest revenue budget monitoring position for 2015/16 for the Council Fund and the Housing Revenue Account and reported that no specific issues had been raised when considered at the recent Corporate Resources Overview and Scrutiny Committee meeting. The position was based on actual income and expenditure as at Month 11 and projected to the year-end. Work was underway to close the 2015/16 accounts and the Final Outturn would be reported to Cabinet in July 2016. The projected year-end position was as follows:

Council Fund

- Net in year expenditure forecast to be £1.372m lower than budget
- Projected contingency reserve balance at 31 March 2016 of £4.528m

Housing Revenue Account

- Net in year expenditure forecast to be £0.093m lower than budget
- Projected closing balance as at 31 March 2016 of £1.330m

The report provided details on significant budget movements between original and revised budget, the programme of efficiencies, inflation, un-earmarked reserves and earmarked reserves.

Various requests to carry forward funding into 2016/17 had been made, details of which were contained in appendix 6 to the report.

RESOLVED:

- (a) That the overall report and the projected Council Fund Contingency Sum as at 31st March 2016 be noted;
- (b) That the projected final level of balances on the Housing Revenue Account be noted; and
- (c) That the carry forward requests be agreed.

26. BUSINESS RATES – WRITE OFF ABOVE £25,000

Councillor Shotton introduced the report on Business Rates – Write Off Above £25,000 explaining that Financial Procedure Rules required debts in excess of £25,000 considered for write off be referred to Cabinet for approval. Details of the company and debt were outlined in the report.

There were no direct financial implications for the Council as business rates collected were borne by the National Collection Pool for Wales. As the Collection Pool was supported by Welsh Government (WG), non-payment of rates did though have a wider impact on the Welsh taxpayer.

RESOLVED:

That the write off of the business rate debt, amounting to £38,146.39 be approved.

27. RECOMMENDATIONS OF THE SCHOOL TRANSPORT TASK & FINISH GROUP

Councillor Bithell introduced the report on the Recommendations from the School Transport Task and Finish Group. The report set out recommendations of the Group, for consideration by Cabinet if approval was given for areas of discretionary transport provision to be considered for further policy development work in the future.

Councillor Shotton explained that there were no plans for Cabinet to undertake a review of the policy but if one did take place, the views of the Task and Finish Group and Overview and Scrutiny would be taken into account.

RESOLVED:

That if approval is given for areas of discretionary transport provision to be considered for further policy change in the future, the recommendations of the School Transport Task and Finish Group be supported by Cabinet.

28. PUBLIC RIGHTS OF WAY MAINTENANCE STANDARDS

Councillor Attridge introduced the report on Public Rights of Way Maintenance Standards which set out the standards of maintenance that Flintshire County Council should apply to public footpaths and bridleways throughout the Council in accordance with its statutory duties.

The Government had confirmed in a recent circular that it was impractical to recommend standards of maintenance, but advised that the main consideration in determining the level of maintenance for public rights of way was that paths or ways should serve the purpose for which they were primarily used. The level of maintenance would therefore depend on the circumstances, one relevant factor being the type of traffic that used the particular path.

The Chief Officer (Planning and Environment) said the standards provided transparent and consistent advice on standards which was welcomed.

RESOLVED:

That the County Council's approach to the maintenance of Flintshire's public footpaths and public bridleways (public paths) be endorsed.

29. PUBLIC RIGHTS OF WAY PRIORITIES

Councillor Attridge introduced the report on Public Rights of Way Priorities. The report made recommendations for the introduction of a hierarchical approach to rights of way maintenance; responding to complaints; and the review of the definitive map, which should ensure that resources were deployed in a more cost effective way.

RESOLVED:

That a hierarchical approach be endorsed with the approach to:

- Processing definitive map modification and public path orders;
- Public rights of way maintenance; and
- Responding to complaints

30. EXERCISE OF DELEGATED POWERS

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

Organisational Change

- **Bare Land Auction of Various Sites – The disposal of parcels of vacant pasture at:**
 - Land at Stryt Isa, Hope
A rectangular parcel of pasture extending to approximately 3.28 acres
 - Land adjacent to “Bryn Isa”, Wrexham Road, Hope
An irregular parcel of pasture with an access gate of Wrexham Road extending to approximately 1.09 acres
 - Land adjoining Cornist Hall, Flint
An irregular parcel of pasture extending to approximately 0.9 acres
 - Land adjoining Bryn Garth School, Penyffordd
A gently undulating parcel of pasture extending to approximately 13.72 acres
 - Land at Berth y Mean, Trelogan
An undulating parcel of pasture extending to approximately 9.41 acres
- **Community Asset Transfer of Mancot Library**
The transfer of Mancot Library including land to Mancot Community Library group.

Education and Youth

- **Gronant Youth Centre**
To request that the Gronant Youth Centre be declared surplus to requirements of the Education and Youth Service.

RESOLVED:

That the actions taken under delegated powers be noted.

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

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

32. REVIEW OF CORPORATE ADMINISTRATIVE FUNCTIONS

The Chief Officer (Governance) introduced the report on the Review of Corporate Administrative Functions.

RESOLVED:

- (a) That the functions of the combined Administrative Service be approved; and
- (b) That the structure for the combined Administrative Service be approved.

33. ESTABLISHMENT STRUCTURE IN GOVERNANCE

The Chief Officer (Governance) introduced the report on the Establishment Structure in Governance.

RESOLVED:

- (a) That the high level structure for the whole Governance Portfolio be approved;
- (b) That the changes to Democratic Services be recommended to both the Democratic Services Committee and full Council;
- (c) That Democratic Services Committee be recommended to designate the Democratic Services Manager post as the Statutory Head of Democratic Services and that full Council be recommended to transfer to it the powers of the Democracy and Governance Manager as set out in paragraph 1.08 of the report;
- (d) That the structure for the Legal Service be approved; and
- (e) That a report be brought back in six months on progress with changes to support for Committees.

Councillor Shotton left the meeting during consideration of the item.

34. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press in attendance.

(The meeting commenced at 9.30am and ended at 10.50am)

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Chair

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CABINET

Date of Meeting	Tuesday 19 th July, 2016
Report Subject	Annual Performance Report 2015/16 Part 2
Portfolio Holder	Leader of the Council
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This is the second of our performance reports for 2015/16. It covers performance and achievements against our measures, milestones and risks within the Improvement Plan for 2015/16.

There has been steady progress to achieve all that was intended in an overall summary of six of our eight priorities; with just the Housing and Modern and Efficient Council priorities showing an overall 'amber' status. This is because we have an equal number of green and amber ratings; and take the lower of the two to be representative.

Similar good progress has been made when viewing achievement of measures against target and trend. Risks have been well managed with only three rated as high risk.

RECOMMENDATIONS

1	Cabinet Members are invited to consider the sufficiency of actions taken to manage delivery of last year's Improvement Priority impacts.
2	To note the following: - <ul style="list-style-type: none"> • the levels of progress and confidence in the achievement of key activities which seek to deliver the impacts of last year's Improvement Plan; • the levels of performance against last year's Improvement Plan measures; and • the current (net) risk levels identified in last year's Improvement Plan and the arrangements to control them.

REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN 2015/16 YEAR END PROGRESS																																																
1.01	The Council adopted the Improvement Plan for 2015/16 in June 2015 and this is the final monitoring update for 2015/16. The information within this will inform the Annual Performance Report, a draft of which will be presented to Cabinet in September.																																																
1.02	The Improvement Plan monitoring reports give explanations of the progress being made toward the delivery of the impacts set out in the 2015/16 Improvement Plan. The narrative is supported by measures and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.																																																
1.03	Individual sub-priority reports (16 in total) have been completed by the lead accountable officer. A summary of the reports has been brought together to provide this as a single report.																																																
1.04	An overall assessment is provided which is based on the detailed reports and is shown in the table below: - <table border="1" data-bbox="300 1032 1350 2069"> <thead> <tr> <th>Priority / Sub-priority</th> <th>Progress</th> <th>Outcome</th> </tr> </thead> <tbody> <tr> <td>Housing</td> <td>A</td> <td>A</td> </tr> <tr> <td>• Appropriate and Affordable Homes</td> <td>A</td> <td>G</td> </tr> <tr> <td>• Modern, Efficient and Adapted Homes</td> <td>G</td> <td>A</td> </tr> <tr> <td>Living Well</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Independent Living</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Integrated Community Social and Health Services</td> <td>G</td> <td>A</td> </tr> <tr> <td>• Safeguarding</td> <td>G</td> <td>G</td> </tr> <tr> <td>Economy and Enterprise</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Business Sector Growth and Regeneration</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Town and Rural Regeneration</td> <td>G</td> <td>G</td> </tr> <tr> <td>Skills and Learning</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Modernised and High Performing Education</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Apprenticeships and Training</td> <td>G</td> <td>G</td> </tr> <tr> <td>Safe Communities</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Community Safety</td> <td>G</td> <td>G</td> </tr> </tbody> </table>	Priority / Sub-priority	Progress	Outcome	Housing	A	A	• Appropriate and Affordable Homes	A	G	• Modern, Efficient and Adapted Homes	G	A	Living Well	G	G	• Independent Living	G	G	• Integrated Community Social and Health Services	G	A	• Safeguarding	G	G	Economy and Enterprise	G	G	• Business Sector Growth and Regeneration	G	G	• Town and Rural Regeneration	G	G	Skills and Learning	G	G	• Modernised and High Performing Education	G	G	• Apprenticeships and Training	G	G	Safe Communities	G	G	• Community Safety	G	G
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	Poverty	G	G
	• Maximising Income	G	G
	• Fuel Poverty	G	G
	Environment	G	G
	• Transport Infrastructure and Services	G	G
	• Sustainable Development and Environmental Management	G	G
	Modern and Efficient Council	A	A
	• Developing Communities	G	A
	• Improving Resource Management	A	A
1.05	<p>Monitoring the progress of our activities</p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s) 		
1.06	<p>A year end summary of our overall progress against the high level activities shows: -</p> <p>PROGRESS</p> <ul style="list-style-type: none"> • We have made good (green) progress in 44 (75.5%) of our activities. • We have made satisfactory (amber) progress in 15 (25.5%) of our activities. • None of our activities have made limited (red) progress. <p>OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 46 (79%) outcomes. 		

	<ul style="list-style-type: none"> • We have a medium (amber) level of confidence in the achievement of 10 (17%) outcomes. • We have a low (red) level of confidence in the achievement of 2 (3%) outcomes. • We have one (1%) outcome level of confidence which was not set.
1.07	The two activities which were assessed as having a low (red) level of confidence in achieving the outcome are as follows: -
1.07a	<p>Housing: Deliver financial support to repair, improve and adapt private sector homes</p> <p>There has been an increase in the number of expressions of interest for financial support, which coincides with the launch of the Welsh Assembly Government Home Improvement Loan Scheme. There are currently 20 approved loans with the system awaiting a start on site with a further 16 moving through the system. In addition 10 of the new WG Home Improvement Loans are making their way through the assessment process. The full year target was not met, however, interest and loan completions continued to rise throughout the year.</p>
1.07b	<p>Modern and Efficient: Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making</p> <p>Part 1 of the Medium Term Financial Strategy (MTFS) was reported to Cabinet in June and Corporate Resources Overview and Scrutiny Committee in July. Part 1 forecasts the resources the Council is likely to have available over the next 3 years and details the cost pressures needing to be met from this reduced funding. Part 2 of the MTFS sets out the solutions and options for organisational efficiency and service changes, to work to close the challenging financial gap. This was published in September. The Council has been able to set a balanced budget for 2016/17 by applying the MTFS Part 2 solutions and taking a balanced risk approach to managing cost pressures and fluctuations in year.</p> <p>Based on the risk assessment reported to Council when recommending the annual budget the risk of non-achievement of the 2016/17 budget and its planned financial efficiencies and controls can best be described as an amber risk. However, the achievement of the MTFS objectives and financial targets for 2017/18 (the third and final year of the current version) and then for 2018/19 (as the third and final year for the new version which is to be published for a rolling three year period 2016/17-2018/19) is classed as a red risk.</p> <p>This is due to the non-availability of an indicative Governmental budget for local government for the medium term, the lack of commitment by Governments to fund emerging and major cost pressures such as workforce costs and the rising costs in the care sector, and the uncertainty of UK budget forecasts and fiscal policy.</p> <p>Local government cannot plan with any certainty within these public sector funding conditions. Therefore, any financial planning by Flintshire County Council or any other council cannot be done with a sufficient level of</p>

	<p>certainty and assurance. This position is recognised by the Welsh Local Government Association (WLGA) as the representative body for local government, and independent commentators such as the Independent Commission for Local Government Finance in Wales.</p> <p>Flintshire is particularly exposed to financial risk as a Council which is low funded per capita and one which has minimal reserves having followed a responsible policy on avoiding accumulating excessive reserves and using balances to fund services wherever possible.</p>
1.08	<p>Monitoring Performance</p> <p>Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber, Green) status. This is defined as follows: -</p> <p>PERFORMANCE</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where improvement may have been made but performance has missed the target within an acceptable margin. • GREEN equates to a position of positive performance against target.
1.09	<p>Year end performance levels show: -</p> <ul style="list-style-type: none"> • 46 (79%) of measures achieved a green RAG status • 10 (17%) of measures achieved an amber RAG status • 2 (3%) of measures achieved a red RAG status • 1 (1%) of measures had no target set. <p>Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year.</p> <p>Where trend analysis could be undertaken: -</p> <ul style="list-style-type: none"> • 62 (64%) of performance measures showed improved performance; • 31 (32%) showed performance which had downturned when compared with the previous year; and • 4 (4%) had maintained the same level of performance.
1.10	<p>Monitoring Risks</p> <p>Year end (net) risk levels for the strategic risks identified in the Improvement Plan are as follows: -</p> <ul style="list-style-type: none"> • 3 (7%) of risks were rated as major (red) • 30 (67%) of risks were rated as moderate (amber) • 8 (18%) of risks were rated as minor (yellow) • 4 (9%) of risks were rated as insignificant (green)

1.11	<p>The three high (red) risks are detailed:</p> <ul style="list-style-type: none"> • Education and Youth: limited funding to address the backlog of known repair and maintenance works in Education and Youth assets; further reduced to meet new pressures on the Education and Youth budget. Continued programming and prioritisation of works is undertaken to minimise the impact. • Modern and Efficient Council: capacity and capability of the organisation to implement necessary changes in relation to the Alternative Delivery Model Programme. This risk is now reducing as evidenced by the positive progress being made with three of the key Alternative Delivery models during early 2016/17. • Modern and Efficient Council: scale of the financial challenge. The scale of the financial challenge still continues to be high risk. The quality and integrity of the Council's Medium Term Financial Strategy provides robust evidence for the future funding situation.
1.12	<p>Trend analysis was also undertaken, comparing risk levels at the end of the year with those at the start of the year. The overall analysis showed that:-</p> <ul style="list-style-type: none"> • 31 (69%) risks remained the same • 13 (29%) risks reduced • 1 (2%) risk increased <p>Four of the initial seven major (red) risks reduced in significance during 2015/16:</p> <ul style="list-style-type: none"> • Supply of affordable housing insufficient to meet housing need • School places not sufficient to meet future demands of changing demographics • Limitations on public funding to subsidise alternative models • Willingness of workforce and trade unions to embrace change. <p>One risk increased slightly in significance during 2015/16:</p> <ul style="list-style-type: none"> • Living Well: Funding between Health and Council does not transfer smoothly eg. Continuing Health Care, Integrated Care Fund, Primary Care funds. <p>The refreshed strategic direction and locality focus for the Betsi Cadwaldr Health Board should improve this risk over time.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All Overview and Scrutiny Committees have the opportunity to review the performance of the Improvement Plan priorities for 2015/16 and have been involved throughout the year with the quarterly monitoring reports.

4.00	RISK MANAGEMENT
4.01	Delivery of the plan objectives is risk managed as part of each of the sub priorities of the Improvement Plan and is monitored and reported against quarterly by the Overview and Scrutiny Committees.

5.00	APPENDICES
5.01	Appendix 1: Improvement Plan progress 2015/16 Appendix 2: Improvement Plan 2015/16

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Karen Armstrong - Corporate Business and Communications Executive Officer Telephone: 01352 702740 E-mail: karen.armstrong@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Improvement Plan: 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.
7.02	Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

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Annual Performance Progress Report 2015/16

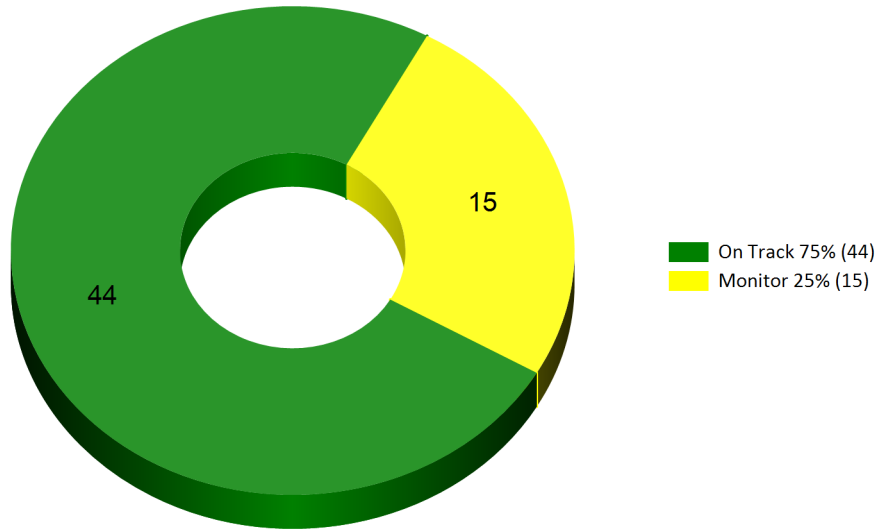
Flintshire County Council

Page 25

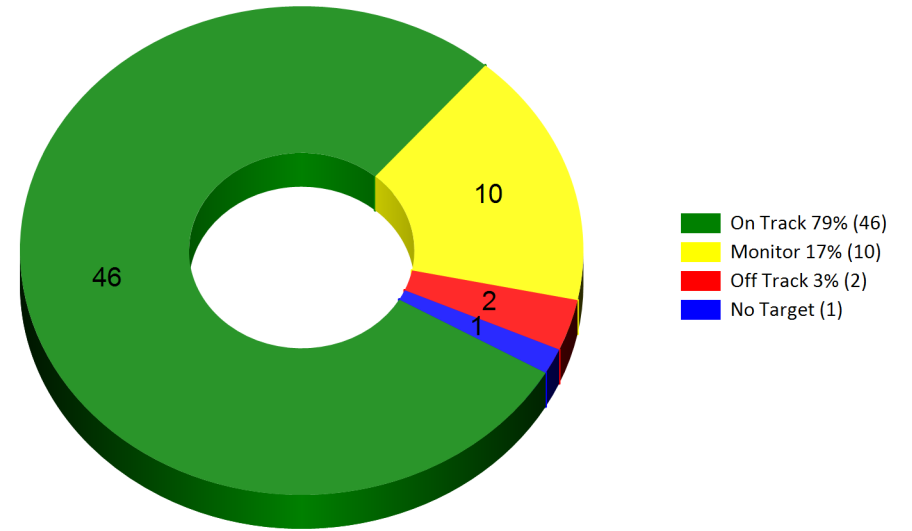


Print Date: 05-Jul-2016

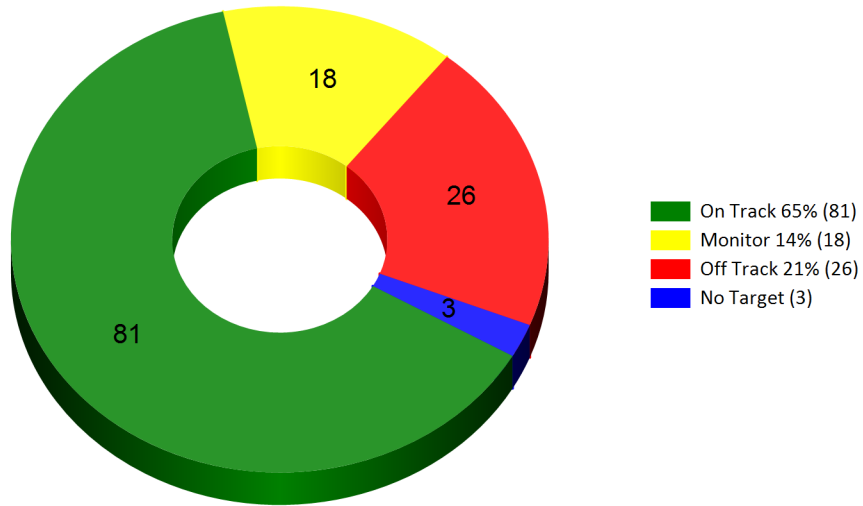
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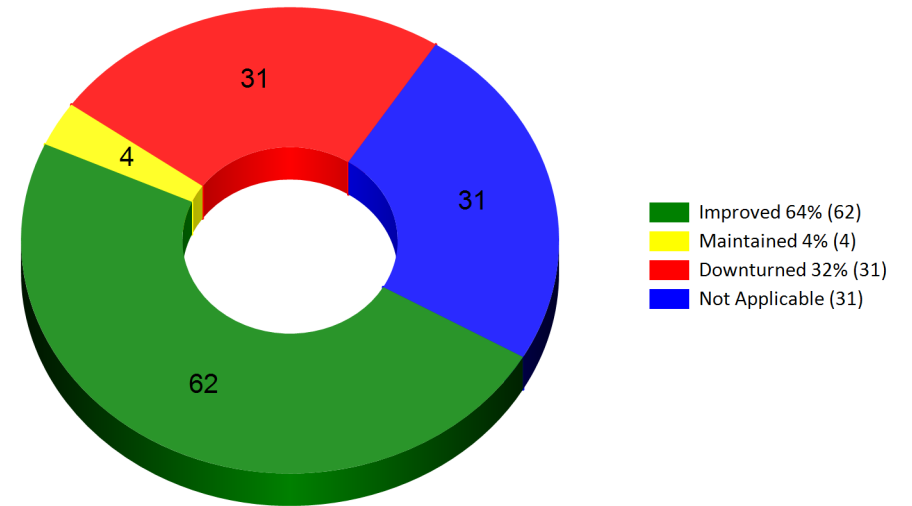
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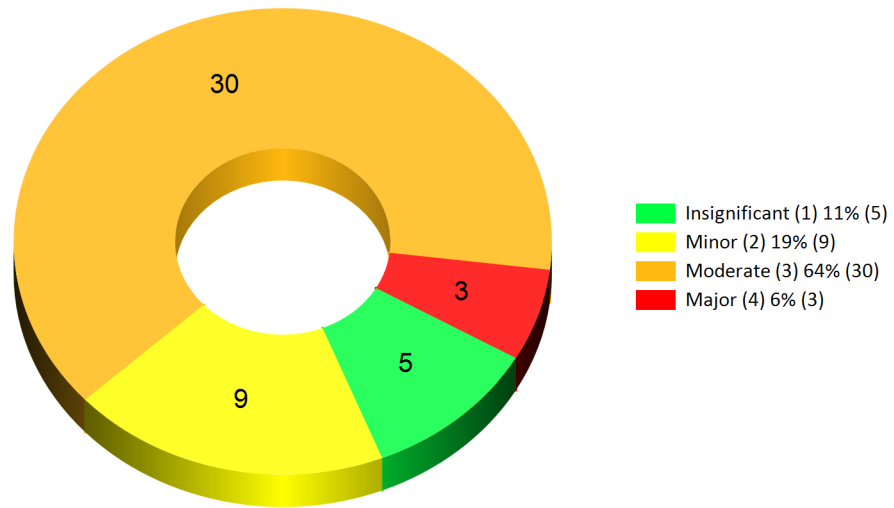
KPI Progress RAG Status



KPI Trend Status





Current Risk Status



1 Housing



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Meet the new homeless prevention duties of the new Wales Housing Act 2014	Pam Davies - Housing Options Team Leader	In Progress	01-Apr-2015	31-Mar-2016	70.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Changes to service delivery have streamlined requests for housing assistance by ensuring each request is referred to the most appropriate service to address the customers housing problems. Only customers where homelessness cannot be resolved at the first point of contact and who have been identified as homeless or threatened with homelessness are referred to the housing solutions team for more specialist intervention work. A number of leased properties have been commissioned which provide suitable temporary units for homeless people on an interim basis, these all comply with the Suitability of Accommodation (Wales) Order 2015 and will help to reduce the future use of B&B. The service continues to work in partnership with Shelter Cymru who provide an independent advice service to our customers whilst also ensuring the service complies with requirements of the legislation. A positive approach between housing and Environmental Health has brought both part 1 and 2 of the legislation together by ensuring properties in the private sector, which are secured to prevent homelessness, meets the standards under the Housing, Health & Safety rating system and Healthy Homes. The service continues to work in partnership with other internal and external agencies to ensure a holistic approach is taken to address homelessness.

Last Updated: 05-Jul-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Stimulate the growth of affordable housing	Denise Naylor - Customer Services Manager	Ongoing	01-Apr-2015	31-Mar-2016	-	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Council is working to develop a number of new delivery streams to stimulate the growth of affordable housing in Flintshire. Good progress continues to be made through the Council's Strategic Housing And Regeneration Programme (SHARP) with planning and Cabinet approval achieved for a new council housing scheme for 12 new properties at the former Custom House School, Connah's Quay. Planning has also been received for 92 new Council (30) and 62 (affordable) for The Walks, Flint. The scheme will be presented to Cabinet for approval in May 2016. Community consultation has been scheduled for proposed schemes at Maes y Meillion and Heol y Goron Leeswood and Redhall, Connah's Quay. Further work is being undertaken on a number of Council-approved schemes which will be presented to Cabinet to consider later in 2016 which will include detailed cost plans. The work is overseen by fortnightly meetings the SHARP Design Team which included representatives from Wates (the development partner), Planning, Highways, Housing, Streetscene, Building Control and Design and Consultancy Team. A report was considered by Community and Enterprise Scrutiny Committee in February 2016 which provided an update on the provision of new social and affordable housing schemes in Flintshire. The report focused upon the primary mechanisms for delivering new social and affordable housing in Flintshire including the Council's Strategic Housing And Regeneration Programme (SHARP), Social Housing Grant (SHG) Programme and affordable housing secured through Section 106 Planning Agreements with

private developers. The Committee agreed to support the overall approach in the delivery of new social and affordable housing in Flintshire, including: · Flintshire’s Social Housing Grant (SHG) Programme for the delivery of 277 new social and affordable new homes during the period 2015/16 to 2018/19 · Proposals for the projected delivery of 132 new homes through Section 106 Planning Agreements agreed to date for the period 2015/16 to 2017/18 · The development of policy initiatives to increase supply of local affordable housing provision



Last Updated: 14-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Meet the duties of the Wales Housing Act 2014 for the Traveller Community	Denise Naylor - Customer Services Manager	Ongoing	01-Apr-2015	31-Mar-2016	-	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Gypsy/Traveller Accommodation Assessment has been completed and is now being finalised and prepared for consideration by Cabinet before final submission to Welsh Government. The final assessment will provide an indication of the number of both temporary and permanent Gypsy Traveller pitches required in the County. The Gypsy Traveller working group will consider the findings and prepare options to meet the requirements of the Wales Housing Act 2014 in respect of the traveller community.

Last Updated: 14-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.4 Develop our extra care provision to provide units in Flint and Holywell	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



Quarter 4. The Flint scheme has all planning approvals and building regulations completed. Contracts are being completed to enable Anwyl to begin construction in mid June. The proposed site for the Holywell development is being assessed. Wales & West HA are coordinating a valuation of the site with FCC support. Consultation and information sharing activities will be undertaken with Members, Town Council representatives and residents prior to the submission of any planning applications. The scheme will also be presented to the Design Commission for Wales in Cardiff, to secure further support for the project. Quarter 3: Planning permission has been granted and pre-commencement planning conditions reviewed. Building Regulations has conditional approval, with the discharge of conditions ongoing. Archaeological work on the site has been back-filled, now awaiting final completion to enable the development to commence. The scheme partner, Pennaf, have confirmed Anwyl as the appointed contract developer, with contract documents in preparation for hand-over and work to begin on site in February 2016. With approximately an 18 month build, the scheme would be opened during Summer 2017. Pennaf are working closely with the FCC Highways department and the Health Board (BCUHB), to ensure that co-ordinated traffic management plans are in place during the respective housing and health centre developments. Outline planning permission was refused for the Holywell Extra Care scheme in April 2015 as a result of concerns regarding the site chosen and the impact of the loss of parking to the town. Alternative sites and designs are being reconsidered with the scheme partner Wales & West, to ensure that a quality and viable scheme can be developed within the Holywell area. There will be close consultations and information sharing with local members, town councillors and residents prior to formal planning applications being submitted. Q2 Update: The scope of the archaeology work has been expanded as a result of the excavations to date, which have revealed areas of regional and national archaeological importance.

A build start date on site of February 2016 is now expected. With approximately an 18 month build, the scheme would be opened approximately November 2017. Outline planning permission was refused for the Holywell Extra Care scheme in April 2015 as a result of concerns regarding the site chosen and the impact of the loss of parking to the town. Alternative sites are being reconsidered and explored before planning is re-submitted. The aim is to have outline planning permission by October 2015. The design is still to be agreed and will commence as soon as an agreed site has been identified and received outline planning permission. Quarter 1: Full planning permission was granted for the Flint Extra Care scheme in April 2015. The design was signed off by Social Services in May. The service model will be agreed in partnership with Pennaf. The build is scheduled to commence in October 2015, subject to the movement of utilities and completion of the archaeology surveys. It will be an 18 month build and completion is aimed for April 2017.

Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.5 Increase the number of affordable homes in Flintshire (SHARP Programme)	Denise Naylor - Customer Services Manager	Ongoing	01-Jan-2016	31-Mar-2021	-	 GREEN	
ACTION PROGRESS COMMENTS: Planning permission for 12 new Council houses on the former Custom House Lane School, Connah's Quay has been granted and basic ground works will commence at the beginning of May 2016. Planning permission for The Walks development in Flint has been granted and works are scheduled to commence in July 2016 subject to the Board and Cabinet approval in May 2016. Work is being undertaken to bring forward sites at Redhall, Connah's Quay and Maes y Meilion and Heol y Goron, Lesswood for planning and Cabinet approval. Work is also undergoing to bring additional Council-approved sites forward into the SHARP Housing Programme. These will be presented to Cabinet for consideration later in 2016 and will include full scheme description and detailed cost plans.							
Last Updated: 14-Jun-2016							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Reduce the number of long term vacant homes	Gavin Griffith - Housing Regeneration & Strategy Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Performance has been strong with 32 long term vacant properties returned to use against a target of 30. This is as a result of additional funds through Vibrant & Viable Places being made available for the Living Over The Shops initiative and the high demand for Houses into Homes loan funding.							
Last Updated: 09-Jun-2016							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard across all Flintshire Council homes	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2015	31-Mar-2016	20.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The strategy has been developed and approved. The capital works team have completed all the main tendering exercises and are currently delivering the projects on site. Approximately 5% reflects the progress made with the tendering processes and a further 10% commencing onsite with the new Contractors. Additional Contractors have been procured to assist on major work streams to ensure full delivery and customer satisfaction onsite. Excellent progress has been made in the first year with only one element of the external work stream continuing into the first quarter of the new financial year. The majority of the major work streams have all been procured on 2/3/4 year rolling contracts and therefore delivery onsite will continue seamlessly into the new financial year. 100% will only be achieved once the whole six year plan is delivered.

Last Updated: 01-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Deliver financial support to repair, improve and adapt private sector homes	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	55.00%	 AMBER	 RED

ACTION PROGRESS COMMENTS:

There has been an increase in the number of expressions of interest for financial support, which coincides with the launch of the Welsh Government Home Improvement Loan Scheme. There are currently 20 approved loans with the system awaiting a start on site with a further 16 moving through the system. In addition 10 of the new WG Home Improvement Loans are making their way through the assessment process. The full year target was not met, however, interest and loan completions continued to rise throughout the year.


Last Updated: 14-Jun-2016

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1M01 The number of households where homelessness is prevented by the use of the private rented sector	No Data	148	N/A	N/A	
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Pam Davies - Housing Options Team Leader Aspirational Target: Progress Comment: All 148 households were assisted to secure accommodation through prevention or relief duties. Cashless deposit bonds were also provided to all clients and some also received rent in advance through spend to save.</p> <p>Last Updated: 15-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1M02 The number of households where the Council has discharged its full statutory duty into private rented accommodation	No Data	2	N/A	N/A	
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Pam Davies - Housing Options Team Leader Aspirational Target: Progress Comment: 2 households were accommodated in the private sector as a result of discharging the councils full homeless duties. The service has mainly accessed private sector properties in order to prevent homelessness rather than the use of the full discharge of duty.</p> <p>Last Updated: 23-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1M03 (HHA/013) - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	No Data	98.28	N/A	90	


Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Pam Davies - Housing Options Team Leader
Aspirational Target: 90.00
Progress Comment: Although it is pleasing to report that we have a prevention / relief success rate of 98.28 %, the new legislation means this is not worked out exactly the same as for the previous year so a comparison could be misleading. There are a number of open cases that have not been closed yet. The figures do not include those cases where the customer has withdrawn from the service or failed to engage. It is expected that the outcomes for many of the cases presenting in 2015/16 will be reported in 2016/17 figures as their cases have not been closed yet.

Last Updated: 15-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1M04 The number of gifted new homes realised through Section 106 Planning Agreement between the Council, NEW Homes and the developers	No Data	6	N/A	9	 AMBER




Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: 2 properties transferred to NEW Homes at Overleigh Drive, Hawarden in Quarter 4. Total NEW Homes transferred under Section 106 agreement during 15/16 is 6.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M05 Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan	No Data	23	N/A	40	 RED

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:
Progress Comment: A further 10 loans were completed this quarter, with 9 Property Appreciation Loans and 1 Home Improvement Loan.


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M06 (PSR/009a) The average number of calendar days taken to deliver a Disabled Facilities Grant for Children.	619	455	↑	316	 RED
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Aspirational Target: 223.00 Progress Comment: This represents one completion during Quarter 4 of a complex nature.</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M07 (PSR/009b) the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	322.18	293.23	↑	247	 AMBER
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Aspirational Target: 204.00 Progress Comment: This represents 25 completions during Q4, one of which was highly complex and impacted on the average.</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M08 The number of empty homes brought back into use through the Welsh Government Houses into Homes Scheme	30	34	↑	30	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:
Progress Comment: There were no units completed through Houses into Homes in this quarter, however two applications are currently being processed. However, two further units were completed in quarter 4 bringing the total to 6 in 2015/16.
 Last Updated: 09-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M09 Capital Works Target – Heating Upgrades	966	192	↓	335	 RED

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: It was anticipated that the installation of new heating systems in the Treuddyn would have commenced in the 3rd quarter, however delays to the installation of the off gas infrastructure meant that planned heating installations could not be undertaken and will be rescheduled for the new financial year.
 The uptake of new gas central heating systems has been lower than anticipated due to the relevant decreases in Oil prices (23.8 p/litre).
 The Capital Works Team will be reassessing and revisiting these properties next year (2016-2017) as Oil prices increase with a view to encouraging tenants to move to a more sustainable system.
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M10 Capital Works Target – Kitchen Replacements	1023	1393	↑	1149	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: The target for 2015-2016 was to upgrade 1149 kitchens to comply with the WHQS Standards.


Due to procurement, tendering, interviewing contractors and pre-survey works quarters 1 & 2 were always predicted to deliver low numbers of upgrades with the main delivery being undertaken in quarters 3 & 4.

Throughout the year some issues were experienced by some contractors in terms of the numbers of the required upgrades to be delivered each week. Through effective contract management, delivery onsite was reduced to ensure improved quality of delivery and customer satisfaction. Additional contractors were procured in quarter 3 to ensure full programme delivery by year end.

It is pleasing to note that from a total of 1149 kitchens planned, 1393 were actually visited and upgraded to comply with the WHQS.

As these contracts are rolling programmes delivery onsite will continue into the new financial year with consistent numbers upgraded each quarter.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M11 Capital Works Target – Smoke Detectors	439	508	↑	500	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor


Aspirational Target:

Progress Comment: The in house Responsive Repairs Team carried out the Smoke Detector installation programme.

Throughout the year issues were experienced with regards to No Access however the team managed to overcome these to ensure full delivery of the planned programme.

Positively 508 installations were undertaken against a target of 500.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M12 Capital Works Target – Bathroom Replacements	127	1688	▲	1507	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The target for 2015-2016 was to upgrade 1507 bathrooms to comply with the WHQS Standards.


Due to procurement, tendering, interviewing contractors and pre-survey works quarters 1 & 2 were always predicted to deliver low numbers of upgrades with the main delivery being undertaken in quarters 3 & 4.

Throughout the year some issues were experienced by some contractors in terms of the numbers of the required upgrades to be delivered each week. Through effective contract management, delivery onsite was reduced to ensure improved quality of delivery and customer satisfaction. Additional contractors were procured in quarter 3 to ensure full programme delivery by year end.

It is pleasing to note that from a total of 1507 bathrooms planned, 1688 were actually visited and upgraded to comply with the WHQS.

As these contracts are rolling programmes delivery onsite will continue into the new financial year with consistent numbers upgraded each quarter.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M13 (IPH3M1) - Capital Programme expenditure on improvement work streams (Managing expenditure within or below budget to maximise available financial resources - Capital works budget)	12000000	20378253.75	▼	21000000	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: Excellent progress has been made in Year 1 of the revised 6 Year Delivery Programme with £20m of the overall programme being delivered.

Only one work stream, that being the Whole House Envelope Project, continued into the new financial year resulting in a committed carry forward of £1.5m.

This was due to logistical issues with Scottish Power renewing cables and a slightly later start onsite than anticipated; with this being a new programme of works.

The remainder of the first years programme will be completed in quarter 1 of 2016-2017.

As projected at the beginning of the year the majority of work onsite was delivered in quarters 3 & 4. This was due to the extensive procurement exercises required to acquire all new contracts for the revised 6 Year Delivery Programme.

All contracts have been let on 2/3/4 year basis and therefore will continue seamlessly into the new financial year with consistent delivery each quarter.

Last Updated:

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Clare Budden - Chief Officer - Community and Enterprise	Pam Davies - Housing Options Team Leader	Amber	Amber	↔	Open

Potential Effect: Rising numbers of homeless households requiring support or assistance from the Council
Management Controls: Ensure that homeless prevention activity continues to be prioritised
Progress Comment: The risks to the service will increase if we see a rise in demand for the service and if there are insufficient capacity or resources to meet this demand. Forthcoming changes as a result of welfare reform will also increase risks for this service area. For example homeless single people under the age of 35 will have limited housing options due to the change in the amount of housing benefit this client group will receive in the social housing sector.

Last Updated: 04-May-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand and aspirations for independent living will not be met	Neil Ayling - Chief Officer - Social Services	Michael Jones - Planning and Development Officer	Amber	Amber	↔	Open
<p>Potential Effect: Insufficient capacity within existing extra care provision Management Controls: Resolve the planning issues to the Holywell Extra Care Scheme Progress Comment: Alternative options are being explored with a view to ensuring that a viable site that is identified and considered through the planning processes.</p> <p>01/12/15 - This was updated on 30/10/2015 by Craig Macleod, however it has today been deleted as a project risk and re-added as a strategic risk.</p> <p>Last Updated: 01-Jun-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community need	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Red	Amber	↓	Open

Page 40

Potential Effect:

Management Controls: Continue to ensure that affordable housing is achieved on all sites where Local Planning Guidance No.9 is in force. Appoint to the vacant Affordable Housing Officer post.

Progress Comment: Plans for the future delivery of 277 new properties through the Council's Social Housing Grant (SHG), plus 132 Section 106 properties which will be realised through the Council's Planning system were presented by the Council's Community and Enterprise Overview Committee on the 10th February 2016.

Scrutiny Committee supported the overall approach to the delivery of new social and affordable housing in Flintshire, including:

- Flintshire's Social Housing Grant (SHG) Programme for the delivery of 277 new social and affordable new homes during the period 2015/16-2018/19;
- Proposals for the projected delivery of 132 new homes through Section 106 Planning Agreements agreed to date for the period 2015/16- 2017/18;
- Supports the development of policy initiatives to increase supply of local affordable housing provision, including revision of Section 106 Agreements, improved marketing and use of social media and improved arrangements for the use of Commuted Sums.

This is in addition to the SHARP which will deliver 500 new affordable (300) and Council (200) homes over the next five years across the county. The plan has been approved by Council Cabinet and NEW Homes Board and will also see the purchase of 8 additional affordable homes and the delivery of 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.

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.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The increased work programme to deliver the WHQS will not be met due to the scale of the programme	Clare Budden - Chief Officer - Community and Enterprise	Nikki Evans - Senior Manager Council Housing Services	Yellow	Amber	↓	Open

Potential Effect:
Management Controls: Ensure sufficient staffing resource and effective procurement practices
Progress Comment: Excellent progress has been made in Year 1 of the revised 6 Year Delivery Programme with £20m of the overall programme being delivered. Only one work stream, that being the Whole House Envelope Project, continued into the new financial year resulting in a committed carry forward of £1.5m. This was due to logistical issues with Scottish Power renewing cables and a slightly later start onsite than anticipated; with this being a new programme of works. The remainder of the first years programme will be completed in quarter 1 of 2016-2017. As projected at the beginning of the year the majority of work onsite was delivered in quarters 3 & 4. This was due to the extensive procurement exercises required to acquire all new contracts for the revised 6 Year Delivery Programme. All contracts have been let on 2/3/4 year basis and therefore will continue seamlessly into the new financial year with consistent delivery each quarter.

Last Updated: 03-May-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Council funding for adaptations and home loans will not be sufficient to meet demand	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Yellow	Yellow	↔	Open

Potential Effect:
Management Controls: Strong budgetary control of council and Welsh Government resources to ensure as far as possible that demand, particularly statutory demand in the case of adaptations can be met.
Progress Comment:



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Financial assistance available to repair residents' homes is not taken up by residents	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open

Potential Effect:
Management Controls: Ensure that the availability of financial support to homeowners is widely promoted.
Progress Comment:

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open
<p>Potential Effect:</p> <p>Management Controls: Recruit to currently vacant posts and continue to streamline processes and procedures. Introduces a complete electronic document management system</p> <p>Progress Comment: The recruitment of three posts is progressing as planned.</p> <p>The recruitment of two posts directly linked to the adaptations function is now underway. Further recruitment is planned to address the capacity gap caused by the increased WG resources of Home Improvement Loans, Houses into Homes Loans and Vibrant & Viable Places Energy works.</p> <p>Last Updated: 01-Jun-2016</p>						

2 Living Well



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2015	31-Mar-2016	90.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

1. Delivering the Dementia Awareness training to all care homes by September 2015 - We have delivered 5 initiatives through the dementia awareness programme and can report the following progress: Voucher Scheme- Session in Music/ Happy Time Activities completed by providers for EMI Care Homes Training for Care Staff- All training and Follow up session completed in Dance Circles/ Dementia Gardening. Equipment loans and delivery support- On going access to resources and 'Never Ending Story' with both resources and delivery support booked till January 16 Memory Cafes - 5 Memory Cafes established in Mold, Holywell, Mostyn, Flint and Buckley. With Care Homes attending and invited to every cafe. Sustainability Event of above services arranged for November 15 with all EMI Care Homes 2. Evaluating the impact (including satisfaction levels) of the pilot project being undertaken with Age Concern 'Listening Friends' by March 2016 -The project is being delivered by Age Connects North East Wales using a pool of existing volunteers. Training is on-going and volunteers are starting to set up regular visits to homes. Their progress will be reported through the Quality Circle. Q4 Update: 6 volunteers now trained and active, visiting 4 care homes. 3. Improving the quality of care through implementing pre-placement agreements for all care homes by May 2015 - Pre placement agreements have been sent to all care homes in Wales who have a Flintshire funded placement. the agreed start date was 1.6.15. We have received a challenge against the pre placement agreement from a home owner in Wrexham, following legal advice we have extended the date for return to 30.09.15 However approximately 80% of contracts have been returned signed 09/10/15 Challenge from provider in Wrexham is still on-going and the region have sought legal advice, a decision is to be made about making small amendments to 2 clauses Q3 progress: A sustainability Event was completed successfully with the full attendance of Care Homes, residents and providers. 2 projects were arranged for Care Homes to build upon dementia awareness and sustainability of the Voucher Scheme. Planned Projects include a Small Grant competition for enhanced environments in technology, reminiscence resources and outside space, and a Voucher scheme project enhancement using a Buy one Get one free model from providers via ICF funding. Q4 update: All homes contracting with FCC have now signed pre-placement agreements.

Last Updated: 05-May-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Support greater independence for individuals with a frailty and / or disability.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The baseline for the existing access routes for obtaining information, advice and access to community services has been completed and there is recognition for the benefit of

introducing a Single Point of Access for citizens and professionals alike. We are progressing our action plan in readiness for the implementation of the Single Point of Access and our duties under the Social Services and Wellbeing Act, as follows: 1. Adoption of outcome focused and person centred 'front door' approach to assessment. 2. Review of working practices to reflect the new approach and documentation. 3. Roll out of training and support programme to support staff to confidently offering information, advice and assistance. 4. Supporting the population of the new DEWIS Directory of Services (DoS). In terms of the SPOA position, the above actions remain in place and are on going. BCUHB have appointed to the area director post and strategic discussions should provide a clearer indication of when BCUHB are likely to deploy resources to SPOA. Dewis had had a soft launch across North Wales. A Flintshire information network is established, they will lead and oversee the continued population of information . The pilot of the night support service is underway and monitoring has taken place. A review of the pilot has been undertake as part of phase 1. Phase 2 will seek to establish the business benefits, e.g. cost effective, sustainable with flexible service model, dependent on the development agreements funding . January update: Health and Social Care staff are using the "What Matters" conversation at the front door, and progress is being made on getting the new documentation into Paris. There is a plan in place that links with the Act. We are continuing to support DEWIS and encouraging staff to use it. There will be a Phase 2 review of Night Time Support by the end of March 2016.



Last Updated: 31-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Strengthen and enhance prevention and early intervention services for vulnerable children and families.	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Quarter 4: The new operating structure has been formed with key management posts filled and recruitment processes in place for all additional vacancies. A Targeted Support Team has now been established which provides early intervention and targeted support. Quarter 3: A proposed operating structure has been developed in consultation with staff and the unions. Arrangements are in place for the proposed structure to be formally endorsed and implemented. The proposed structure responds to the key recommendations identified within the CSSIW Inspection Report. Included within this is the establishment of a targeted support team that will bring together and coordinate a range of early intervention services. A report on progress will be submitted to Scrutiny in March as part of an overall update on progress in responding to the CSSIW inspection recommendations. Quarter 2: A new structure for Children's Services has been developed and is currently out for consultation with all staff. The proposed structure responds to the key recommendations identified within the CSSIW Inspection Report. Included within this is the establishment of a targeted support team that will bring together and coordinate a range of early intervention services.



Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Continue integrating community based health and social care teams to provide consistent service across localities.	Janet Bellis - Localities Manager	In Progress	01-Apr-2015	31-Mar-2016	33.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Awaiting response from Health colleagues re organisation of community services. Q3 update: Health are looking at a site in Connah's Quay, although co-location is now unlikely to be achieved by March 2017. Q4 update: Co-location has not been achieved in Connah's Quay; however, negotiations are continuing and the identified site is still an option.



Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 Ensure that effective services to support carers are in place as part of the integrated social and health services.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2015	31-Mar-2016	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Consultation events with Vol orgs held March to July 2015 Wider consultation with all Flintshire Carers arranged for September 2015 Notification to Providers to end current contract and develop new contracts from April 2016 Final consultation with carers October 19th. Tender process to follow. March 2016 update: Draft tender specification is out for stakeholder comment. Contracts will be in place by September 2016.

Last Updated: 26-May-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



Quarter 4: Projects continued to run well with additional funding from Welsh Government for January - March being utilised to ensure that demand could be met for example in relation to additional use of Step Up Step Down Beds . The budget was balanced at the end of the financial year. Planning for 16/17 gathered pace as further announcements and guidance relating to additional funding was made available by the Welsh Government, with discussions taking place at Senior Management/Chief Officer level within the Health Board and Local Authority to ensure that funding was directed appropriately in line with strategic and operational priorities. Quarter 3: Projects are running well with governance arrangements in place to assess and evaluate performance. Arrangements are in place for determining the allocation of funding for 16/17 to support effective intermediate care services with proposals to support and sustain existing services where there are specific pressure points. This includes the potential for supporting high quality Care Home provision and independent sector domiciliary support which plays an integral role in reducing pressures on hospital in terms of admissions and facilitating timely discharge. Quarter 2: All projects are live with governance arrangements in place to assess and evaluate performance. Joint 'East Division' planning sessions have taken place with Health, GP's and Wrexham LA to set an agreed vision for services in the area, including how ICF funding can be effectively deployed in future years. This work will inform funding priorities for 2016/17 onwards as part of a



strategic approach to bringing together services to support people in the community with effective interfaces with hospitals. Detailed quarterly performance reports incorporating quantitative performance data as well as case studies are produced and submitted to Welsh Government.

Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 Create a single Safeguarding Unit to manage safeguarding and protection processes for adults, young people and children.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: There is now an established Safeguarding Unit operational that covers both the adults and children's safeguarding processes and functions. The Unit is located in the Flint offices and has close contact with operational services in both Adults and Children's. Consideration is currently being given to the appointment of a dedicated Safeguarding Unit manager Last Updated: 23-Feb-2016							

Page 47

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 Prepare for the new and additional safeguarding requirements of the SSWB Act.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2015	31-Mar-2016	60.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: New Codes of Practice and Regulations legislation for safeguarding contained within the Social Services & Wellbeing Act (Wales) has been received March 2016. The North Wales Safeguarding Board and its associated groups are planning implementation of the new requirements. Flintshire's Safeguarding Unit are also working through the Codes of Practice and Regulations to ensure we are compliant with the new legislation. The Flintshire Corporate Safeguarding Panel now meets quarterly and each portfolio safeguarding champion is conducting a self assessment against the recent Auditor General for Wales' 'Review of Corporate Safeguarding Arrangements in Welsh Councils'. Last Updated: 20-Apr-2016							


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2015	31-Mar-2016	15.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



Named safeguarding leads have been identified by each Chief Officer and they attend Corporate Safeguarding Panel which now meets quarterly. A self assessment is being completed against the recent Auditor General for Wales' 'Review of Corporate Safeguarding Arrangements in Welsh Councils' and once complete will be presented to the appropriate Scrutiny Committee.

Last Updated: 20-Apr-2016



Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M01 (SCAL/025) Percentage of Flintshire care homes using the One Page Profile as the foundation to person-centred practice	No Data	100	N/A	50	 GREEN

Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Nicki Kenealy - Contracts Team Manager
Aspirational Target: 50.00
Progress Comment: All 16 homes on the Person Centred Care programme are using the One Page Profile.
 Last Updated: 08-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	3	3		3	 GREEN


Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Nicki Kenealy - Contracts Team Manager
Aspirational Target:
Progress Comment: There are 3 care homes who are deemed to be services of concern by CSSIW
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	2	0		2	 GREEN

Page 40

Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Nicki Kenealy - Contracts Team Manager
Aspirational Target:
Progress Comment: Zero homes are in Escalating Concerns


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M04 (SCAL/023) - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	77.81	85.46	▲	75	 GREEN

Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:

Progress Comment: The outturn is slightly down on the last quarter but we are still well on track to meet our target at the end of this year.




Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M05 (FS/002) The percentage of service users who say that the advice and assistance received from the Family Information Service (FIS) enabled them to make an informed decision about childcare and family support.	97	100	▲	87	 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Peter Wynne - Information Service Manager
Aspirational Target:

Progress Comment: During Q3, 402 tailored packages of information were provided to customers. Of these, 129 were sent a customer survey form and 19 responses were received, equivalent to 15%, of which 100% confirmed that they were able to make an informed decision about childcare and / or family support services from the advice and / or assistance received from the service. The FISF Service is planned to relocate to the Flint Office in January 2016 to increase partnership working between Social Services for Children, Housing and Adults with Learning Disabilities.


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M06 (SCAL/030) Support people effectively through the use of 'step up and step down' beds	90	147	↑	90	 GREEN
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: A further 65 people were admitted between January and March, making the total number of people supported in the year 157, with 147 being new admissions in the year. Last Updated: 02-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M07 (SCAL/026) The number of care homes in Flintshire signed up to the Six Steps to Success.	No Data	69	N/A	N/A	
<p>Lead Officer: Lin Hawtin - Commissioning Manager Reporting Officer: Nicki Kenealy - Contracts Team Manager Aspirational Target: Progress Comment: 22, inc 2 extra care facilities. They have completed the programme and will be awarded the accreditation in June 2016. Last Updated: 26-May-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M08 (SCA/018c) - The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	86.14	88.92	↑	82	 GREEN

Page 1



Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 82.00
Progress Comment: Because of the paper pilot in line with the implementation of the integrated assessment framework we have been unable to collect reliable data for carers' assessments/ services for Quarter 4. New data collection processes are being implemented to ensure that we can capture all relevant data going forward.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M09 (SCAL/029) Dementia Respect Empathy and Dignity (RED) project within GP surgeries	No Data	19	N/A	50	 RED


Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Luke Pickering-Jones - Planning Officer
Aspirational Target:
Progress Comment: 3 GP Surgeries signed up in flintshire via Alzheimer's Society
 Average of 20 people in 12 months accessed the service
 Average of 17 people in 12 months signposted to other organisation
 Alzheimers Society Leaflets provided to all individuals accessing the service
 Average of 12 volunteers recruited

Last Updated: 02-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M10 (SCA/001) – The rate of delayed transfers of care for social care reasons.	2.05	3.39		2	 AMBER


Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 2.00
Progress Comment: All delays are notified by Health to Locality Services monthly or more frequently, so that steps can be taken to ensure timely discharge. A significant number of delays this year were due to people waiting for mental health placements.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1M11 (SCA/019) The percentage of adult protection referrals where the risk was managed.	98.91	100	↑	98	 GREEN


Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 100.00
Progress Comment: In all cases the level of risk was managed.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1M12 (SCC/014) – The percentage of initial child protection conferences held within 15 days of the strategy discussion.	97.84	86.3	↓	95	 RED



Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 98.00
Progress Comment: Conferences for 3 families were held outside timescales due to capacity in the calendars of the conference chairs.

Last Updated: 02-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1M13 (SCC/034) – The percentage of child protection reviews completed within timescales.	100	99.24	↓	98	 GREEN
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 100.00 Progress Comment:</p>					

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service users and carers do not take advantage of community and universal opportunities that would encourage greater independence.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services			↓	Closed
<p>Potential Effect: Increasing demand on statutory services. Management Controls: Regular performance and activity data is produced to continually monitor and project service demand. Roll out of Integrated Assessment - Action Plan "Preparing for the new Act" Review of our funding arrangements with the voluntary sector to help us ensure that we target resources in ways that enables the voluntary sector to provide early support to people and reduce/delay the need for statutory intervention. Launch of remodelled website with a clear message about accessing universal and community networks for support. Progress Comment: We continue to collect and use robust data to monitor and project service demand. Co-production of new services with the voluntary sector to meet future demands for early intervention has been completed. A new service specification with the voluntary sector is being developed, to go out to the market in Spring 2016. Training for practitioners and support staff to introduce new ways of working in line with the Act has been commissioned and is being rolled out over the next 6 to 9 months.</p> <p>Last Updated: 01-Jun-2016</p>						

Page 24

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The quality of care home services will not meet required standards.	Neil Ayling - Chief Officer - Social Services	Lin Hawtin - Commissioning Manager	Amber	Amber	↔	Open
<p>Potential Effect: Negative impact on reputation of the Council.</p> <p>Management Controls: Contract monitoring in place Good relationship with CSSIW Good relationships with providers</p> <p>Progress Comment: Residential Review of the whole sector in Flintshire has been considered by a special Scrutiny Committee, including representatives from BCUHB and independent sector providers, with recommendations to be taken forward strategically in order to sustain the sector for the future. The risk remains the same.</p> <p>Last Updated: 27-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.	Neil Ayling - Chief Officer - Social Services	Gail Bennett - Early Intervention Services Manager	Green	Green	↔	Open
<p>Potential Effect:</p> <p>Management Controls:</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding between Health and Council does not transfer smoothly; eg. CHC, ICF, Primary Care funds	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Amber	Amber	↑	Open
<p>Potential Effect: Increased costs to the Council</p> <p>Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service provision is not co-ordinated / integrated.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Amber	Amber	↔	Open

Potential Effect: Ineffective joint services
Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.
Progress Comment:
 Last Updated: 06-Apr-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Safeguarding arrangements do not meet the requirements of the SSWB Act.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Yellow	↔	Open

Potential Effect: Criticism from Regulator
Management Controls:
Progress Comment:

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adults, young people and children are not sufficiently safeguarded.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Yellow	↔	Closed

Potential Effect: Criticism from regulator
 Negative impact on reputation of Council
Management Controls: Establish wider ownership and governance of safeguarding across the authority whilst streamlining its management
Progress Comment:

3 Economy and Enterprise

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Promote Flintshire as a recognised centre for energy and advanced manufacturing.	Rachael Byrne - Enterprise Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Overall 2015/16 has seen 2139 jobs created of which 863 have been within Deeside Enterprise zone. The total jobs created and safeguarded within the DEZ now stands at 6569 against a target of 5000 for the period 2012/2017.

Last Updated: 15-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Support the growth of the existing businesses in Flintshire, to maximise opportunities for investment.	Rachael Byrne - Enterprise Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

2015/16 shows increased activity relating to business expansion and growth potential. This year has seen successful delivery of events in conjunction with public and private partner involvement. During 15/16 we delivered 37 events to support economic growth with attendance from 5782 delegates from schools, colleges and private industry.

Last Updated: 15-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Improve the local broadband infrastructure to encourage investment in economic growth.	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2015	31-Mar-2016	71.00%	GREEN	GREEN



ACTION PROGRESS COMMENTS:



Welsh Government has reported 31,897 premises in the Superfast Cymru intervention area across Flintshire. Premises completed (tested and verified) within Superfast Cymru intervention area in Flintshire at the end of this quarter is 22,632 which equates to 71% complete.

Last Updated: 07-Apr-2016




Page 57

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.1 Deliver an integrated programme of regeneration for Deeside	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Vibrant and Viable Places programme is now in its second year of delivery. The projects for this year are all underway and the programme is forecast to draw down all of the funding for this financial year. Projects include: 1) Shop front grants and grants to convert space over shops into accommodation 2) Environmental improvements 3) Energy efficiency improvements to housing 4) Group repair scheme to improve private housing stock</p> <p>Last Updated: 01-Jun-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.2 Develop and implement long-term regeneration plans for Town Centres	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The programme of environmental improvement projects across the towns is largely complete with the ERDF and Welsh Government funding ending in June 2015. The future approach is under review with local stakeholders in Buckley, Holywell and Mold. In Flint the programme of regeneration centred around the replacement of the maisonettes is being delivered according to plan.</p> <p>Last Updated: 02-Jun-2016</p>							


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.3 Increase the economic benefits to Flintshire of visitors coming into the County	Richard Jones - Regeneration Project Officer	In Progress	01-Apr-2015	31-Mar-2016	85.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: In 2015 Explore Flintshire website was launched and print distributed across destination points throughout the region including North Wales, Chester, Cheshire and the Wirral. Tourism information points were implemented across Flintshire Connect Offices with a new visitor information point installed at Dangerpoint in Talacre. Digital self-service options for local people and visitors to the County became available through social media websites and QR codes to offer a modern and fresh appeal to visitors. We continued to support and develop the promotion of North East Wales branding and Visit Wales year of Adventure marketing.</p>							

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1M01 Percentage of enquiries converted to investment in Flintshire	58	74.17	↑	63	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: The proportion of business enquiries converting into investment has remained high through the year.</p> <p>Last Updated: 01-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1M02 Number of jobs created in Flintshire	1130	2139	↑	1200	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: 917 new jobs created and reported in Flintshire of which 395 are within Deeside Enterprise Zone. An inflated number of jobs created due to additional information received from WG and Job Centre Plus.</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1M03 Number of jobs safeguarded in Flintshire	250	1500	↑	200	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: Welsh Government announced 1500 jobs safeguarded at Airbus this quarter. FCC had no direct involvement with the process as Welsh Government intervened directly with the company.


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1M04 Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	52	43	↓	36	

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: A total of 43 job opportunities were created throughout 2015-2016 against a target of 36.


This is a positive contribution towards the authorities commitment to create as many local job opportunities as possible. No further placements were created in quarter 4 as these had been established earlier in the year with the target already having been exceeded.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1M05 Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	No Data	0	N/A	5	


Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Customer Services Manager
Aspirational Target:
Progress Comment: Works have not commence on the agreed sites. Recruitment for employment opportunities will commence during Quarter 1 16/17

Last Updated: 05-Jul-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M06 Number of vacant sites and properties redeveloped	No Data	2	N/A	3	 AMBER


Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: The former Dairy site in Connah's Quay has been acquired and demolished. The former Council offices in Connah's Quay have also been demolished ready for future development. The process of acquiring two derelict sites for redevelopment has also commenced.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M07 Number of business grants offered to high street businesses	No Data	6	N/A	8	 AMBER


Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Niall Waller - Enterprise and Regeneration Manager
Aspirational Target:
Progress Comment: 3 businesses benefitted from the Deeside Living Above the Shop scheme. 17 businesses are in the application process for the Deeside Shop Front grant scheme but haven't yet reached approval.
 5 businesses in the Deeside Shop Front grant scheme now have their planning consent and works procurement is underway and will complete at the end of June. Planning applications have been submitted by a further 5 businesses. A further 7 businesses are in the process of working up their proposals.
 The next formal approvals are now expected at the end of Q1 2016/17.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M08 Number of trainees recruited	No Data	74	N/A	40	 GREEN


Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Niall Waller - Enterprise and Regeneration Manager
Aspirational Target:
Progress Comment: The final tranche of trainees for 2015/16 have been recruited and their work experience and training is underway.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M09 Monitoring trends in ground floor commercial vacancy rates: Buckley	5.2	11.3	↓	N/A	

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Niall Waller - Enterprise and Regeneration Manager
Aspirational Target:
Progress Comment: This is up from 5.2% the previous year.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M10 Monitoring trends in ground floor commercial vacancy rates: Connahs Quay	10.5	8.8	↑	N/A	

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Niall Waller - Enterprise and Regeneration Manager
Aspirational Target:
Progress Comment: This has reduced from 10.5% the previous year.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP3.1.2M11 Monitoring trends in ground floor commercial vacancy rates: Flint	12	5.6	↑	N/A	
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager

Reporting Officer: -

Aspirational Target:

Progress Comment: This is down from 12% the previous year.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M12 Monitoring trends in ground floor commercial vacancy rates: Holywell	12.4	8	↑	N/A	

Lead Officer: Niall Waller - Enterprise and Regeneration Manager

Reporting Officer: -

Aspirational Target:

Progress Comment: This is down from 12.4% the previous year.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M13 Monitoring trends in ground floor commercial vacancy rates: Mold	6.9	7.3	↓	N/A	

Lead Officer: Niall Waller - Enterprise and Regeneration Manager

Reporting Officer: -

Aspirational Target:

Progress Comment: This is down from 7.7% the previous year.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M14 Monitoring trends in ground floor commercial vacancy rates: Queensferry	6.2	9.2	↓	N/A	●●●
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: - Aspirational Target: Progress Comment: This has risen from 6.2% the previous year.</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M15 Monitoring trends in ground floor commercial vacancy rates: Saltney	0	15.4	↓	N/A	●●●
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: - Aspirational Target: Progress Comment: This is up from 0% the previous year but in line with rates in earlier years.</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M16 Monitoring trends in ground floor commercial vacancy rates: Shotton	16.1	10.8	↑	N/A	●●●

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: This is down from 16.1% the previous year.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M17 Monitoring the value and volume of tourism expenditure in Flintshire: number of visitors	3.243	3.38	↑	N/A	

Lead Officer: Richard Jones - Regeneration Project Officer
Reporting Officer: -
Aspirational Target:
Progress Comment: Total number of day and staying visitors in 2014 (millions)

Source STEAM
 3.8% increase on 2013 data

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M18 Monitoring the value and volume of tourism expenditure in Flintshire: estimated economic impact	215.53	220.92	↑	N/A	

Lead Officer: Richard Jones - Regeneration Project Officer
Reporting Officer: -
Aspirational Target:
Progress Comment: Total economic impact of tourism in Flintshire £M.

Source STEAM 2014.
 Increase of 2.5% from 2013 data.
 2015 data should be available August/ Sept 2016.

Last Updated: 15-Jun-2016




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M19 Monitoring the value and volume of tourism expenditure in Flintshire: estimated direct jobs supported	2468	3175	↑	N/A	
<p>Lead Officer: Richard Jones - Regeneration Project Officer Reporting Officer: - Aspirational Target: Progress Comment: Data in regards to this KPI is reported on annual basis. The source of this data is STEAM. All Local Authorities in Wales are signed up to this model. The period by which the model reports over is January to December. Flintshire County Council is due to receive 2014 data in August 2015.</p> <p>Last Updated: 15-Jun-2016</p>					

RISKS

age Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Some areas within Flintshire will not be covered by superfast broadband if the joint project between Welsh Government and BT stalls.	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne - Enterprise Manager			↔	Open
<p>Potential Effect: Some areas within Flintshire will not be covered by superfast broadband which may have an adverse effect on encouraging business growth and investment. Management Controls: Limited control or influence as this is a joint WG and BT programme. However FCC will receive regular progress updates. FCC are supporting promotional activity regarding the rollout. Progress Comment: Delivery of Superfast Broadband enablement is out of FCC control.</p> <p>Last Updated: 07-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Businesses are not sufficiently supported to maximise opportunities presented to them through major transformational projects within Flintshire.	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne - Enterprise Manager				Open
<p>Potential Effect: FCC contract outside of the County and are seen as not supporting local businesses (reputational risk).</p> <p>Management Controls: Business forums, held quarterly attended by public, private and third sector industries. Regular meetings of the Mersey Dee Alliance to raise awareness of transformational projects. FCC hold 'meet the buyer' events to engage businesses with the main contractors.</p> <p>Progress Comment: Continued delivery of supply chain development across the county and region is undertaken to mitigate the risk.</p> <p>Last Updated: 07-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Opportunities to access external funding programmes to invest in our urban and rural areas are not maximised.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Page 67

Potential Effect: Council will not secure sufficient external funding to invest in urban and rural areas adversely affecting the Council's reputation.

Management Controls: Close involvement in the North Wales Economic Ambition Board work stream to develop projects and share intelligence regarding the new European funding programmes.

Seat secured on the decision-making body for the new Rural Development Plan funding programme.

Coastal Communities Fund application submitted and funding approved - £293,135 received.

Progress Comment: The Council, through the North Wales Economic Ambition Board European programme work stream, is working with partners across North Wales to keep abreast of the development of the new European programmes, steer their development where possible and to develop regional projects. Within the Council, there are four European projects currently under development; all of which are aimed at tackling unemployment. The Council is also actively investigating wider European programmes as potential sources of funding including Interreg (transnational partnership projects) and the Innovative Urban Action programme.

The Council, through partnership working with the North Wales Economic Ambition Board and the Mersey Dee Alliance has been actively lobbying for resources for infrastructure to enable economic development. The Council submitted proposals for infrastructure development in the County to the UK Government as part of the Cheshire and Warrington Local Enterprise Partnership Growth Bid.

The Council has secured £6.024m of Welsh Government funding for Deeside through the Vibrant and Viable Places programme, allocated over the 2014/15, 2015/16 and 2016/17 financial years. In addition, due to the performance of the programme in Flintshire, an additional £1.4m was allocated in 2015/16 and a further £500k has been allocated in 2016/17. The future of the Vibrant and Viable Places programme from 2017 onwards is unclear but the Council is working closely with the Welsh Government to stay abreast of developments and to be prepared for the new programme.

The Council has also secured a seat on the new Local Action Group for Flintshire, the decision-making body for the 2015-20 Rural Development Plan programme in the County. A number of Council teams are considering projects for submission into the new Rural Community Development Fund programme although the criteria have been changed by WG and are now more restrictive which will reduce the number of projects submitted. One project is currently under development for the RCDF programme which will focus on walking and cycling routes.

The Council has helped the Big Lottery to raise awareness of the new Creating your Space funding programme which applies across Flintshire. A number of community groups are considering applications. The Council has secured approximately £300k from the Lottery Coastal Communities Fund which is currently being used to develop visitor infrastructure along the Dee coastline.

The recent restructure of the Enterprise and Regeneration team has included a creation of a new Programme Development Officer role. This role focuses on building the Council's knowledge and use of external funding and will support internal colleagues in managing externally funds to ensure they are maximised.

Last Updated: 01-Jun-2016



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Opportunities to access funding to invest in the promotion of tourism are not maximised	Clare Budden - Chief Officer - Community and Enterprise	Richard Jones - Regeneration Project Officer	Amber	Amber	↔	Open
<p>Potential Effect: Reduced number of initiatives to promote tourism across Flintshire.</p> <p>Management Controls:</p> <p>Progress Comment: Regional Tourism Engagement Fund - source Welsh Government (Visit Wales). Funding round opens 1st April 2016. Ideas for projects being discussed with Destination Management Partnerships.</p> <p>Rural Community Development Plan Programme/ Leader Funding - working with partners to explore opportunities for bids.</p> <p>Big Lottery Fund - exploring possibility of a tourism mentoring/ grants programme.</p> <p>Last Updated: 01-Jun-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
External funding sources are often weighted towards urban regeneration with funding for rural regeneration being limited.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↓	Open
<p>Potential Effect: Rural locations will not receive the funding required to effectively regenerate them.</p> <p>Management Controls: The Council has secured a seat on the decision-making body for the Rural Development Plan programme and will seek to influence the programme to ensure maximum benefit is derived for Flintshire's rural communities. The Council has also helped the Big Lottery to promote the new Creating your Space programme which applies to both rural and urban areas. The Council has also helped to promote the RWE wind farm grant funding which applies to the rural north of the County.</p> <p>Progress Comment: The 2015-2020 Rural Development Plan programme will provide significant resources to support community services and economic development in rural Flintshire. In addition, the Council has secured £293,135 from the Coastal Communities Fund for visitor facility development along the Dee coastline in both rural and urban areas. The LEADER programme under the Rural Development Programme has now started with Cadwyn Clwyd seeking project partners. Welsh Government have also issued an open and competitive call for proposals for the first round of the Rural Community Development Fund. The Council has also helped to promote the RWE wind farm grant funding to rural communities.</p> <p>Last Updated: 01-Jun-2016</p>						

4 Skills and Learning



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities, communicated through the Common Application Process (CAP)	Jeanette Rock - Principal Education Officer Inclusion	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Through the Youth Engagement and Progression Framework, officers are continuing to track and support young people who are NEET or at risk of becoming NEET. Regular liaison with partners has secured access to a range of provision around work related skill development for the identified young people and this has supported engagement with suitable outcomes such as traineeships and enhanced work experience packages. IOSH Managing Safely Training has been provided to secondary schools and Inclusion staff to enable them to identify and set appropriate work experience packages. It is envisaged that this will lead to increased opportunities within this area. Information regarding opportunities within Flintshire has been fed into the Common Application Process (CAP), a system operated through Careers Wales. This has been run as a pilot and is under review, the outcome of which will direct future activity in relation to how this is taken forward. A Training Academy Project Board has been established (October 2015) to oversee and coordinate the work of the Council in relation to community benefit opportunities in relation to training and employment. Increasing the number and range of apprenticeships is focus for the Board. Members of the Training Academy Project Board are networking to actively promote awareness of and the benefits of apprenticeships. Links have been established with Secondary Headteachers and a Flintshire Apprenticeship Day will be held for schools on the 16th March 2016. The work undertaken through the Youth Engagement & Progression Framework has provided a more coherent and coordinated approach to maximising the number of apprenticeships, traineeship and work experience. Information is regularly shared with schools, including a monthly Careers Wales Newsletter which provides details regarding current apprenticeship and trainee opportunities. Use of the Common Application Process continues to be reviewed by Careers Wales.

Last Updated: 02-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Increase training and apprenticeship opportunities for local people through our major capital programmes (WHQS and SHARP).	Sean O'Donnell - Contract Surveyor	In Progress	05-Jun-2015	31-Mar-2016	20.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Progress will be approximately 20% each year in order to meet 100% completion by the end date of 31/03/2020. A number of apprentices have been appointed with contractors as part of the new WHQS programmes. To date 10 opportunities have been created through the various programmes and the service continues to work with the contractors to maximise these

opportunities and ensure they fulfil their contractual obligations. A Community Benefit and Training Academy has also been established by Flintshire County Council to oversee the growth of apprenticeship opportunities in the county across the major investment programmes. The Advert for the Apprentices as part of the academy was publicised early in Quarter 4 inviting applications from the 4th January to the 19th January 2016. The WHQS Contractors were invited to attend a brief seminar with Future Works on the 13th April 2016. The Contractors were informed of the benefits of using Future Works and to see Future Works as an added resource to their own existing apprentice recruitment schemes. Collaborative working with each of the WHQS Contractors along with Future Works is the Councils long term aim to improve and deliver apprenticeship schemes and placements across Flintshire, thus providing sustainable placements and an improved likelihood of retaining apprentices and creating long-term full time positions with said Contractors.



Last Updated: 07-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.	Sharon Jones - Communities First Cluster Delivery Manager East	Completed	05-Jun-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

BEN on track over both CF Clusters. Celebration event planned for September 2015. Total membership is 84. We are supporting the Wrexham BEN to develop their structure, following Good Practice from Flintshire. A very successful Celebration event was held with over 100 attendees. Lesley Griffiths AM plus Local Councillors attended. A video was shown promoting the BEN. This will be shared with other CF teams. This project is on Track. A dragons Den event was held in November and 7 people went through to the next stage, they are all now supported by a Dragon. Fortnightly Enterprise Club is continuing successfully.



Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Support the development of two academies focusing on Retail and Construction for over 18's leading to employment.	Sharon Jones - Communities First Cluster Delivery Manager East	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Launch of the Construction Academy by April 2015 -The Construction and Retail Academies launched January 2015. Due to procurement and commissioning of posts the launch was held back, but an Acting Up post was put in place. The Academy set up previously at Ysgol Maes Hyfred continued with the Academy at Artisans Shop in retail and hospitality. 8 pupils attended with 3 placement at the Artisans shop.

Last Updated: 16-Mar-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 Implement the Youth Engagement and Progression Framework for learners in danger of disengaging through: <ul style="list-style-type: none"> • Targeting vocational and employability skills • Enhancing personal support, including coaching, mentoring and help with transition • Increasing the use of release on temporary licence (ROTL) for young people in the youth justice service; to better engage with post-custody education, training and employment prior to release. 	Jeanette Rock - Principal Education Officer Inclusion	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

There has been a delay to the implementation date of TRAC. The Welsh European funding Office (WEFO) has requested further detail around the project and adjustment to the Business Plan. The proposed start date is now likely to be March 2016. Extra capacity to support learners has been made available through the Resilience Team, funded through Families First. The team became operational in October 2015 and works with young people identified as Tier 2 on the Youth Engagement & Progression Framework. The collation of provision into a local database has been beneficial in terms of intervention. Schools and LA officers have greater awareness regarding the range of provision across Flintshire and meetings are now taking place between Wrexham and Flintshire officers to extend knowledge of provision across both counties. The TRAC programme was signed off by Welsh European Funding Office (WEFO) in February 2016. TRAC officers have been appointed and multi-agency panel meetings are being held with schools to identify and allocate support and / or provision to young people at risk of disengagement. The Learner Profiling Tool is being used across all schools to identify the initial cohort for whom professional discussions take place. Opportunities are provided for one to one personal support to improve attainment, attendance, personal, social and employability skills. Supporting successful transition is a key aspect of the work and TRAC staff are liaising closely with relevant partners to facilitate this.

Last Updated: 02-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.2.1 Working effectively with the Regional School Improvement Service (GwE) to:</p> <ul style="list-style-type: none"> o share best teaching practice and resources across schools and the region; o identify and target support for those schools most in need; o develop the capacity of schools to respond to national initiatives and curriculum reforms; and o improve skills in literacy and numeracy. 	<p>Claire Homard - Principal Education Officer Primary</p>	<p>In Progress</p>	<p>01-Apr-2015</p>	<p>31-Mar-2016</p>	<p>90.00%</p>	 <p>GREEN</p>	 <p>GREEN</p>
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ACTION PROGRESS COMMENTS:

Fortnightly meetings between Senior Manager, Senior Challenge Adviser (SCA) and individual Challenge Advisers (CA) continue to review schools progress and ensure challenge/support is appropriately matched. In addition, schools in Red or Amber support categories monitored by LA's own School Standards Monitoring Group (SSMG) of senior officers and elected members and interventions matched to need. Cycle completed for 15-16 and 14 schools monitored. 3 schools to be removed from monitoring list. Pioneer schools continue to work on national curriculum developments as per WG timetable. Focus from WG and Region to develop better mechanisms for wider dissemination of developments to all schools is a new priority. Regional Foundation Phase (FP) Senior Challenge Adviser in post from April 16 and changes now being made to FP training delivery locally and regionally. GwE Associate partner programme for Literacy and Numeracy support being phased out as national priority switches to national Digital Framework from September.

Last Updated: 13-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
<p>4.1.2.2 Reducing the impact of poverty and disadvantage, including through the Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy, (2014-18), "Delivering Together"</p>	<p>Ann Roberts - Families First Lead / Youth Services Manager</p>	<p>In Progress</p>	<p>01-Apr-2015</p>	<p>31-Mar-2016</p>	<p>80.00%</p>	 <p>GREEN</p>	 <p>GREEN</p>

ACTION PROGRESS COMMENTS:

The Flintshire Families First Programme (2015-2017) continues to deliver on the outcomes for the Child Poverty Strategy (WG, 2011) and it has fully re commissioned in July 2015. This is to ensure that delivery is focussed on the areas of evidenced need and that it targets those families who are furthest from education and employment opportunities. However we have had notification of an 11.7% cut which we are managing at present. This will impact on delivery and outcomes. The evidence based collaborative approach has enabled bespoke commissioning of projects to maximise the full grant for effective impact for poverty mitigation and reduction. Welsh Government review and monitor the delivery and have returned a positive evaluation statement and supported the innovative commissioning plans. The fact that we have reviewed the programme annually has enabled us to react to the 11.7% cut in funding with minimal impact on delivery. The new commissioned projects are now all effective from 01.10.15 to 31.03.16. The Youth Support Service Plan (Delivering Together 2014-2018) has a collaborative approach to delivery of universal entitlement for all 11-25 year olds, with a focus on engagement, participation, informal learning and accreditation. It offers preventative approaches to enable young people to have learning and earning opportunities to mitigate the effects of poverty , improve financial literacy and build resilience and

coping skills to minimise the NEET (Not in Education Employment or Training) population in Flintshire. It also supports our young parents population by offering parenting courses and enabling supported learning opportunities. The innovative new RESILIENCE project is now in place and shares accommodation and staff with the 3rd sector. This will enhance the emerging TRAC programme which is delayed at WG level. The Families First and Delivering Together programmes also enhance workforce development opportunities for our future potential workforce by encouraging volunteering, work placements and accreditation. The Integrated Youth Provision report update was taken to scrutiny on 17.09.15 to update on the above in more detail and all recommendations were agreed. The agreed actions have now been implemented. This has enabled us to effect a saving of £36,000 from the revue of caretaking proposal agreed on 17.09.15. Regional agreement across North Wales has been secured regarding the use of the child profile tool to identify young people between 11 and 19 who are at risk of disengagement. This tool is an integral part of the ONE data base which links SIMS(School Management Information System) used in schools. Negotiations are underway in terms of purchase cost and training requirements. Once identified young people will be signposted in to a range of intervention strategies to support continued engagement including enhanced personal support and alternative curriculum opportunities. FCC was a successful partner in a regional bid for European Social Fund to support the additional provision for Autumn term 2015. Work with key partners engaged in the Integrated Youth Service plan "Delivering Together" has ensured that young people are not unnecessarily brought in to the Youth Justice System. The Youth Justice Bureau approach has been introduced and its work has developed to ensure appropriate diversionary approaches are taken resulting in significant reduced re offending rates. Sub Regional (Flintshire and Wrexham) Scrutiny Partnership is evolving to review effective decision making based around regionally agreed criteria. The new management structure for the Integrated Youth Provision plan is effective from 01.01.16. The structure has allowed for shared delivery approaches to be developed. The Youth Service and Youth Justice teams will physically co locate by April 2016 which will further enhance this approach.

Last Updated: 08-Mar-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 Improving outcomes for Looked After Children and young people exiting the Youth Justice System	Chris Clarke - Youth Justice Service Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:




Progress reported as at Q2 is still relevant for Q3. Q2 Progress Update: 1. Regional Looked After Children (LAC) action Plan generated by GwE and being implemented 3 & 4 Symud Ymlaen have promoted service across YJS and Children's Services. Referral Packs available to staff and individual training and development plans being initiated with young people. Youth Justice Service confirmed 8 referrals and 4 young people actively engaged in training 5. Restorative Justice pilot sites identified though long term staff absence likely to impact upon delivery. Financial constraints and single practitioner in role unlikely to support replacement/cover 6. Regional LAC Action Plan - Launch planning scheduled for July 15 9. Trauma/Attachment training delivered to key professionals including Youth Justice Service (YJS) and education staff- implementation of appropriate strategies in order to improve outcomes for learners and young people presenting with >5 convictions in 24 month period (YJS). Consultation by Cordis Bright to commence October 15 through to June 16. 10. national review of LAC yung people and outcomes within the criminal justice system underway chaired by Lord Laming and regional and national input into review being supported by YOT managers Cymru.

Last Updated: 20-Apr-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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4.1.2.4 Developing and implementing a plan for the next phase of Schools Modernisation, including continuing to implement the 21st Century School (Band A) programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Implementation plan for the next stage of School Modernisation approved by Cabinet in June 2015. Band A projects at Connah's Quay (Post 16) and Holywell Learning Campus approved by Welsh Government. Construction projects started on site Jan 2015, projects are currently are on time and within budget. Anticipated completion dates for operational buildings, September 2016. (No negative change in progress from Q2)</p> <p>Last Updated: 11-Feb-2016</p>							

Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M01 Increased numbers of learners achieving the Level 1 threshold	94.1	96.2	↑	97.1	 AMBER
<p>Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'. Last Updated: 14-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M02 Securing high levels of 16 year olds in education, employment and training	98.7	98.7	↔	98.8	 AMBER
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Jeanette Rock - Principal Education Officer Inclusion Aspirational Target: Progress Comment: Flintshire County Council maintained the levels of engagement for 16 years old from 2014-15. This was the highest level in Wales for 2 consecutive years. Last Updated: 02-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M03 Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	5.7	5	↑	5.1	 GREEN

Page 76

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Jeanette Rock - Principal Education Officer Inclusion
Aspirational Target:
Progress Comment: Data from the NOMIS website show a significant reduction in the number of under 25 year olds claiming Jobseekers Allowance only. In November 2014 there were 360 claimants compared with 130 in November 2015.
 Last Updated: 02-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M04 Number of training and apprenticeship opportunities started as a result of the Welsh Housing Quality Standards contracts	3.4	10	↑	3.6	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: A total of 10 apprenticeship placements were created throughout 2015-2016 against a target of 4.
 This is a positive contribution towards the authorities commitment to create as many apprenticeship placements as possible. No further placements were created in quarter 4 as these had been established earlier in the year with the target already having been exceeded.
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M05 Number of training and apprenticeship opportunities started as a result of the Strategic Housing and Regeneration Programme contracts	No Data	2	N/A	2	 GREEN

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Customer Services Manager
Aspirational Target:
Progress Comment: Recruitment process to appoint one Groundwork apprentice completed and successful candidate due to start work on Custom House, Connah's Quay during Qtr 1 16/17
 Last Updated: 26-May-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M06 Number of people leaving the Construction Academy with a qualification	No Data	29	N/A	N/A	
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East Aspirational Target: Progress Comment: We have had no Clients through the construction Academy this Quarter. Over the past 12months this programme has been delivered to a number participants throughout the Clusters, to move forward with this programme outcomes will be reviewed and revised for 2016/7.</p> <p>Last Updated: 15-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M07 Number of people leaving the Construction Academy with a job	No Data	7	N/A	N/A	
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East Aspirational Target: Progress Comment: We have had no Clients through the construction Academy this Quarter.Over the past 12months this programme has been delivered to a number participants throughout the Clusters, to move forward with this programme outcomes will be reviewed and revised for 2016/7.</p> <p>Last Updated: 15-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M08 Number of people leaving the Retail Academy with a qualification	No Data	16	N/A	N/A	

Page 78


Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East
Aspirational Target:
Progress Comment: We have had 5 people leave the Retail Academy with a qualification. Over the past 12months this programme has been delivered to a number participants throughout the Clusters, to move forward with this programme outcomes will be reviewed and revised for 2016/7.
 Last Updated: 15-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M09 Number of people leaving the Retail Academy with a job	No Data	6	N/A	N/A	


Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East
Aspirational Target:
Progress Comment: One person left the Academy with a job. Over the past 12months this programme has been delivered to a number participants throughout the Clusters, to move forward with this programme outcomes will be reviewed and revised for 2016/7.
 Last Updated: 15-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M10 The percentage of learners achieving the Foundation Phase Indicator	84.5	87		84.4	


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: Development is variable at this age. GwE has introduced a different target setting methodology with a focus on targets being 'more realistic', and at Foundation Phase targets are no longer 'uplifted' they are now aggregated data from schools.
 Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M11 Percentage of Key Stage 4 learners achieving improved outcomes in Mathematics	68.4	69.4	▲	75.5	 RED

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.
 Last Updated: 14-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M12 Percentage of Key Stage 3 learners achieving improved outcomes in Mathematics	88.7	92	▲	90.9	 GREEN

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.
 Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M13 Percentage of Key Stage 2 learners achieving improved outcomes in Mathematics	88.4	90.9	▲	92	 AMBER


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M14 Percentage of Foundation Phase learners achieving improved outcomes in Mathematics	88.3	90.2	↑	89	 GREEN


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: Development is variable at this age. GwE has introduced a different target setting methodology with a focus on targets being 'more realistic', and at Foundation phase targets are no longer 'uplifted' they are now aggregated data from schools.

Last Updated: 14-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M15 Percentage of Key Stage 4 learners achieving improved outcomes in English	73.3	72.2	↓	77.4	 RED

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.


Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M16 Percentage of Key Stage 3 learners achieving improved outcomes in English	89.4	91.4	↑	90.5	 GREEN

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.
 Last Updated: 14-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M17 Percentage of Key Stage 2 learners achieving improved outcomes in English	89	90.1	↑	90	 GREEN

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.
 Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M18 Percentage of Foundation Phase learners achieving improved outcomes in English.	87.4	89	↑	87.3	 GREEN


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: Development is variable at this age. GwE has introduced a different target setting methodology with a focus on targets being 'more realistic', and at Foundation Phase targets are no longer 'uplifted' they are now aggregated data from schools.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M19 Percentage of Key Stage 4 learners achieving improved outcomes in Welsh (first language)	59.7	54.6	↓	74.7	 RED


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: The First Language Welsh cohorts are small and variable year on year.

Last Updated: 13-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M20 Percentage of Key Stage 2 learners achieving improved outcomes in Welsh (first language)	90	86.4	↓	85	 GREEN


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M21 Percentage of Key Stage 3 learners achieving improved outcomes in Welsh (first language)	56	80	▲	87	 AMBER


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: The First Language Welsh cohorts are small and variable year on year.

Last Updated: 13-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M22 Percentage of Foundation Phase learners achieving improved outcomes in Welsh	87.3	91.2	▲	84.4	 GREEN


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: Development is variable at this age. GwE has introduced a different target setting methodology with a focus on targets being 'more realistic', and at Foundation Phase targets are no longer 'uplifted' they are now aggregated data from schools.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M23 (EDU/003) The percentage of learners achieving the Core Subject Indicator at Key Stage 2.	86.12	87.91	▲	87	 GREEN


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target: 89.10
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M24 (EDU/004) The percentage of learners achieving the Core Subject Indicator at Key Stage 3.	84.28	87.11	↑	86.5	 GREEN

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target: 89.30
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.



Last Updated: 14-Jun-2016



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M25 Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades	341.5	342.1	↑	358.9	 AMBER



Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'..

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP4.1.2M26 (EDU/017) The percentage of pupils aged 15 at the preceding 31 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	61.87	60.61		69.9	 RED
<p> Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 65.10 Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'. A slight downturn in performance shows from the previous year. </p> <p>Last Updated: 15-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M27 Improve performance of cohort of learners entitled to Free School Meals in achieving the Level 1 Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language)	93.2	92.1		95.8	 AMBER
<p> Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'. </p> <p>Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M28 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 1st Language)	37.3	35.2		61.3	 RED


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M29 Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score Indicator (points achieved in best eight course outcomes)	307.6	308.1	▲	330.9	 RED


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.


Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M30 Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3	65.1	71.3	▲	73.8	 AMBER

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.

Last Updated: 14-Jun-2016




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M31 The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	27	80	▲	40	 GREEN
<p>Lead Officer: Chris Clarke - Youth Justice Service Manager Reporting Officer: Louisa Greenly - Performance Management & Information Officer Aspirational Target: Progress Comment: Following period of reduced performance in 2015/16 focus has been given to delivering ETE options. Activities have including action plan delivered by the Exec Management Board, and supported by Youth Justice Board Cymru, internal review of recording and monitoring procedures, confirmation of education coordinator in post with the YJS and role in educational panel within YJS, improved partnerships with Symud Ymlaen, YEPP coordinator and 14-19 Network</p> <p>Last Updated:</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
4.1.2M32 The percentage of young people above school age in the youth justice system that are offered 16+ ETE	43	75	▲	55	 GREEN
<p>Lead Officer: Chris Clarke - Youth Justice Service Manager Reporting Officer: Louisa Greenly - Performance Management & Information Officer Aspirational Target: Progress Comment: Following period of reduced performance in 2015/16 focus has been given to delivering ETE options. Activities have including action plan delivered by the Exec Management Board, and supported by Youth Justice Board Cymru, internal review of recording and monitoring procedures, confirmation of education coordinator in post with the YJS and role in educational panel within YJS, improved partnerships with Symud Ymlaen, YEPP coordinator and 14-19 Network</p> <p>Last Updated:</p>					




RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS

Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future.	Ian Budd - Chief Officer - Education and Youth	Jeanette Rock - Principal Education Officer Inclusion				Open
<p>Potential Effect: Management Controls: Progress Comment: Latest annual performance information has Flintshire with the lowest level of young people 16+ not in education, employment or training in Wales. There is a continuing need to support our most vulnerable young people to access employment and training and to develop apprenticeship opportunities matched to long term market intelligence on economic development.</p> <p>A Flintshire Education, Employment & Training Strategic Group has been established (December 2015) to support and further develop partnership working to actively target and meet the skills based needs of the future.</p> <p>Last Updated: 01-Jun-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Training places will not match current and future employer aspirations and needs.	Ian Budd - Chief Officer - Education and Youth	Jeanette Rock - Principal Education Officer Inclusion				Open
<p>Potential Effect: Management Controls: Progress Comment: Latest annual performance information has Flintshire with the lowest level of young people 16+ not in education, employment or training in Wales. There is a continuing need to support our most vulnerable young people to access employment and training and to develop apprenticeship opportunities matched to long term market intelligence on economic development.</p> <p>Flintshire County Council has well established relationships with training providers and employers. The Education, Employment & Training Strategic Group provides a forum to review the training opportunities and match these against Labour Market Intelligence and employer needs.</p> <p>Last Updated: 01-Jun-2016</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Schools do not receive and/or make best use of the support they need from the Council and GWE	Ian Budd - Chief Officer - Education and Youth	Claire Homard - Principal Education Officer Primary				Open

Potential Effect: Schools are less well informed about developments and what their actions to ensure continued improvement should be. Progress in improving outcomes for learners is reduced.

Management Controls: Regular reviews by LA Senior Manager, GwE Senior Challenge Adviser and monitoring by LA's School Standards Monitoring Group

Progress Comment: GwE Challenge Advisers make regular visits to schools. Regular meetings of LA Officers with GwE Senior Challenge Adviser facilitate a review of those schools least likely to make good use of the support available. Where schools are not engaging effectively with support services from either the Council or GwE, the Senior Manager for School Improvement will take appropriate action on a continuum on intervention with the most serious outcome being the issuing of a Warning Notice to the Headteacher and/or Governing Body. No warning notices have been issued in this regard. Where a situation arose where this could have been a risk, the intervention of the Senior Challenge Adviser and Senior Manager for School Improvement resulted in a successful outcome.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Numbers of school places will not be sufficient to meet the future demands of changing demographics	Ian Budd - Chief Officer - Education and Youth	Damian Hughes - Senior Manager, School Planning & Provision				Open




Potential Effect: Budgetary pressures, rise in cost per pupil, rising in pupil teacher ratios, unsustainable schools in some areas, over subscribed schools in others, more admission appeals

Management Controls:

Progress Comment: The likelihood of not having enough spaces in schools overall is low, however there may be pressures in particular locations and phases as demographics change.

Currently there are in excess of 4000 unfilled places in the school estate, doing nothing, will have a negative effect on school financial allocations and raise pupil teacher ratios.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education and Youth assets will be further reduced to meet new pressures on the Education and Youth Budgets	Ian Budd - Chief Officer - Education and Youth	Damian Hughes - Senior Manager, School Planning & Provision				Open

Potential Effect: The fabric of Education and Youth buildings will continue to decline



Management Controls:

Progress Comment: School Modernisation remains a key tool in enabling the Authority to invest appropriately in its school portfolio, this will involve a reduction in schools within the Council's portfolio and a reduction of unfilled places.

Last Updated: 01-Jun-2016



5 Safe Communities

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



NA

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Contribute to the delivery of the North Wales Community Safety Plan priorities	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The local community safety plan has been adopted by the Local Service Board at its meeting on 19th January 2016. The plan reflects the aims and objectives of the Safer Communities Board's regional work programme. No issues or risks have been identified.

Last Updated: 02-Feb-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Reduce fear of crime by making best use of the latest technologies including closed circuit television (CCTV).	Sherryl Burrows - CCTV Manager	In Progress	01-Apr-2015	31-Mar-2016	30.00%	 AMBER	 AMBER


ACTION PROGRESS COMMENTS:

Feasibility study completed and draft report received. Meeting with CE and CO scheduled for end November, 2015 for sign off of suggestions/recommendations within the report. Consultation with Town & Community Councils and other Stakeholders to be completed by end March 2016. An Executive Report to Cabinet will follow. Funding must be agreed/secured prior to the tender process. Specification, Pricing Schedule and related tender documents to be completed. Formally agree proposals to be outlined within the

feasibility study which has been completed. Meeting held with CE and Chief Officer and it was agreed to identify the new location for CCTV Control Room prior to progressing to Phase Two of consultants brief which will involve: - The preparation of detailed technical specifications, proposals, drawings and tender documentation for the upgrade of the CCTV control equipment and the procurement of re-deployable cameras (where possible), to compliment the static CCTV camera scheme. - New Service Level Agreements are to be negotiated with Town & Community Councils. - Tender process complete and new monitoring contract commenced in October 2015. Formally agree proposals to be outlined within the feasibility study for a new sustainable model of CCTV provision by October 2015 -Feasibility Study complete. Meeting with CE re-scheduled to end of November Progress to Phase Two imminent, awaiting identification of suitable alternative location for new cctv control room Last Updated - 11/11/2015 Deleted User Negotiate new Service Level Agreements with Town & Community Councils for implementation by April 2016 -Initial meeting with Town & Community Councils has taken place. A further meeting to be scheduled later in the financial year. Last Updated - 11/11/2015 Deleted User Re-tender for monitoring services by September 2015 -Tender process completed. Evaluation Process completed. Award of Contract pending. Last Updated - 12/10/2015 Deleted User Update meeting with Town and Community councils to be arranged before the end of the financial year. In relation to potential increased costs Town and Community Councils have been advised to reserve between 5% and 10% based on their current annual costs. It is anticipated Service Level Agreements will be re-negotiated during 2016/17 A suitable alternative location for CCTV control room has been identified however Phase Two of the CCTV Upgrade Project has been postponed pending submission of a business case for the relocation/refit of the CCTV control room to the Assets Programme Board.

Last Updated: 14-Jan-2016

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1 M01 The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	23	20	↑	28	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community


Reporting Officer: Jackie Goundrey - Domestic Abuse Co-ordinator

Aspirational Target:

Progress Comment:

Overall repeat victimisation rate 15/16 was 18.6%

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1M02 Monitoring the number of formal consultations for public space protection orders (PSPOs)	No Data	0	N/A	N/A	

Lead Officer: Sian Jones - Public Protection Manager - Community

Reporting Officer: -


Aspirational Target:


Progress Comment: Work is currently being undertaken for a PSPO which will replace the former 'dog control' areas, however this work will not need to be completed until October 2017.

Only one formal request for a PSPO was received by Flintshire County Council in 2015/6, however there was no evidence to suggest an increase in anti-social behaviour in the area therefore the order was not pursued.

Last Updated:



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP5.1.1M03 Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)	89	90.91	↑	80	 GREEN
<p>Lead Officer: Sian Jones - Public Protection Manager - Community Reporting Officer: - Aspirational Target: Progress Comment: Target has been exceeded for this quarter.</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1M04 Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%)	80	78.91	↓	80	 AMBER
<p>Lead Officer: Sian Jones - Public Protection Manager - Community Reporting Officer: - Aspirational Target: 80.00 Progress Comment: Performance is consistent with previous quarters, only a slight dip has been seen in comparison to the previous quarter</p> <p>Last Updated:</p>					

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Grant funded services that are administered through the Community Safety Partnership are not delivered effectively.	Andrew Farrow - Chief Officer - Planning and Environment	Sian Jones - Public Protection Manager - Community	 Amber	 Amber	↔	Open

Potential Effect: Decommissioning of services. Greater scrutiny from funding providers. Impact on services supporting vulnerable groups.
Management Controls:
Progress Comment: The Community Safety Team met the quarter 4 deadlines imposed by the Welsh Government and the Office of the Police and Crime Commissioner.

It is still of concern that Welsh Government grants are confirmed very late. In respect of the 2016/7, the confirmation of external grants was not received until late April 2016.

The risk level remains the same.

Last Updated: 29-Apr-2016



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding for the provision of CCTV with local partners will not be sustainable in the long term.	Andrew Farrow - Chief Officer - Planning and Environment	Sherryl Burrows - CCTV Manager	Yellow	Yellow	↔	Open



Potential Effect: Funding deficit. Consideration of closure of services for example public space CCTV service.
Management Controls:
Progress Comment: The level of risk remains the same as the Authority is still in the process of negotiating new Service Level Agreements with Stakeholders.

Last Updated: 01-Jun-2016

6 Poverty

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Help children, young people and families, in or at risk of poverty achieve their potential.	Gail Bennett - Early Intervention Services Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>The Early Years and Family Support Service have made several contributions towards this action, through a multi-agency, partnership arrangements. Further information is available in the Joint Education and Youth and Social and Health Overview and Scrutiny Committee Report - 4 June 2015. The main highlights are: - Involvement with the Anti-Poverty strategic and sub-groups. - Implementation of Flying Start Guidance and the recruitment of a specialist Speech, Language and Communication Lead and a Safeguarding Clinical Nurse. - Partnership with the national, 'Money Advice Service' (MAS) to conduct some ground breaking research in Wales. The pilot (and accompanying 2 year longitudinal evaluation) will test the effectiveness of programmes designed to improve children's financial capability through working with parents. The aim is to produce rigorous evidence on the impact and cost-effectiveness of parenting programmes. The pilot will raise awareness to parents of the important role they play and equip them with the desire, confidence and ability to develop the next generation of financially capable adults. Financial capability will be weaved into existing parenting programme interventions within Flying Start, some Families First delivery and school delivery of programmes such as Family Links and Incredible Years. Adult financial capability is a direct consequence of what has been seen, experienced and learned throughout childhood and adolescence, so to become financially capable, children need to observe, talk about and experience money on a regular basis. Starting young is key, with financial capability developed from the age of three with many future adult habits set by the age of seven. Parents are likely to be the strongest factor to influence adult financial capability (they are the most trusted messenger in childhood and they provide the environment for children to see, experience and learn about money on a daily basis). Despite this, there is minimal provision to support parents and little evidence about what works and what doesn't. The pilot aligns with Welsh Government requirements and has the approval of programme licence holders. - Social Care Accolades Awards 2015 (National Award), 'Better Outcomes through Working Together'. Particular focus was given to the community engagement programmes, Families and Schools Together and parenting programmes - many of the parents who have been involved in the programme have gained employment or taken up further education due to their involvement in the programme, increased links with school and a reduction in social isolation and an increase in confidence. The programmes are delivered primarily through pooled grant funding from Flying Start, Families First and school Pupil Deprivation Grant. Schools report an increase in attendance and improved behaviour. It is recognised that this forms part of a whole school, whole family approach. Invite as member of Wales delegation to EuroChild Symposium in Galway in December to highlight the parenting work in Flintshire re early intervention and prevention partnership between Flying Start, Families First and primary schools using their Pupil Deprivation Grant. January 2016: Flying Start and Y Teulu Cyfan, Families First funded project/workers were trained in Financial Support for parents - part of the national evaluations to support parents to support their children in the right messages. The work mentioned will continue 2016-17 and embed into operational practice. Early Years and Family Support are aiming to secure European funding of £2.2 million over 3 years to support people 25 plus with employability, the service will be targeted at those furthest from employment and will interface with Education European funding with similar aims, Trac 1 and Trac 2.</p> <p>Last Updated: 02-Jun-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Provide advice and support services to help people protect their income	Paul Neave - Manager - Advice and Homelessness Service	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

FCC continues to provide advice and support services that are helping residents to maximise their household income through accessing their correct entitlement of social security benefits and manage their debts as effectively as possible. The combination of the Advice and Support Gateways and the empowering of front line staff with additional social welfare knowledge/skills are helping, as much as possible, to manage the increase demand from residents, impacted by the welfare reforms, for access to advice and support providers.



Last Updated: 06-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Support the implementation of Universal Credit (UC) within Flintshire	Paul Neave - Manager - Advice and Homelessness Service	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

All the Jobcentres throughout Flintshire (and now throughout the whole of Wales) are delivering universal Credit (UC). However, in Flintshire we are delivering what is referred to as the UC 'Live Service' and UC is only accessible to specified claimants without overly complex life situations. Hence, even though UC has been live in Flintshire for over two years, less than a 1,000 claimants have claimed it, with the majority being younger single people without housing costs. In May 2016, the DWP commenced, via a phased rollout approach across the United Kingdom, the UC 'Full Service'. When a local authority area is delivering full service there are no restrictions a on the working-age claimants who can claim UC and claimants already receiving another means-tested benefit, such as Housing Benefit, may be transferred over across to UC should their circumstances change. As soon as the Welsh language UC online claim form is developed the DWP will commence the rollout of the UC Full service across Wales. The Delivery Partnership Agreement for 2015/16, funded by the DWP, ensured that the Flintshire UC claimants, who needed support to make an on-line application and/or personal budgeting support, had easy access of to appropriate help and support.

Last Updated: 06-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.1 Help residents to access funding support to improve the thermal efficiency of their homes	Leanna Jones - Home Energy Conservation Officer	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The team has overachieved on every KPI despite understaffing still being an issue as the restructure in Regeneration has affected the recruitment to the agreed Domestic Energy Efficiency Team posts. The team have been able to bring in more external funding than anticipated and deliver energy efficiency improvements to well over 1000 properties, a record

for us, which shows the value we bring to the council at virtually no cost. The success has been further demonstrated in the energy savings we help residents achieve. Therefore it cannot be understated how hard every member of this project team have worked this year to achieve these amazing results. Please see individual KPIs for more detail on project progress.



Last Updated: 27-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.2 Deliver energy efficiency measures to council homes	Leanna Jones - Home Energy Conservation Officer	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Overachieved in delivery across all tenures, working to bring added value to council programmes and go above and beyond WHQS to reduce tenants risk of fuel poverty.

Last Updated: 27-May-2016


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.3 Develop a best practice procurement solution for energy efficiency and renewable energy across Wales	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Agreement reached with NPS and Valueworks, but due to work demands the roadshows still need to be booked in. Discussions with local authorities in February/March reveal there is still a market need for this framework, so work will continue next financial year.

Last Updated: 27-May-2016

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M01 (FS/001) Number of free quality, part-time childcare sessions provided for 2-3 year olds through the flying start programme.	39455	46190	↑	40000	 GREEN


Lead Officer: Meryl Elmusrati - Flying Start Coordinator

Reporting Officer: Gary Greenhough - Performance Officer

Aspirational Target:

Progress Comment: The number of childcare sessions offered and taken up has increased during 2015-16 due to increased parenting support and great awareness raising of the importance of good quality childcare provision for children, and through communicating the benefits of long term outcomes. This year has seen the offer of more flexible arrangements enabling some families to take up 3 out of 5 weekly session. The % update has increased quite considerably.

Last Updated: 09-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M02 (FS/005) Number of children receiving an enhanced Health service through the Flying Start Programme	1515	1479	↓	1407	 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager


Reporting Officer: Gary Greenhough - Performance Officer


Aspirational Target:


Progress Comment: All Flying Start families with children in the programme range (capped at 1407) receive enhanced Health services through the Flying Start programme. During 2015-16 the mandatory Health Visitor services have been enhanced by offering Speech and Language Therapy and Midwifery, along with some brief Counselling interventions. This year has also seen the publication of the Welsh Government Health Services Guidance document, and a review has been undertaken to ensure Flintshire Flying Start is meeting the Guidance, along with appropriate Agreements with BCUHB.

Last Updated: 09-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP6.1.1M03 (FS/003) Number of parents accessing Parenting programmes	212	191	↓	200	 AMBER
<p>Lead Officer: Meryl Elmusrati - Flying Start Coordinator Reporting Officer: Gary Greenhough - Performance Officer Aspirational Target: Progress Comment: All parents are to be offered the opportunity to attend a Parenting Programme. During 2015-16 a review has been undertaken of programmes, and how these should be offered using the intelligence on the needs of family, and ensuring appropriate assessments are made to offer the right programme at the right time. A further focus has been put on engagement, using and developing informal parenting support that can promote the parenting programmes principles and messages through an informal, structured approach.</p> <p>Last Updated: 09-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M04 (FS/004) Number of places filled on structured and unstructured speech, language and communication sessions for parents and children within Flying Start	314	302	↓	350	 RED
<p>Lead Officer: Meryl Elmusrati - Flying Start Coordinator Reporting Officer: Gary Greenhough - Performance Officer Aspirational Target: Progress Comment: Due to the recruitment of a Speech and Language Therapist December 2015, some time has been taken out to develop the correct pathways for Flying Start families, working alongside generic SaLT. Time has also been committed to ensuring staff skills (Family Workers; Health Visitors; Advisory Teachers; Settings) are appropriate to meet the delivery needs of the pathways and support families to develop their children's speech, language and communication to enable children to reach their potential. A particular focus will be on speech and language during 2016-17 as research informs us that this can prevent longer term economic costs on services.</p> <p>Last Updated: 09-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M05 (WEL/001) Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC	2000000	2120315	↑	2000000	 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service
Aspirational Target:
Progress Comment: In total, during the previous financial year the team have helped residents to claim on-going social security income totalling £38,245pw (£1, 988,740pa). The team have also helped residents to claim £300,000 in one -off social security payments. The annual performance target was based on the income gained from the positive outcomes to casework interventions gained by five welfare rights officers. However, for the majority of the previous year, there has only been four officers in post.
 Last Updated: 23-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M06 Speed of processing of Housing Benefit claims - new claims	19.18	20.34	↓	17.5	 AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: Performance within target for Quarter 3 - working practices have been realigned and dedicated officers have been allocated to new claims processing
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M07 Speed of processing of Housing Benefit claims - change of circumstances	7.15	8.3	↓	9	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: Performance in target for Quarter 3 - due to realignment of working practices to prioritise changes to minimise overpayments to customers
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M08 Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	1600	1287	↓	N/A	●●●
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service Aspirational Target: Progress Comment: The Welfare Rights Unit accepted 1287 new referrals from Flintshire households over the year and provided these households with advice and support. This is a reduction on the previous year as a result of reduced capacity within the team for certain periods.</p> <p>Last Updated: 15-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M09 Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	259000	145347.08	↓	N/A	●●●
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits) Aspirational Target: Progress Comment: Expenditure has reached 73% of the government contribution as at the end of Quarter 3, Discretionary Housing payments are continuing to be promoted with internal departments and partner organisations to ensure that the full government contribution is used by the end of quarter 4</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M10 Number of residents supported to better manage their financial commitments	No Data	168	N/A	N/A	●●●

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service
Aspirational Target:
Progress Comment: During the period January to March 2016, the FCC Money Advice Officer accepted 39 new referrals from Flintshire households who were at risk of homeless, providing these households with specialist advice and support and helping them to better manage their household debts and maintain their contractual housing costs.

During the previous financial year, the Officer helped 168 residents to better manage their household budget and avoid the threat of homelessness

Last Updated: 07-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M11 Number of Universal Credit claimants referred for Personal Budgeting support	55	20	↓	N/A	●●●

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: This figure is in line with the agreed amounts in the Delivery Partnership Agreement with Department for Work and Pensions. Work is continuing via communication with colleagues and partner organisations to ensure that claimant's who may benefit from this service are referred through for support.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M12 Number of Universal Credit claimants referred for assistance with on-line access	2	3	↑	N/A	●●●

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: The low take-up of assistance offered for online access is in line with the rest of the year's performance. This is mainly due to the currently client group that are accessing Universal Credit.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M13 Number of enquiries received from the Universal Service Centre by Flintshire County Council's Housing Benefit Service relating to housing costs	88	34	↓	N/A	


Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: No enquiries were received during Quarter 2


Last Updated:


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2M14 Number of private homes receiving energy efficiency measures	422	593	↑	350	 GREEN

Lead Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Reporting Officer: Leanna Jones - Home Energy Conservation Officer
Aspirational Target:
Progress Comment: This figure reflects all non-FCC properties receiving measures, which includes owner occupied, private rented, housing association and shared ownership. The Arbed Warm Homes project was completed and further monies were made available for additional EWI in the V&VP area which will now continue into next financial year. Only EWI has been claimed this quarter although boilers and loft insulation has also been completed - these will be claimed Q1 next year when we have received full details. The Affordable Warmth programme and gas infill programmes also facilitated additional boiler installations and assisted vulnerable households in the private sector. This figure includes 209 measures across 200 homes.

Last Updated: 27-May-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2M15 Overall annual fuel bill reduction for residents	244360	296030	↑	200000	 GREEN
<p>Lead Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Reporting Officer: Leanna Jones - Home Energy Conservation Officer Aspirational Target: Progress Comment: £91,340 annual energy bill savings in non council properties and an additional £30,370 annual savings in council properties. Please see comments on number of homes receiving improvements for more details.</p> <p>Last Updated: 27-May-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2M16 Annual reduction in carbon emissions	299429	33623.45	↓	22500	 GREEN
<p>Lead Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Reporting Officer: Leanna Jones - Home Energy Conservation Officer Aspirational Target: Progress Comment: This figure is a calculation of the lifetime tonnes carbon dioxide emissions (ltc) saved by completing the measures counted this quarter. It varies by measure based on how much is saved in a typical home using Department for Energy and Climate Change verified savings estimates.</p> <p>Last Updated: 27-May-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2M17 Number of Council homes receiving energy efficiency measures	417	649	↑	400	 GREEN

Lead Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Reporting Officer: Leanna Jones - Home Energy Conservation Officer
Aspirational Target:
Progress Comment: PV Investment project complete, some additional monies were made available in the V&VP area to install more systems towards the end of the quarter. Warm Homes Arbed project complete subject to snagging and claim form submitted to WG. Rhydymwyn Gas Infill - this project was completed and site cleared by 31st December 2015. All 36 council properties have been fitted with a live gas supply. Status as at 31st March 2016, Private Properties - 2 fuel switches have been completed. FCC properties - Tenants will be given the option of a fuel switch during 2016/2017. Treuddyn Gas Infill - this project completed except for three unadopted roads in the Treuddyn area. All 86 council properties have been fitted with a live gas supply. Status as at 31st March 2016, Private Properties - 15 fuel switches have been completed. FCC Properties - 15 fuel switches have been completed. Penyffordd Gas Infill - Work commenced 21st March 2016 due to be completed by end of Dec 2016. We have 50+ expressions of interest from private sector and 59 FCC properties will have a gas supply. One off Installs outside of infill areas - Various applications to Wales & West, 6 have been installed. Towerblocks, due to complete June/July 2016 so will reflect in Q1 16/17 figures.

Last Updated: 27-May-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
P6.1.2M18 Overall annual fuel bill reduction for tenants in Council homes	121451	107240	↓	50000	 GREEN

Lead Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Reporting Officer: Leanna Jones - Home Energy Conservation Officer
Aspirational Target:
Progress Comment: as above

Last Updated: 27-May-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Demand for advice and support services will not be met.	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open
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Potential Effect: Service providers with insufficient resources to meet demand will quickly build up long waiting lists and residents will not be able to access timely advice that prevents problems from escalating to ones that require more costly specialist interventions.

Reduced access to advice and support will result in residents facing legal enforcement action, particularly those with debt problems and residents will be unable to gain entitlement to their legal entitlement of social security income, impacting their ability to maintain their financial commitments, including housing costs.

Increase in demand from residents for access to emergency provision, such as foodbanks, FCC provision, i.e., section 17 & 21 payments, etc.

Management Controls: FCC is continuing to fund the Flintshire Advice Gateway to complement the Flintshire Support Gateway. Both gateways aim to ensure residents in need of social welfare advice and support are referred to an appropriate service provider in order to, as far as practical, maximise effective use of resources.

Whilst the FFTP is overseeing initiatives that is helping advice and support providers to manage the increased demand from Flintshire households experiencing social welfare problems, the provisions within the Welfare Reform and Work Bill 2015, currently being considered by the UK Parliament, will if enacted, increase the number of Flintshire households, who from April 2016, will face a reduction in their present level of social security/tax credit income. It is to be assumed that these households will seek appropriate advice and support to help resolve the problems that their loss of income will generate.

Progress Comment: The Welfare Reform and Work Act 2016 is, from April 2016, introducing further reforms of working age social security benefits to save £12 billion from the social security budget by 2019/20. The latest welfare reforms will affect new Flintshire households, for example, working households, who may also seek advice and support on how to manage their loss of income.

As the impact of the welfare reforms are felt by an increasing number of Flintshire households, particularly the roll out of Universal Credit, providers will be under increasing pressures. The Government has recognised that Local Authorities will require additional funding when households that are more vulnerable claim Universal Credit. During the coming year, the Council will continue to work closely with the Department for Work and Pensions to ensure sufficient levels of funding is provided for the development and implementation of a support framework that can provide support to all Flintshire households who experience problems whilst claiming Universal Credit.

Last Updated: 06-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Debt levels will rise if tenants are unable to afford to pay their rent	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open
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Potential Effect: Rent arrears levels amongst FCC tenants will increase if they are not able to implement strategies to manage the impact generated by the reduction in their Housing Benefit award. Any reduction in income to the Housing Revenue Account negatively affects the Housing Service Business model.

Increase in court action for possession being taken against social housing tenants, particularly those with existing rent arrears which are worsened by the spare room subsidy. This will create additional financial pressures upon the fulfilment of FCC statutory homeless duties.

Management Controls: Continue the proactive response to FCC tenants impacted by the spare room subsidy ensuring they are supported to remain in, or move from their property, lessening the negative impact on the Housing Revenue Account and the risk of homelessness.

FCC funding a personal budgeting support service (delivered by the CAB) for Universal Credit claimants who experience problems managing their single monthly UC payment, including their housing costs.

FCC continuing to provide advice and support services helping Flintshire households maximise their income through accessing social security benefits & better managing their financial commitments.

FCC's effective management of Discretionary Housing Payment budget is enabling target support to households, primarily impacted by the welfare reforms.

Progress Comment: Due to the continued safe and secure implementation of Universal Credit (UC) within Flintshire, the number of UC claimants who are also liable for rent is low and the personal budgeting service, delivered by the Citizen Advice Service, is easily coping with the demand for advice and support from UC claimants.

Training has also been delivered to internal and external staff to raising their awareness of the safeguards that are available within the UC regulations to help tenants, who will struggle to manage their monthly UC payment. Further training will be provide ahead of the migration of claimants across to UC commence – expected to be in early 2017 in Flintshire.

FCC also advises the DWP of issues that arise with the UC Service Centre's processes for dealing with requests from social/private landlords for a UC claimant's housing costs to be paid directly to a landlord.

Last Updated: 06-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open

Potential Effect: Low income households predominately spend their income on local services and business, if these households cannot replace lost social security income with earned income, or have their household income maximised in other ways, there will be less spending power within the Flintshire local economy. It is estimated that an increase of £1 million income pa amongst low income households may result in 12 job being created within a local economy – a loss of £1 million pa creates pressures upon the sustainment of such jobs and limits job creation.

Management Controls:

Progress Comment: FCC continues to provide specialist advice services that assist residents to maximise their household income by supporting residents to access their correct entitlement to social security benefits and tax credits and/or through helping them to manage their financial commitments more effectively.

During the previous financial year, the successful outcomes to the interventions by the Welfare Rights Team helped Flintshire households totalling £1, 988,740pa in ongoing payments. The team have also helped residents to claim £300,000 in one -off social security payments. This additional income will be boosting spending power within the local economy.

Last Updated: 06-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Resources to meet the requirements of the Universal credit roll-out will not be sufficient	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open

Page 110

Potential Effect: Additional resources required to enable FCC housing staff to prepare tenants for the new system and help them manage the transition.

Increase in rent arrears and negative impact upon the Housing Revenue Account generated by the payment of UC housing cost directly to FCC tenants.

Reluctance of Private Landlords to let to tenants in receipt of UC and reducing the expansion of the private rented sector as a housing solution for lower income residents.

Increased demands for financial and digital inclusion initiatives to be delivered across the County.

Management Controls: FCC has negotiated a Delivery Partnership Agreement with the DWP for 2015/16. Due to the continued slow progress in the rollout of Universal Credit across Flintshire it is expected that the resources funded within this agreement will be adequate to cope with demand from UC claimants who need help to claim UC and to manage their on going award.

Progress Comment: FCC negotiated a Delivery Partnership Agreement with the DWP for 2015/16. Due to the continued slow progress in the rollout of Universal Credit across Flintshire the resources funded within this agreement were adequate to cope with demand from UC claimants who need help to claim UC and to manage their on-going award. For information during 2015/16 two claimants needed help to male an online UC claim and thirty two claimants needed help to improve their budgeting skills.

FCC continues to engage with the DWP on the plans for the development of a more robust support framework that will be needed to ensure that UC continues to be delivered in a safe and secure manner when there is a significant increase in the number of working age people within Flintshire who are claiming UC.

Last Updated: 06-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Residents do not take up the energy efficiency measures as we hope	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager, Leanna Jones - Home Energy Conservation Officer	Amber	Amber	↔	Open

Potential Effect:

Management Controls: Ensure that the availability of financial support to homeowners is widely promoted.

Progress Comment: Quarter 4 commentary is the same as for quarter 3.

The external funds received in Q1 are lower than they were in 2014/15, so publicity has been reduced to take account of this fact. Targeted promotion of funds has been carried out in the off gas areas, where there is a shortfall between project cost and external funding, resulting in the need for either a loan from the council or a householder contribution.

Additional funds have been secured through Arbed in Q2, so a targeted promotion in the affected area has begun and we are confident of attracting a sufficient number of households to spend the resource provided.

01/12/2015 - Updated 30/12/2015 by Gavin Griffith, however today it has been deleted as a project risk and re-added as a strategic risk

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Available funding falls short of public demand	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager, Leanna Jones - Home Energy Conservation Officer	Amber	Amber	↔	Open

Potential Effect:



Management Controls: Ensure that funding opportunities through Welsh Government, Wales European Funding Office (WEFO) and Utility Companies are vigorously pursued.

Progress Comment: The council has received the outcome of its bid for Arbed funding and was successfully awarded £860K of funding which has relieved some of the demand pressures. However, demand is always likely to outstrip the resources available.

Last Updated: 01-Jun-2016

7 Environment



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.1 Use available funding to support Council priorities for accessing employment, health, leisure and education	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Active Travel - preparation of consultation on track. Local Transport Fund - Final design to be agreed with Welsh Government (21.09.15)



Last Updated: 18-Apr-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes	Ian Bushell - Technical and Performance Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

On track.



Last Updated: 01-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.3 Use available funding to support the Council's priorities to improve road safety on the County's highway network.	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	90.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Progress to date; - A548 Sealand Road / Seahill Road - Proposed Junction improvement - Design complete / start on site Mon 22nd Feb / construction period 2 weeks - A541 Pontblyddyn, Nr. Plas Teg - Introduction of Fixed Speed Camera - works complete / awaiting phone line connection to enable commissioning of camera - A548 Deeside Industrial Park - Complete



Last Updated: 01-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.4 Develop and support community transport arrangements.	Katie Wilby - Transportation and Logistics Manager	Ongoing	01-Apr-2015	31-Mar-2016	-	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

On track. April-July 2016 working with Town and Community Councils on a range of options to introduce community based transport services to replace the existing subsidised routes and reduce the impact of the bus service changes within the community. Officers visited all affected Town and Community Councils throughout March and April 2016 to inform them of the changes to the bus services and commence work on developing community transport services within their areas. workshops were held in late April 2016 with all the Town and Community Councils. To date, 15 Community Councils have expressed an interest in becoming involved in the proposed pilot schemes, which are intended to be introduced over the summer months. The next step will be to meet with these communities during June/July 2016, establish the partnerships and start setting up the pilot schemes. During July/August 2016, the intention is to arrange "drop-in" events within the local communities for the wider public, suppliers and potential service users to find out about the project and how they can become involved.



Last Updated: 09-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.1 Agree the Local Development Plan's vision, objectives and options to accommodate growth.	Andy Roberts - Planning Strategy Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Publication of Local Development Plan (LDP) main issues report in quarter 1 2016 will be out to consultation. On course to achieve end date of 31/03/16.

Last Updated: 02-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 Identify and develop large scale renewable energy schemes.	Will Pierce - Energy Manager	In Progress	01-Apr-2015	31-Mar-2016	95.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A number of potentially suitable sites have been identified, of which two, following a report to Cabinet were given approval to proceed to full planning applications. However, the U.K.

Government have recently announced a consultation on the level of future subsidies for Solar and Wind projects, which has brought uncertainty to the likely financial returns. Consequently the business cases cannot be concluded until the outcome of the consultation is known, in a couple of months' time. All projects are therefore under review. As of the 25th November, there is still no comment from Central Government in relation to the level of future subsidies. The U.K. Government issued its Review on Feed in Tariffs and Renewable Obligation certificates on the 17th December 2015. The review has significantly reduced the subsidy/grant applicable to many renewable systems, but may still be financially and sustainably viable for specific sites, especially where a suitable grid connection already exists. Further evaluation/analysis of the recent tender returns, for the proposed solar farms at Brookhill and Standard land fill sites in Buckley, is now required . Following a detailed business case and report, Cabinet gave their approval for the two Landfill site schemes to proceed. Lark Energy have been appointed as the approved contractors to develop the two Solar farms. Final designs and contracts are now being developed. Both sites have been "pre accredited" with Ofgem, who have given a final completion date of the 3rd October 2016, at which point both solar farms must be operational, or the agreed Feed in tariff payments will be withdrawn.

Last Updated: 18-Apr-2016




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 Minimise waste sent to landfill and maximise opportunities for energy generation from waste.	Harvey Mitchell - Waste and Ancillary Services Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Cessation of trade waste collections will result in overall waste arising sent to landfill. Recruitment of HRC site specific staff and the introduction of bag splitting at all HRC's being implemented during August should result in waste being diverted from landfill. Waste disposal contract awarded to treatment outlet from October 2016 Residual waste is now sent for treatment which is used for energy recovery from the waste.

Last Updated: 11-Feb-2016

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M01 Successful delivery of WG funded schemes / feasibility studies funding through the Local Transport Fund	100	100	↔	100	 GREEN
<p>Lead Officer: Barry Wilkinson - Highways Networks Manager Reporting Officer: Anthony Stanford - Highways Strategy Manager Aspirational Target: Progress Comment: LTF Grant funding allocated and spent prior to end of March. Full works scheme completion planned for Late May.</p> <p>Last Updated: 09-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M02 (THS/012) - The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	4.48	4.02	↑	7	 GREEN
<p>Lead Officer: Barry Wilkinson - Highways Networks Manager Reporting Officer: Ian Bushell - Technical and Performance Manager Aspirational Target: 8.00 Progress Comment: Scanner Surveys of the Road Condition took place between Oct 2015 and Feb 2016 and the data was made available to the Authority in April 2016. These results show a slight improvement overall on the previous years figures.</p> <p>Last Updated: 09-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M03 The percentage of notices issued for all roadworks for the purposes of coordinating and minimising disruption to Flintshire's highway network	N/A	82.56	N/A	N/A	

Page 116


Lead Officer: Barry Wilkinson - Highways Networks Manager

Reporting Officer: Sam Tulley - Road Space Manager

Aspirational Target:

Progress Comment: Number of works taking place in the carriageway, which require a notification for the purposes of coordination = 86
Number of notices issued during this period =71

Last Updated: 09-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M04 Road safety initiatives to reduce the risk of collisions of high risk groups: Older drivers	35	24	↓	80	 RED


Lead Officer: Anthony Stanford - Highways Strategy Manager

Reporting Officer: Lee Shone - Road Safety Officer

Aspirational Target:

Progress Comment: Woman's institute, cancelled promotional evening, leaving little time to promote additional avenues.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M05 Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	75	43	↓	108	 RED


Lead Officer: Anthony Stanford - Highways Strategy Manager


Reporting Officer: Lee Shone - Road Safety Officer

Aspirational Target:


Progress Comment: Target represented a maximum number in relation to the funding allocated, rather than an achievable target.


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M06 Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists	51	63	▲	108	 RED
<p>Lead Officer: Anthony Stanford - Highways Strategy Manager Reporting Officer: Lee Shone - Road Safety Officer Aspirational Target: Progress Comment: Target stipulated represents maximum funding available. Price per head allocation will enable a maximum of 108 persons trained.</p> <p>Actual number of persons trained will be dependant on BikeSafe Trainer's time allocation for Training within Flintshire. Nominated North Wales Police BikeSafe Trainer conducts initiative throughout all North Wales Authorities. Difficult to achieve a significant number during the winter months</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.2.1M07 (EEF/LM1) Carbon reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic portfolio)	0.43	1.14	▲	5	 AMBER
<p>Lead Officer: Will Pierce - Energy Manager Reporting Officer: - Aspirational Target: Progress Comment: Staff shortages at the start of the year meant the Energy Unit was not able to monitor energy use effectively resulting in an initial increase. However once the posts were filled this trend was reversed, with final year end Carbon figures showing a 1.14% improvement on 2014/15 figures. Electricity and gas usage were both down by approx. 4% though LPG and Oil usage increased. This is not considered to be related to additional energy use, but more accurate measurement of the fuels used, following the installation of Oil and LPG meters. Whilst this is well short of the 5% target, the anticipated reductions relating to Asset rationalisation and large scale Renewable Energy systems are the primary reasons for not achieving the 5% target. With two medium sized solar farms about to commence and the CAT programme gathering pace it is anticipated the shortfall will diminish over the coming year. In Absolute terms the County's Carbon emissions reduced by 3.46% helped by a mild winter.</p> <p>Last Updated:</p>					

Page 118

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.2.1M08 (WMT/009(b)) 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	58.49	▲	59	 AMBER
<p>Lead Officer: Harvey Mitchell - Waste and Ancillary Services Manager Reporting Officer: Danielle Richards - Area Recycling Officer Aspirational Target: 60.00 Progress Comment: In Q4, we have seen an increase in the overall tonnage of waste being sent for recycling/reuse. However, the tonnage is lower than previously predicted.</p> <p>This is due to the Incinerator Bottom Ash (IBA) recovered from the residual treatment process not being recycled as anticipated. The performance for the year has improved from last year thus a reduction to landfill is achieved.</p> <p>Last Updated: 15-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.2.1M09 (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	No Data	69.34	N/A	63	 GREEN
<p>Lead Officer: Harvey Mitchell - Waste and Ancillary Services Manager Reporting Officer: Danielle Richards - Area Recycling Officer Aspirational Target: Progress Comment: The overall performance of HWRC sites continues to increase reflecting the improvements made across sites.</p> <p>Last Updated:</p>					

RISKS

Strategic Risk



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding is not found to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager	Amber	Amber	↔	Open
<p>Potential Effect: Deterioration of the condition of highways in Flintshire.</p> <p>Management Controls:</p> <p>Progress Comment: The network has been inspected by Technical Officers within the service and the required repairs have been prioritised and programmes developed to meet the available funding. All of the works will be completed in the 2015/16 financial year.</p> <p>Last Updated: 01-Jun-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainable transport options do not remain attractive to users.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Amber	↔	Open
<p>Potential Effect: Increase in individual car usage. Increase in deterioration of the highway. Not meet the requirements of the Active Travel Wales bill.</p> <p>Management Controls: Develop initiatives around fares, ticketing interoperability, transport integration, vehicle standards, accessibility (low floor vehicles), safety and security measures (e.g. CCTV mandatory), driver training, quality of passenger transport information, marketing and promotion of services</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Green	↓	Open



Potential Effect: Decrease in bus services to residents, particularly in rural areas.
Management Controls: Develop services so that they become more commercially viable
Progress Comment: Business Planning within the service has identified a gradual reduction in grant funding for the existing subsidised service. Community Transport arrangements are being developed and supported within the local Community to replace the services once they are received.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Agreement and funding for the renewable energy schemes is not secured.	Andrew Farrow - Chief Officer - Planning and Environment	Will Pierce - Energy Manager	 Amber	 Amber	↔	Open

Potential Effect: Schemes cannot move forward and carbon reduction targets can not be met.
Management Controls:
Progress Comment: A number of potentially suitable sites for large scale renewable energy schemes have been identified, of which two, following a cabinet report were given approval to proceed to full planning applications. However, the U.K. Government have recently announced a consultation on the level of future subsidies for Solar and Wind projects, which has brought uncertainty to the likely financial returns. Consequently the business cases cannot be concluded until the outcome of the consultation is known, in a couple of months' time. All projects are therefore on hold and the risk level remains unchanged.
 Whilst the projects themselves are on hold, due to the very tight timeframes involved (if we wait for the Governments consultation response there will be insufficient time to obtain planning and tender the works), planning applications have been developed and will be submitted. Mini tender documents have been developed with an intention to go out to tender as soon as the APSE framework contract is available. Once the projects have been tendered we will have the information to determine the business case for them and then obtain both final approval from Cabinet and funding probably through prudential borrowing. All actions are however subject to any Government announcements that might derail the financial case.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding for the waste transfer station is not secured.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	 Amber	 Green	↓	Closed

Potential Effect: Delay in implementation of project, funding would need to be sought from elsewhere.
Management Controls: Planning submitted, meeting with WG planned for August, meeting with NRW who have agreed in principle to the proposal
Progress Comment: Funding has now been secured from the WG CCP programme. This risk is now closed.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Planning approval for the waste transfer station is not secured.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	Amber	Green	↓	Closed

Potential Effect: Invest to save project efficiencies are not realised. A temporary permit for tipping from NRW would be required if the project does not go ahead.
Management Controls:
Progress Comment: Funding for the scheme has been received from Welsh Government.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Recycling programmes are not supported by the public and employees.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	Amber	Yellow	↓	Open



Potential Effect: Decreasing income from resale of recyclates. Increased infraction charges. Carbon reduction targets not met.
Management Controls:
Progress Comment: Residents continue to recycle and the authority is on track to meet the statutory in year target.

Last Updated: 26-Nov-2015

Page 22

8 Modern and Efficient Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Community Asset Transfer (CAT) scheme and Alternative Delivery Model (ADM) programme will result in development of new or stronger community organisations and social enterprises. A number of these should be 'starting up' in 2016. 8.1.1.5 details progress on Community Asset Transfers including the number nearing completion. The ADM programme has proposals for 5 services to develop ADMs by 2017. With final business plans and transition plans having being robustly considered and scrutinised a number of risks that will need to be addressed in transition could affect the timescale for outcome, hence the change of the outcome RAG to Amber. The 35% complete relates to this being a three year plan of work.



Last Updated: 03-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	80.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

Work has started in a number of services to develop and implement localised approaches to volunteering. The aim will be to take best practice to these approaches from best practices from elsewhere to finalise a volunteering policy. The Policy will include the following documents: A Policy Framework; A Guide for Volunteers, A Guide for Supervisors of Volunteers and an Application to Volunteer form. These documents are now finalised and ready for launch in May 2016



Last Updated: 03-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.3 Ensure community benefit through our commissioning of goods and services	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A revised draft version of the Contract Procedure Rules (CPR's) have been developed and are currently out for consultation, The new CPR's that will make it mandatory that all projects above £1m to deliver community benefits - A new draft Commissioning Form has also been developed, so that Community Benefits can be fully considered at procurement planning stages. - A Community Benefits Project Board has been set up which will monitor the progress of ensuring Community Benefits are implemented and that the benefits are recorded and captured



Last Updated: 29-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Feasibility studies have been completed for 5 services, estimating a 5 year saving in these services as a result of delivering alternative models. Final business plans have been presented to cabinet with agreement to establish 2 new models of delivery in Facility Management and Adult Social Care. Leisure and Libraries will go back to Cabinet in May.



Last Updated: 03-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Eight assets have been transferred or are currently in the final stages of legal completion. These include - Gwernymynydd Village Hall - Trelogan Community Centre - Mynydd Isa Community centre and Library - Mancot Library - Connahs Quay Swimming Pool - Bagillt War Memorial - Gwespyr Pipay Area - Connahs Quay Allotments To date 103 expressions of interest have been received in total relating to 208 assets. We are on target for the time period that has elapsed, but the risks are quite high for achieving the desired outcomes by the end of the three year plan, hence the amber outcome RAG status.

Last Updated: 03-May-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Sharron Jones - Executive Manager	In Progress	01-Apr-2014	31-Mar-2018	60.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

There are no further updates at this time due to the longer term nature of the outstanding action. The position as reported in the last quarter is as follows; A working group has been established to review the Community Covenant Action Plan periodically. The work programme focuses on 6 key work streams as outlined in the Council's Covenant. The majority of planned tasks within the work streams have been completed, for example the establishment of an on-line service library of organisations with a remit to provide assistance and support to members of the Armed Forces Community and training of front line staff. The service library is accessible for members of the Armed Forces Community to find the assistance they need and is for use by council staff as a signposting resource. One of the key areas within the action plan is to "define" the Armed Forces Community with Flintshire; this is one area of the Action Plan that has not yet been completed as it will take time to build up the statistics for a number of reasons. The Working Group has a number of processes in place to begin to build this picture for example, on face to fact contact, service users will be asked if they or any member of their family is in the Armed Forces and / or a Veteran of the Armed Forces. The Working Group is also reviewing the completion of portfolio forms for members of the public to add this question to the form and build up a clearer position. This will probably take a couple of years to determine subject to the practices being applied.

Last Updated: 10-Feb-2016

Page 125



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 AMBER	 RED

ACTION PROGRESS COMMENTS:

Part 1 of the Medium Term Financial Strategy (MTFS) was reported to Cabinet in June and Corporate Resources Overview and Scrutiny Committee in July. Part 1 forecasts the resources the Council is likely to have available over the next 3 years and details the cost pressures needing to be met from this reduced funding. Part 2 of the MTFS sets out the solutions and options for organisational efficiency and service changes, to work to close the challenging financial gap. This was published in September. The Council has been able to set a balanced budget for 2016/17 by applying the MTFS Part 2 solutions and taking a balanced risk approach to managing cost pressures and fluctuations in-year. Based on the risk assessment reported to Council when recommending the annual budget the risk of non-achievement of the 2016/17 budget and its planned financial efficiencies and controls can best be described as an amber risk. However, the achievement of the MTFS objectives and financial targets for 2017/18 (the third and final year of the current version) and then for 2018/19 (as the third and final year for the new version which is to be published for a rolling three year period 2016/17-2018/19) is classed as a red risk. This is due to the non-availability of an indicative Governmental budget for local government for the medium term, the lack of commitment by Governments to fund emerging and major cost pressures such as workforce costs and the rising costs in the care sector, and the uncertainty of UK budget forecasts and fiscal policy which will underpin the coming Chancellor's budget statement. Local government cannot plan with any certainty within these public sector funding conditions. Therefore, any financial planning by Flintshire County Council or any other council cannot be done with a sufficient level of certainty and assurance. This position is recognised by the Welsh Local Government Association (WLGA) as the representative body for local government, and independent

commentators such as the Independent Commission for Local Government Finance in Wales. Flintshire is particularly exposed to financial risk as a Council which is low funded per capita and one which has minimal reserves having followed a responsible policy on avoiding accumulating excessive reserves and using balances to fund services wherever possible.



Last Updated: 03-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

A new people strategy has been developed and agreed in principle. An outline action plan in support of the strategy has been drafted, further work is required to finalise, target for completion of action plan - end of December 2015. Some of the component parts of the strategy have been agreed and piloted (for example, new appraisal process including talent management assessment with Chief Officer's direct reports).

Last Updated: 03-Dec-2015



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Lisa McLellan - Asset Manager	In Progress	01-Apr-2015	31-Mar-2018	17.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Council has been working through this activity on a number of levels as follows:- the intensification of use of our office accommodation, County Offices Flint being a good example of such use; - the demolition of accommodation no longer fit for purpose. The most recent asset in this area is Connahs Quay Offices which have now been demolished, - the rationalisation of space. The current work around this relates to County Hall and work to consolidate services into Phases 1 and 2. Delays in the works being undertaken by contractors to meet fire regulations will result in some service moves (from Phase 4 to Phase 1), being delayed until the first quarter of 2016/17.

Last Updated: 16-Feb-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2015	31-Mar-2016	75.00%	 AMBER	 AMBER
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ACTION PROGRESS COMMENTS:

The Proactis e-sourcing portal is currently being rolled-out to service areas that procure the most. The use of the e-sourcing portal will allow service areas to potentially deliver greater cashable savings by undertaking greater market competition especially on low value procurement projects. The National Procurement Service to date has delivered 22 individual framework agreements. The Collaborative Procurement Service is currently benchmarking these arrangements to determine if they provide value for money and to determine the level of cashable savings. Further discussions have taken place with the National Procurement Service regarding supporting the Council to undertake mini competitions on various framework agreements, in order to obtain further cashable savings Q4 update - 45 officers in FCC have now been trained on the Proactis e-sourcing solution. Ongoing dialogue with the National Procurement Service is continuing and further benchmarking of the framework agreements delivered to date is also ongoing. However, there are still concerns regarding cashable efficiencies arising from the use of the NPS framework agreements.

Last Updated: 06-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.5 Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres.	Jenni Griffith - Flintshire Connects Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Digital Successes/Technology: Applicants for Nursery school admissions were all notified of outcome electronically. Applications for primary and secondary school in 2016 launched and results to be sent electronically in early 2016. Revenues & Benefits eforms reviewed. High level digital strategy being developed and actions prioritised. Live Chat launched on Flintshire's website thus improving digital access to Council services. SOCITM review of Streetscene (Waste & Recycling) web pages outcome 4* - cited as best practice in SOCITM's annual survey of Council websites. Flintshire Connects: 5th Flintshire Connects Centre in Mold now open. Increased number of services available in local communities such as Housing Benefits, Council Tax, Access to Housing, Waste and recycling, Payment Facilities and Blue Badges. Flintshire Connects Centres offer public access computers and actively encourage and support customer's to make applications for council services on line rather than via paper based forms to help enable the efficiencies that can be realised through digital access. A good example of this is Housing Benefits and Council Tax where paper forms are no longer held on site and are printed on demand where a paper copy is needed. Tablets purchased and now located in two out of the five centres to demonstrate the use of mobile technology such as the Flintshire App to enable staff to support and encourage customers to use this software to make their reports and requests for Council services.

Last Updated: 02-Jun-2016

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M01 The number of new social enterprises developed	1	5	↑	2	
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer Aspirational Target: 3.00 Progress Comment: 1 social enterprise established with within the Communities First Area with targeted support and in addition 4 across Flintshire as a whole that have been developed through the Community Asset Transfer programme. The 5 are listed below.</p> <ul style="list-style-type: none"> - Cambrian Aquatics - Cafe Isa - Mancot Community Library - Connahs Quay Nomads - New Beginnings <p>Last Updated: 14-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M02 The number of social enterprises supported to thrive and prosper	7	12	↑	7	

Page 128

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer
Aspirational Target:
Progress Comment: Of which 7 were supported in Communities First areas and these include

- New Beginnings
- Pepperpot Childcare
- Rainbow Biz
- Parkfields Community Association
- West Flintshire Community Enterprises
- New 'Mindfulness' social enterprise
- Number 1 Health Strength Performance CIC

and an additional five were supported across Flintshire as whole a number of these through through the Community Asset Transfer programme

- Flintshire counselling
- Cambrian Aquatics
- Cafe Isa
- Mancot Community Library
- Connahs Quay Nomads

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M03 Number of volunteers in volunteering placements	480	541	↑	N/A	

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Louise Mackie - Policy & Performance Support Officer
Aspirational Target:
Progress Comment: Flintshire Local Voluntary Council directly placed at least 541 individuals into new placements in 2015/16

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M04 Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	No Data	220	↑	N/A	
<p>Lead Officer: Arwel Staples - Strategic Procurement Manager Reporting Officer: - Aspirational Target: Progress Comment: A new Commissioning Form has been developed and is out to consultation as part of updating the current Contract Procedure Rules. The Form will ensure that community benefits is considered for all contracts above £25k.</p> <p>Last Updated: 29-May-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M05 The level of efficiencies alternative delivery models (ADMs) have supported	No Data	0	N/A	N/A	
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager Aspirational Target: Progress Comment: Target not applicable - Business Plans completed during 15/16 identifying £2m savings from 2017/18. Moving into transition phase ready for April 2017 implementation.</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M06 The number of services sustained through delivery via alternative models	N/A	0	N/A	N/A	

Page 130

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager
Aspirational Target:
Progress Comment: Target not applicable - 5 services sustained through 3 ADMs from 2017/18


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M07 The number of public assets transferred to the community	4	8	▲	5	 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: 8 Community Asset Transfers completed or in final stages of legal completion. Other applications are at various stages of maturity. The 8 Assets:-

- Connahs Quay Allotments, South Site
- Swernymyndd Village Hall
- Connahs Quay Swimming Pool
- Mancot Library
- Delogan Village Hall
- Gwespyr Play Area
- Bagillt War Memorial
- Myndd Isa Community Centre and Library

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M08 Amount of efficiency targets achieved.	7688000	10612000	▲	12874000	 RED

Lead Officer: Helen Stappleton - Chief Officer - People and Resources
Reporting Officer: Gary Ferguson - Corporate Finance Manager
Aspirational Target:
Progress Comment: The position as at Month 12 is that £10.612m of efficiencies have been achieved which equates to 82%.

Last Updated: 09-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M09 Percentage of appraisals completed using the renewed appraisal system	No Data	No Data	N/A	N/A	


Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M10 Number of interventions being undertaken: capability process (from the point of intervention from HR)	No Data	0	N/A	N/A	

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment:


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M13 CHR/002 The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	10.6	10.4		9.6	 AMBER

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: -
Aspirational Target: 8.30
Progress Comment:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M14 The percentage reduction in the floor space (m2) of office accommodation occupied	No Data	19.9	N/A	20	 RED


Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: Reflects the closure of Connahs Quay Offices, reducing floor space at Flint and disposal of the Reference Library in Mold Campus.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M15 Reduction in the running costs of corporate accommodation	No Data	19.9	N/A	20	 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: Relates to Connahs Quay Offices, Mold reference library, rationalisation/office moves at County Hall and increased space utilisation in Flint Offices

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M16 Agile working - desk provision as a percentage of staff (County Hall)	No Data	No Data	N/A	98	


Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2

Reporting Officer: Lisa McLellan - Asset Manager

Aspirational Target:

Progress Comment: Relates to County Hall

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M17 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	530263	796470	↑	550000	 GREEN


Lead Officer: Arwel Staples - Strategic Procurement Manager

Reporting Officer: -

Aspirational Target:

Progress Comment: The total cashable efficiencies for 15/16 is still being verified. However, based on the information collated to date the target has been exceeded.

Last Updated: 29-May-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M18 Efficiencies achieved through the use of end to end electronic purchasing	N/A	200000	↑	N/A	

Lead Officer: Arwel Staples - Strategic Procurement Manager


Reporting Officer: -


Aspirational Target:



Progress Comment: We are still awaiting for Welsh Government to provide access to the Benefits Realisation tool that will the Council to track efficiencies from electronic purchasing.

Last Updated: 29-May-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP8.2.1M19 Digital take up of services via Connects	No Data	5056	N/A	1250	 GREEN
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Jenni Griffith - Flintshire Connects Manager Aspirational Target: Progress Comment: Connects continue to promote digital access to services and offer help and support to customers to do this in the centres using the self service facilities.</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M20 Review of existing services (36) available at Connects Centres to ensure they are fully transactional	No Data	4	N/A	N/A	
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Jenni Griffith - Flintshire Connects Manager Aspirational Target: Progress Comment: Review of Bond Scheme has been undertaken to identify possible efficiencies that could be achieved through joint working with Connects. It has been agreed that Housing Benefit Support and Affordability Checks will be done by Connects to increase availability of access to the service and also to generate efficiencies within the service area. Training has commenced with a view to be implemented in April 16.</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M21 The percentage of customers who successfully found what they were looking for on our website: Desktop	54	45		55	 AMBER

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: Over 1.4 million web pages were viewed on the Council's website in Q4 and there were 210,298 unique visitors to the site. The number of people choosing to complete the online customer satisfaction survey remains very low (253 surveys) representing the views of less than 0.5% of the people who used the website. From this, 45% of people said they successfully found what they were looking for using Desktop. Customer Services continue to monitor and improve the Council's website content based on customer feedback.

Last Updated:



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M22 The percentage of customers who successfully found what they were looking for on our website: Mobile	52	57	▲	55	 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: Over 1.4 million web pages were viewed on the Council's website in Q4 and there were 210,298 unique visitors to the site. The number of people choosing to complete the online customer satisfaction survey remains very low (132 surveys) representing the views of less than 0.5% of the people who used the website. From this, 57% of people said they successfully found what they were looking for using a mobile device. Customer Services continue to monitor and improve the Council's website content based on customer feedback.

Last Updated:

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	 Amber	 Yellow	▼	Open

Potential Effect: No increase in the number and strength in community and social sectors, which in turn will mean no increase in the support to local communities to help them become more resilient.

Management Controls:

Progress Comment: This has now resulted in 8 Community Assets being transferred or in final stages of legal completion. The 8 Assets are:

- Connahs Quay Allotments, South Site
- Gwernymyndd Village Hall
- Connahs Quay Swimming Pool
- Mancot Library
- Trelogan Village Hall
- Gwespyr Play Area
- Bagillt War Memorial
- Myndd Isa Community Centre and Library

Last Updated: 14-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
the willingness of the workforce and trade unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Amber	↔	Open

Potential Effect: No increase in strength of community and social sectors and few asset transfers of Alternative Delivery Models established.

Management Controls:

Progress Comment: Alternative Delivery Model (ADM) work in a number of services has resulted in completed business plans which managers have lead the development of and where appropriate engaged staff. The next phase of work will further engage the workforce in transition phase leading to implementation. Meetings with Unions have agreed a fortnightly meeting to update on ADMs and services are putting in place full staff engagement plans.

Last Updated: 27-Apr-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Amber	↔	Open
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Potential Effect: New Alternative Delivery Models will see a decrease in income and ultimately be un-sustainable.
Management Controls:
Progress Comment: No changes from Q3to Q4.
 Completed Alternative Deliver Model (ADM) business plans contain some initial considerations of market conditions but further more detailed planning market analysis work will be completed in the transitional phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing. At the end of this, planning market analysis work will be tested with CATs.
 Last Updated: 27-Apr-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Amber	↔	Open

Potential Effect: Alternative Delivery Models become unsustainable as it can't meet costs with reduced funding from the Council.
Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and to have worse case scenario plans for both ADM and council if funding decreases to unsustainable levels.
Progress Comment: The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADMs) and Community Asset Transfers (CATs) with national support and resource. The Action Plan for this work has been published for consultation and identified some funding to support local authorities and new ADMs. As a Council we responded stating the need for this funding to be put in place quickly to help offset this risk. Welsh Government have now launched their ADM action plan and we will know after elections what level of funding this may or may not provide to support the work.
 Last Updated: 27-Apr-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Page 138

The scale of the financial challenge.	Helen Stappleton - Chief Officer - People and Resources	Gary Ferguson - Corporate Finance Manager	Red	Red	↔	Open
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Potential Effect: The Council does not have the ability and appetite to make big and challenging decisions for the future.

Management Controls:

Progress Comment: Part 2 of the MTFS 'Meeting the Financial Challenge' was published in September 2015, setting out how the Council plans to meet the challenge. The Welsh Government published the Provisional Local Government Settlement for the 2016/17 financial year on 9 December. The detail and implications of the Settlement for Flintshire were summarised in a report to Cabinet on 19 January 2016. The average reduction in funding across Wales was 1.4% with Flintshire being advised of a reduction of 1.5%. Although this was still a significant reduction in core funding for Flintshire, it was less than had been assumed in the initial forecast and had the effect of improving the overall position by £3.770m. The Settlement also notified of some intended reductions in specific grants such as the Single Environment Grant and the Families First Grant which will add further pressure to specific service areas. The announcement is later than previous years due to the next UK Spending Review and notification of the final amount of funding will not be known until the Welsh budget is approved in March 2016. However, it is not envisaged that there will be any significant change to the funding notified at the provisional stage and the budget for 2016/17 will be set based on the provisional settlement figures.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes	Helen Stappleton - Chief Officer - People and Resources	Sharon Carney - Lead Business Partner	Red	Red	↓	Open

Potential Effect:

Management Controls:

Progress Comment: The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios and support services. Support services will need to be prioritised for those services progressing to the feasibility stage, although the numbers progressing to feasibility at this time is lower than originally anticipated. Additional/external support may be needed to support the services and support services as we near the commissioning stage.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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The pace of procurement collaborations and our limited control over their development.	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	Amber	Amber	↔	Open
<p>Potential Effect: Procurement efficiencies will not be realised.</p> <p>Management Controls: Engagement with the NPS where contracts do not represent value for money so that they can drive better value with the contractors, and if necessary securing opt outs from NPS contracts.</p> <p>Progress Comment: The National Procurement Service to date have developed 31 framework agreements. However, concerns are still on going whether the framework agreements actually provide the Council with cashable efficiencies when comparing current arrangements in place.</p> <p>?</p> <p>Last Updated: 29-May-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Rebecca Jones - Customer Services Team Leader	Yellow	Yellow	↔	Open
<p>Potential Effect: Targeted efficiencies to be achieved through people switching to accessing services will not be met.</p> <p>Management Controls:</p> <p>Progress Comment: There is evidence to support customers are shifting to accessing Council services electronically - see IP8.2.1M17</p> <p>Last Updated: 01-Jun-2016</p>						

Page 140



CABINET

Date of Meeting	Tuesday 19 July 2016
Report Subject	Annual Improvement Report of the Auditor General for Wales
Portfolio Holder	Leader of the Council
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This Annual Improvement Report (AIR) summarises the audit work undertaken at the Council by the Wales Audit Office since the last report was published in March 2015.

Overall the Auditor General for Wales has reached a positive conclusion: *“Despite increasing financial pressures, the Council has continued to improve performance within its priority areas and to strengthen its corporate arrangements.”*

RECOMMENDATIONS

1.	To accept the Annual Improvement Plan and note the updated response to the Proposals for Improvement from the 2015 report.
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REPORT DETAILS

1.00	THE ANNUAL IMPROVEMENT REPORT
1.01	The Auditor General under the Local Government (Wales) Measure 2009 (Measure) undertakes and publishes an annual improvement report for all Welsh Councils, Fire and Rescue Authorities and National Park Authorities.
1.02	This is the sixth such Annual Improvement Report for Flintshire. It includes the Appointed Auditor's Annual Audit Letter as previously reported to Audit

	Committee in January 2016.
1.03	<p>It also includes an updated assessment of the review of the seven proposals for improvement which were incorporated within last year's Annual Improvement Report as part of the four year cycle of Corporate Assessments.</p> <p>The full report is appended at Appendix 1.</p>
1.04	<p>Overall the Auditor General has concluded that:</p> <p><i>“Despite increasing financial pressures, the Council has continued to improve performance within its priority areas and to strengthen its corporate arrangements.”</i></p>
1.05	<p>The Auditor General has reached this conclusion as verified within the three sections of the report:</p> <p>Performance:</p> <p><i>a) despite increasing budget pressures the Council continues to make good progress against its priority areas and maintains compliance with the Local Government Measure 2009;</i></p> <p>Use of Resources</p> <p><i>b) the Council is strengthening its management of financial resources, but has made less consistent progress revising other resource management strategies; and</i></p> <p>Governance</p> <p><i>c) the Council has made good progress in addressing the governance-related proposals for improvement arising from our 2015 corporate assessment report.</i></p>
1.06	<p>Of particular significance is the assessment made of the Council's own performance for 2014/15.</p> <p><i>“During 2014-15, the Council maintained or improved its performance for almost two-thirds (63 per cent) of national performance indicators. Although this was slightly below the 67 per cent achieved in 2013-14, it is still good performance, considering the significant financial pressures facing local government.”</i></p> <p><i>“The Council's performance relative to other councils in Wales improved significantly. The proportion of indicators where performance was better than the national average improved from 51 per cent in 2013-14 to 62 per cent in 2014-15 and a higher proportion of national indicators were in the top half – 60 per cent in 2014-15 compared to 54 per cent in 2013-14.”</i></p>
1.07	<p>The Auditor General has not made any statutory recommendations with which the Council must comply, nor any further advisory proposals for improvement.</p>

1.08	The Council's updated response to the seven proposals for improvement from last year's report are attached as Appendix 2.
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2.0	RESOURCE IMPLICATIONS
2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All Overview and Scrutiny Committees have the opportunity to review the performance of the Improvement Plan priorities for 2015/16 and have been involved throughout the year with the quarterly monitoring reports.

4.00	RISK MANAGEMENT
4.01	Delivery of the plan objectives is risk managed as part of each of the sub priorities of the Improvement Plan and is monitored and reported against quarterly by the Overview and Scrutiny Committees.

5.00	APPENDICES
5.01	<p>Appendix 1: Annual Improvement Report June 2016</p> <p>Appendix 2: Flintshire's updated executive response</p> <p>Appendix 3: Annual Improvement Report incl. Corporate Assessment 2014</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer</p> <p>Telephone: 01352 702740</p> <p>E-mail: karen.armstrong@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Annual Improvement Report: The Annual Improvement Report is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the input of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW), a summary of the regulatory work of the past year.

7.02	<p>Corporate Assessment: In 2013/14 the Wales Audit Office (WAO) began a new four year cycle of Corporate Assessments of improvement authorities in Wales. An in-depth Corporate Assessment reports on the Council's track record of performance and outcomes as well as the key arrangements necessary to underpin improvements in services and functions. Flintshire's first Corporate Assessment was conducted in late 2014 and the report on its outcomes was included in the Annual Improvement Report published in March 2015.</p>
7.03	<p>Improvement Plan: 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</p>
7.04	<p>Wales Audit Office: 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.</p>

Wales Audit Office Annual Improvement Report

Progress Update on the Action Plan

June 2016

The following is a progress report on the action plan agreed by the Council in response to the Annual Improvement Report and Corporate Assessment of the Wales Audit Office published earlier in 2015.

Proposal for Improvement (P1-7) Including overall lead ¹ .	Action Update	RAG Status
<p>P1 The Council should develop and implement a (more) consistent approach to business planning that promotes the ownership by staff of key objectives and targets.</p> <p>Lead: Chief Executive</p>	<p>P1.1 Mapping of current service planning and strategies etc. to show strength and gaps (complete). Further analysis to show intentions to strengthen arrangements (by 10.15) with a full set of operational plans being in place (for 04.16)</p>	G
	<p>P1.2 Plans using the new performance management solution (CAMMS) to be piloted (09.15) with full roll out (04.16)</p>	G
	<p>P1.3 Personal appraisal model is being extended to build in service/ team service plan objectives (from 04.16). Evaluation of the new appraisal model (04.16)</p>	G
<p>P2 The Council should improve the quality of its reports to committees and Cabinet to ensure that:</p> <ul style="list-style-type: none"> • where necessary, reports enable councillors to refer easily to relevant policies and previous decisions and discussions • key messages and recommendations are clear and succinct; and • reports to scrutiny committees include recommendations or options that committees might endorse. <p>Lead: Chief Officer (Governance)</p>	<p>P2.1 A review of report format, style and quality of presentation (complete). A pilot of the improved format will be used for Cabinet reports (09.15). The improved format includes use of executive summaries and fuller exploration of risk in assessing options for decisions. Fuller use of hyperlinks are to be made to avoid publishing extensive appendices where this can be avoided. Feedback of the revised approach will be undertaken before applying across the suite of committees.</p>	G
	<p>P1.2 Updated report writing guidelines have been produced and issued. Refresher report writing training is being organised (by 12.15)</p>	G
	<p>P2.3 Quality assurance systems for report approval have been implemented (complete)</p>	G

NOTE 1: Named lead officer is the overall 'lead' and supported by others.

<p>P3 The Council should ensure that, in implementing its revised strategies for People, ICT, Finance and Asset Management:</p> <ul style="list-style-type: none"> • their financial implications feed into the medium-term financial plan; and • the links between the strategies are fully considered so that specialist staff are available when required. <p>Lead: Chief Executive</p>	<p>As P1 above noting:-</p> <p>P3.1 A single corporate resourcing plan is being developed (by summer 2016) as part of the suite of key corporate documents. This plan will prioritise the allocation of corporate resources for change projects</p> <p>P3.2 Set of 8 Programme Boards (for officer portfolios where significant change needs to be led, co-ordinated and managed) all now organised; are meeting and settled with good evidence of impact.</p> <p>P3.3 A comprehensive and more usable Medium Term Financial Strategy in a new graphic format has been produced in 2 parts: Part 1 published 06.15; Part 2 to be published 09.15. This is being updated for 2016.</p>	<p>A</p> <p>G</p> <p>G</p>
<p>P4 Group Leaders should strongly encourage members to take advantage of the Member Development Scheme.</p> <p>Lead: Chief Officer (Governance)</p>	<p>P4.1 A review of the member development programme is ongoing with the aim of having a broader offer for members in partnership with the Welsh Local Government Association.</p> <p>P4.2 Group Leaders have been requested to take-up training opportunities amongst their respective groups; there'll be follow-up with Group Leaders.</p>	<p>A</p> <p>A</p>
<p>P5 The Council should take the opportunity of its review of scrutiny structures to ensure that Overview and Scrutiny committees can add real value to Council decision-making by aligning agendas more explicitly to Council priorities and risks.</p> <p>Lead: Chief Officer (Governance)</p>	<p>P5.1 A Task and Finish Group set up by the Constitution Committee has reviewed the number and terms of reference of Overview and Scrutiny Committees. The Group reported to the Annual General Meeting of the Council and the new Overview and Scrutiny Committees are in place (complete).</p> <p>P5.2 Forward work programmes are being developed to include major and higher risk annual budget proposals which require monitoring and assessment of impact, major service reviews included in the budget, and periodic review of the achievement of improvement priorities. Report formats are being reviewed as P2 above to make reports more purposeful.</p> <p>P5.3 More purposeful Forward Work Programmes; reports with 4 typologies (information, assurance, policy development or options consultation) and improved report format; clearer protocol on pre-decision scrutiny for policy development and options consultation type items);</p>	<p>G</p> <p>G</p> <p>G</p>

NOTE 1: Named lead officer is the overall 'lead' and supported by others.

	purposeful recommendations and more managed chairing and debate of meetings, including precise summing up, geared toward the report purpose; training and information support programme for scrutiny; periodic committee self-assessments with feedback to chair and reporting officers on areas for improvement. A special meeting of the six new chairs was convened to plan immediately post-AGM (05.15). A Member workshop was held to develop Forward Work Programmes (07.15). Ongoing liaison with Overview and Scrutiny Chairs.	
<p>P6</p> <p>The Council should:</p> <ul style="list-style-type: none"> • adopt a consistent approach to managing risk, ensuring that all staff involved use a similar approach to record impact, likelihood and mitigating actions; and • apply this approach to its future savings plans <p>Lead: Chief Executive</p>	<p>P6.1 Following an earlier internal review of risk management led by Internal Audit a number of actions are in train to implement the recommendations for the organisation to be more consistent and effective in the identification and reporting of risk at strategic, operational, project and partnership levels. P1 and P3 above will contribute.</p> <p>The most recent Internal Audit review provides a “reasonable” level of assurance (Amber/Green).</p>	G
<p>P7</p> <p>The Council should ensure a consistent approach to workforce planning and use the results to inform future reductions in staff</p> <p>Lead: Chief Executive</p>	<p>P7.1 The new appraisal model (as P1.3) has been run for all senior managers and is being worked through the rest of the organisation. Intelligence from this renewed appraisal programme will inform the training and development programme, talent recognition, retention and progression. Evaluation of the appraisal model and further development has taken place.</p> <p>P7.2 Workforce planning risks are being assessed in each Chief Officer portfolio area as part of the revised People Strategy.</p>	G A

NOTE 1: Named lead officer is the overall ‘lead’ and supported by others.

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CABINET

Date of Meeting	Tuesday, 19 th July, 2016
Report Subject	Annual Council Reporting Framework
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report presents the final version of the ACRF for approval prior to publication.

This report provides a brief summary of purpose of the Annual Council Reporting Framework (ACRF).

The report underlines that this is the fifth and final Annual Report, with reporting methods changing in 2017 to reflect the new Social Services and Well-being (Wales) Act 2014.

This report was presented at the Health and Social Care Overview Scrutiny on the 27 June, 2016. For review and received approval.

RECOMMENDATIONS

1	Cabinet accept the Annual Council Reporting Framework report.
2	Cabinet approve publication of the Annual Council Reporting Framework ahead of the deadline of the 31 st July 2016.

REPORT DETAILS

1.00	EXPLAINING THE ANNUAL COUNCIL REPORTING FRAMEWORK
1.01	The ACRF delivers the Statutory Director of Social Services' own assessment of performance in respect of their social services responsibilities and is focused on strategic objectives and improvement priorities across the department (SSIA, 2015).
1.02	The ACRF was introduced in 2009/2010 and required the Director of Social Services to produce an annual report reflecting the delivery, performance and priorities for social services in their authority area. The guidance stipulates that the ACRF must be a recognisable picture of social services in the Authority area.
1.03	The report is written in accessible language and is aimed to serve a number of informed audiences. The report also feeds into the annual assessment from CSSIW.
1.04	CSSIW's judgement also informs the Wales Audit Office Annual Improvement Report for the whole Council.
1.05	The ACRF guidance requires that we provide detail and evidence, but balance that with the intent that it be a public document. The report should take into account our responses to the challenges Social Services face whilst also capturing the strengths of current arrangements.
1.06	In 2015 Double Click, our then mental health services design and print service, redesigned the format of the report and the report has kept this revised format for the final year.
1.07	Double Click has created a visually attractive and electronically compatible design which allows readers to access the report on PCs, tablets and other mobile devices.
1.08	<p>The report is divided into chapters aligned to the themes from the Social Services and Well-being (Wales) Act 2014, these include:</p> <ul style="list-style-type: none"> • A Well Governed and High Performing Council • More Say and More Control • Smarter Commissioning • Well-being and Independence • Workforce • Stronger Safeguarding • Evidencing our Improvement
1.09	We have much to celebrate in Flintshire including evidence of continued person centred service delivery within Adult Services, high rates of adult being supported in the community, low rates of delayed transfer of care for social care reasons, a strong relationship with the local voluntary and community sector and a proactive approach to working with commissioned services. Within Children's services the in-house fostering team is well regarded, the first stage of integrating early intervention services has been

	achieved through the Targeted Support Team and the establishment of the Adolescent Strategy Team to prevent escalation.
1.10	Corporate ownership of the social care agenda is strong as evidenced through the collective response to the concerns for the Care Sector in Flintshire and across the UK. There is a shared ownership of Safeguarding across services and attentive and supportive politicians working with the authority to create solutions.
1.11	The new Social Services Team structure is in place and has a strong emphasis on supporting families and delivering personal outcomes for vulnerable people.

2.00	RESOURCE IMPLICATIONS
2.01	The priorities of the ACRF are aimed at delivering service improvements, improved outcomes and meeting local needs within the continued context of achieving challenging financial efficiencies and value for money.
2.02	The priorities identified within the ACRF will be delivered within existing resources.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Following a Health and Social Care Overview Scrutiny Committee Member's Workshop, held on the 19 th May 2016, the comments raised relating to content and design were incorporated into the final version of the ACRF.
3.02	The final report was presented to Members of the Health and Social Care Overview Scrutiny Committee for final approval ahead of submission to Cabinet.

4.00	RISK MANAGEMENT
4.01	The ACRF is required to be published by the authority no later than the 31 st July, 2016.

5.00	APPENDICES
5.01	Appendix 1 - Annual Council Reporting Framework

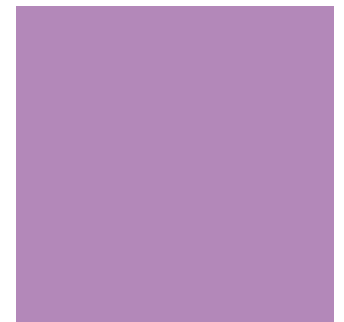
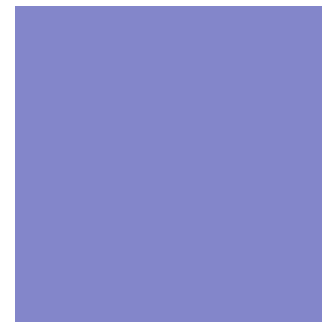
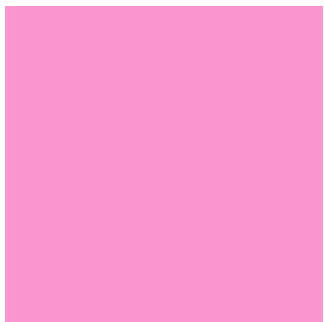
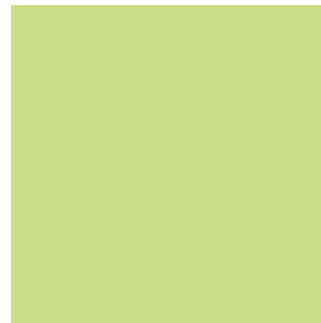
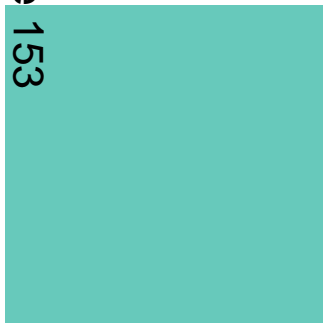
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Jane Davies Senior Manager Safeguarding and Commissioning</p> <p>Telephone: 01352 702503</p> <p>E-mail: jane.m.davies@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p><u>SSIA</u> Social Services Improvement Agency is a specialist team dedicated to supporting improvement and transformational change within the social care system of Wales.</p>
7.02	<p><u>CSSIW</u> Care and Social Services Inspectorate Wales ensure that services meet the standards the public expect. They regulate and inspect services to improve standards of care in Wales.</p>

Overview 2015-16

Annual Social Services Performance Report

Page 153



Contents

03	Introduction
06	A Well Governed and High Performing Council
10	More Say and More Control
16	Smarter Commissioning
23	Well-being and Independence
33	Workforce
36	Stronger Safeguarding
40	Evidencing our Improvement
44	Glossary

This document provides a summary of our annual self assessment. If you receive a service from us please let us know if you think this report is a fair description of your experiences. Your views matter to us and are crucial if we are to continue to improve what we do and deliver on our future priorities.

If you are reading this on the web then there are links (in bold) throughout the document if you want to read more about individual projects. For words underlined there is a glossary at the end of the document that may help explain unfamiliar words and terms.

We welcome your comments on the format of this report, particularly whether it includes information that is helpful and of interest to you in a suitable format.

You can write or email:

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Social Services
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Flintshire CH7 6NF
email: neil.j.ayling@flintshire.gov.uk

Introduction

This is our fifth and final Annual Report, final in the sense it will be different in the future, as we will have a new way of reporting for the new Social Services and Wellbeing Act. Personally I have welcomed this annual opportunity to reflect on the hard work and achievements of our staff and partnerships in supporting, children, families and carers of Flintshire.

Over the last year we have been on countdown to the Social Services and Wellbeing Act which comes into force on the 6th April 2016, representing a landmark time for social care in Wales. It is going to mean a change to everything we do in Social Services. Throughout this report you will read about things we are doing in readiness for the Act.

Gearing up for the Act, we recognized the need for a Senior Management structure fit for the job. Now in place, the model works in a different way, concentrating on the needs of families, with all Managers having a role both in Children's and Adult services. One great advantage of this being how Children and Adults services are now working much more hand in glove. People don't fit neatly into categories, and this structure gives us more flexibility, to respond in one coordinated way.

The Act also means us having a new conversation with people,



and this starts at our 'front door'. We want to know what matters to people. Then, working together, we want to find the right solution that will help improve wellbeing and promote independence. In last year's report we told you that we were building a Single Point of Access for adults, which is our response to the Act's requirement on us to deliver an Information, Advice and Assistance Service. You can read about the progress we have made, working with key partners to make this happen. We have also made changes to our operational structure in Children's Services. This new structure sees

Introduction

a new working arrangement at the front door of Children's Services which strengthens links with early intervention and improves the quality of our response to families.

The Act is an exciting opportunity for us to take forward services in Wales, and we in Flintshire have grasped this opportunity. As you will read throughout this report we are ahead of the game in our thinking and readiness despite the challenges we face. The budgetary position and the increasing demand with greater complexity of need places real challenges on our services and this continues to be increased, year on year. At both a Social Services and Council level we have had very significant community discussions and high public events, to share with people the big choices we face and to seek views. What is clear is the real support that exists for Social Services as a priority and a realism that the council needs to work well with communities and all partners to make the savings while maintaining quality. We have to secure efficiencies and have a range of approaches, which are not popular with everyone. Our approaches are set out in our business plan which we have been working hard to deliver during 2015. One proposal includes exploring alternative delivery models for our work opportunity services for people with learning disabilities. We do fundamentally believe that moving to alternative delivery models will help to protect and improve some services. We did report last year that we would make £2 million financial efficiencies in 2015/2016. We are pleased to report that we have achieved this by working differently to support people with learning disabilities, restructuring and changing the way we do business in Children's services, through better partnership working with health and with

more efficient and effective working across the whole service. We are fully committed to people and our partners being a part of shaping how we move forward and that is why we will continue to consult. People having a voice and control is important to us even when we know it will be difficult and challenging.

Our care sector is also facing considerable challenges due to a number of factors coming together. Namely the increase in demand for services as our population ages, at the same time, our care home and home care providers are seeing pressures on their businesses brought about by the impact of the National Living Wage coming at a time when there are also real challenges to Public Sectors finances.

Be reassured we are fully prepared to meet all our challenges head on and by working together, with the community, we will look for creative and innovative solutions. As Betsi Cadwaladr University Health Board's new area based structure for community health services becomes more mature we are confident of working effectively together to ensure that people leave hospital when they are ready, and that the community support needed is readily available. Moving services out of hospital into community setting is one of the Minister for Health and Social care's priorities.

We are increasingly working with the other local authorities in North Wales, reaping the benefits of pooling learning and resources. Within Flintshire our strong relationship with our third sector is vital as we need them to work with us to find solutions. Within the Council we have the corporate support to take forward the modernization of our services to ensure they are efficient and sustainable. The Council though remains fully committed to Social Care Services, and will not be shy for the challenges ahead. Finally we have supportive senior politicians and a loyal and creative

Introduction

workforce, who do their very best for people every day in Flintshire. I know this from the many complimentary letters I receive, the accolades, the awards and our positive inspections. New to 2015, our Early Years and Family Support Service won an Accolade in the 'Better outcomes through working together' category and we were endorsed as best practice in Wales in the Older People Commissioner's recent care home review, 'A Place to Call Home?'

Our Inspection report of Children Services, published in September, referenced that 'children's services in Flintshire are delivered by a suitably qualified experienced and competent workforce which is able to meet the needs of local children, young people and their families'.

Page 157
It has been a busy year, with some exciting and new developments. Such as WARM, a new project and unique to North Wales, which is supporting people recovering from drug and alcohol problems. We were delighted when Double Click finally became a Social Enterprise in 2015, providing paid work and training opportunities for people with mental Health problems, supportive of this new business we are pleased that Double Click agreed to design this report. We are really pleased that Sian, an employee of Double Click, will be sharing her story of recovery at our forth coming Annual Social Services Conference, which is apt, as the theme for this year is people are at the heart of everything we do. This year our Pride of Flintshire Awards took on a new look, with a revamped informal format that went down well and yet another successful event where we celebrated our Looked after young people. We have a new Safeguarding board with all services represented, as

safeguarding is everybody's business. We are incredibly proud to be the first Local Authority in North Wales to achieve dementia friendly status and this has happened in two of our towns so far, Flint and Buckley. There is so much more and we have been pleased to be able to witness and offer our support to some exciting developments over the year. Yet we are not complacent and know we need to do more to introduce further successful change, in a difficult financial climate, if we are to continue to support people well in Flintshire.



Neil Ayling
Chief Officer
Social Services



Councillor Christine Jones
Cabinet Member for Social Services

A Well Governed and High Performing Council

Page 158

Wiltshire continues to be a well governed and high performing Council. We have a strong Corporate Identity with a Chief Operating Team providing cohesive and professional leadership. We have a robust governance framework which includes a clear set of organisational priorities, a coherent approach to financial planning/management and an effective operating model for risk management.

Our governance framework for monitoring and reporting has been further strengthened this year by the adoption of a new Performance Management solution (CAMMS) which has assisted transparency, timeliness and the overall effectiveness of our performance and risk management approaches.

In addition to the organisational priorities, we have also developed three year business plans for each portfolio designed to protect front line services by reviewing options for alternative delivery models and reducing costs. This model of protecting the social business of the Council, whilst producing efficiencies is closely monitored by Programme Boards, of which Modernising Social Services Programme Board is one.

Arrangements for accountability and support include regular consideration of social services/social care issues at the Chief Officer Team meetings, the Modernising Social Services Programme Board that involves Senior Officers across portfolios, informal and formal Cabinet, Social and Health Care Overview and Scrutiny Committee and The Children's Services Forum.

Council Priorities

We continue to have a clear sense of purpose and direction; building on two of our shared priorities with our partners at County level and eight priorities for the Council itself. Last year we highlighted that Social Services would contribute mainly to 3 of the Corporate Priorities and here is a summary of the things we have done to fulfil our priorities (further detail is contained within the report):

A Well Governed and High Performing Council

Priority	Sub Priority	Impact
Housing	Appropriate and Affordable Homes	Improving the choice and quality of local housing
	Modern, Efficient & Adapted Homes	
Living Well	Independent Living	Enabling more people to live independently and well at home
	Integrated Community Social and Health Services	
	Safeguarding	Ensuring adults, young people and children are safeguarded
Economy & Enterprise	Business Sector Growth & Regeneration	Growing the economy and creating jobs
Skills and Learning	Apprenticeships & Training	Improving learning provision and opportunities to achieve better learner outcomes
	Modernised & High Performing Education	
Safe Communities	Community Safety	Keeping people and communities safe
Poverty	Maximising Income	Protecting people from poverty

Priority	Sub Priority	Impact
Environment	Transport Infrastructure and Services	Safely accessing employment, local services and facilities
	Sustainable Development & Environmental Management	Protecting our local environment
Modern and Efficient Council	Developing Communities	Supporting communities to become resilient
	Improving Resource Management	Front line services are efficiently and effectively supported

We work collectively as a Council across service areas to deliver on the Improvement Plan and Social Services has a key role in assisting in the delivery of wider corporate Council improvement priorities. During 2015/16 these have included contributing to our Asset Strategy with reductions in our office space and realigning services and locations to bring them closer to local communities. This is combined with using our Flintshire Connects facilities to deliver an increased scope of services and the plans underway to build a Single Point of Access (SPOA), a 'first contact right response' service for adults in Flintshire in need of support. Conversely, services from across the Council work to support vulnerable people and deliver priorities which impact upon the health and well-being of our local communities e.g. supporting resilient and active communities, keeping them safe through tackling impacts of poverty (debt and advice services and fuel poverty improvement measures) and increased provision of affordable homes and quality housing.

A Well Governed and High Performing Council

For 2016/17 Social Services will continue to contribute to the corporate priorities through the three sub-priorities under the 'Living Well' priority that Social Services is accountable for leading the delivery of:

1. Improving the quality of life through the promotion of independent living
2. Helping more people to live independently and well at home through integrated community Social and Health Services
3. Ensuring adults, young people and children are safeguarded

Page 160

Improvements related to the safeguarding sub-priority (number 3) within the Council's Improvement Plan have been made regarding a new Corporate Safeguarding Board, which is developing a range of support and awareness approaches for all areas of the Council.

Working Together

We continue to be proud of our longstanding track record of partnership working. The Corporate Assessment undertaken by the Wales Audit Office published in 2015 validated our position: "The Council has a track record of, and continued commitment to,

delivering services to the public in partnership and collaboration with other councils, public sector organisations, business and voluntary sector partners." We continue to value and treat our partners with parity, working to shared priorities with collective effort to get things done.

The Local Service Board (LSB) has continued to make good progress, refining its priorities to two from four, but retaining the Social Services and health care priority of "People enjoy good health, wellbeing and independence". The sub priorities under this heading have been given a refresh with specific focus on areas where partnership working will deliver added value to our communities.

We have also further enhanced our close working relationship with BCUHB. This year has seen us work together to reduce delayed transfers of care, improve response times for minor occupational therapy adaptations, and improve the quality of palliative care in Flintshire, amongst a range of other developments. We are hoping that the following year will see us secure a health resource within our Single Point of Access, and continue this strong relationship.

Engaging our Communities

As part of 'working together' we have undertaken an increased range of consultation and engagement events with our communities; specifically around the budget for 2015/16, but also concentrating on our priorities and focus on our values as a social business with public services at the forefront of our financial challenges.

A Well Governed and High Performing Council

This year we have undertaken a range of activities to engage the community within the development of services. With the co-production of carers services, further developments of direct payments, and consultation in supported living arrangements, along with a range of other examples contained in this report, we feel this year Flintshire's residents have more involvement in our social care services than ever before.

Resources

We have continued to make significant progress despite our resources being reduced year on year. Our projected 'gap' for 2015/16 started at £18.3m; from which a three part strategy was developed as our Medium Term Financial Strategy to bridge the gap: service reform; corporate financial stewardship and working with Welsh Government. The successful delivery of these three areas meant that the Council was able to set a balanced budget in February 2016 for the next financial year. Planning already for 2017/18 and beyond we are continuing with our ethos to protect front line services as our priority, whilst working with communities and Welsh Government to build resilient and sustainable services for the future.

Working with Members

This year social services have continued working closely with elected members, to ensure they can undertake their roles with the most information possible, regarding our services and the context they operate in. This year we have undertaken a variety of workshops to inform members on issues from corporate parenting, and the Social Services and Well-bang (Wales) Act 2014, to Loneliness and Isolation, and Dementia. Furthermore, our committed and experienced Social and Health Care Scrutiny Committee has met routinely to challenge and scrutinise the key agendas within social care in Flintshire.

More Say and More Control

In Flintshire we aspire to be the best at giving citizens more say and more control in their daily lives. This year Social Services have developed this further by investing in this ethos to ensure you, our citizens, have a greater say in the services you receive, and more control over their design and delivery. We have utilised a variety of methods in order to consult with our citizens over such services, which are included within the following chapter.

The Single Point of Access

The Social Services and Well-being (Wales) Act 2014 means us having a new and different conversation with people, and this starts at our 'front door'. We want to know what matters to people. We want to hear about their skills and abilities, the important people and community places in people's lives. Then, working together, we want to find the right solution that will help improve well-being and promote independence. In last year's report we told you that we were building a Single Point of Access (SPOA), for adults in need of support, this being our 'front door'. Our first step in April 2015 was to move our First Contact, Intake Team and Social



Work Reablement into Preswylfa, Mold (a Health Building). This was followed by our Falls expert and Third Sector Coordinator, with Care and Repair joining the team two afternoons a week. We will become a fully-fledged SPOA when health input is confirmed, confident that it will be this year. This will be the point when you will hear about SPOA, as our new service in Flintshire to deliver on the duty placed on us, by the Act to deliver Information, Advice and Assistance to coordinated health and social care.

38
Days

Average waiting time for Occupation Therapy

A service that is all about 'First Contact Right Response'. Having the Intake team in SPOA has reduced the time people have to wait for some services such as the bathing clinic and pieces of equipment. This ability to provide a quick response within 1 to 2 weeks has been maintained for 12 months. Rapid Interventions to support

More Say and More Control

independence have also reduced the impact of increasing demand on our longer term Locality services. Our partnership with Flintshire Voluntary local Council (FVLC) is vital to the success of SPOA. The SPOA third sector coordinator employed by FVLC who is part of the team is playing a key part in strengthening team knowledge and linkages with the Third Sector and community. You can see how by reading about Elsie;

Case Study - Elsie

Page 163

Elsie is 83 years old and lives alone, she is partially sighted and profoundly deaf. Her son Martin, who works full time called SPOA as he was worried about his mother after she had recently fallen.

Elsie hadn't been out of the house for over 2 years, has no friends or friendly neighbours. She used to enjoy dancing and singing when she was younger but after her husband past away she stopped going out. Elsie found it difficult to engage in previous hobbies, due to her impairments and lack of networks. However she expressed a desire to make a friend and possibly socialise if she could get out and about. Martin has been providing support with shopping and cleaning, but his working schedules have made this difficult.

Elise was referred to the third sector coordinator for third sector

support by another member of the Team, and a home visit was arranged. The third sector co-ordinator talked through Elsie's difficulties, and suggested a few ideas to her and her son. As a result Elsie started work with the third sector Reablement worker taking short trips into the garden and Hearing Loss organisation sorted out her hearing aids so they worked properly and other hearing support aids were put in place (doorbell, telephone).

Martin arranged for the shopping service and meals on wheels. For himself, Martin contacted the carers organisation and now feels he has 'somebody to talk to'. A web link was obtained for a Scrabble set made especially for people with a visual impairment, which Martin purchased. Elsie also obtained large screen mobile phone she is able to communicate through text message to the third sector coordinator's mobile phone, hence contact was maintained without need for home visits. Elsie is now considering joining a hearing loss support group and is working with the Officer to achieve this.

DEWIS Cymru



Dewis Cymru

Have choice and take control

Our SPOA relies on having up to date information

about local community resources. The answer is DEWIS Cymru, a national website and the place for information about wellbeing, in fact a useful tool to help everyone find their own resources within the community. With our health and third sector partners we have worked really hard over the past year to ensure that there is plenty of useful information about Flintshire for you. **Take a look.**

More Say and More Control

Engaging and listening to our Looked After Children

The voice of the child is at the heart of what we do, and we need to continuously ensure that we listen to, hear, and act on what children and young people are telling us.

We have a well-established Participation Forum that provides an important opportunity for looked-after children to meet together to share experiences and speak out with a group voice about their care and aspirations. Over the past 12 months the Participation Forum has grown from strength to strength.

The group has actively engaged in various activities, such as;

- Meeting with the Children's Commissioner for Wales to discuss the future of her role
- Creating a DVD for Foster Carers to have a better understanding of what being in care is like
- Rapping about online safety and reviewing social services documents to make them more child friendly

The Forum members have shared their thoughts and feelings about their educational experiences which has contributed to a new Welsh Government Strategy document 'Raising the ambitions and

educational attainment of children who are looked after in Wales'.

Here are some quotes from the members on what they think about being involved in the Participation Forum:

"Its about changing the perception of people in care"
"Everyone is treated equally"
"We contribute to events and services within FCC involving children in care"
"Raising issues that are important"
"Help to improve people's lives"
"It helps to boost your confidence"

Work is being undertaken to support young people to have a greater role in the Children's Forum, both in terms of the focus of the work program and their engagement at the meetings. Positively, recent issues raised by young people through the Children's Forum have helped shape priority actions that are now contained in the Council's draft Improvement Plan for 2016/17.

Pride of Flintshire

Again this year we hosted our Pride of Flintshire Awards, which celebrates the achievements of children in foster care and young people who have recently left care and are still being supported by the social work teams; over 100 looked-after children and care leavers attended



More Say and More Control

the event. Everyone enjoyed the bouncy castles, rides, ice-cream, singing performances from Princesses and the looked-after children themselves, face-painting, a disco as well as receiving their certificates and trophies! Take a look at our photos...

The Children's Commissioner for Wales Professor Sally Holland opened our event, along with the Chairman of Flintshire County Council Councillor Ray Hughes, and on Twitter she said: "Pride of Flintshire was a fun, warm, child-centered event celebrating great achievements by looked-after children – congratulations to all".

Page 165 Giving People Greater Control of Their Care

Last year we said that we were building on the success of our direct payments scheme and developing new initiatives that would support an increasing number of people to gain greater choice and control over their lives and the support they need. So, what have we done?

We have:

- Once again increased the number of people receiving direct payments
- Prepared for the implementation of the Act, and have supported Welsh Government in the development of regulations, codes of practice and practice guidance.

- Worked on a new direct payments policy and practice guidance that fits with the Act
- Made changes to make our scheme more efficient and accessible, which includes a new direct payment card scheme, a far less onerous way for people to manage their money. This will help support the expansion of the scheme moving forward.
- With local direct payments recipients supported the Care Council for Wales to develop and implement an online toolkit for direct payments employers. Flintshire County Council also hosted the launch event.
- Focussed on promoting pooled funds as an efficient way for people to meet their shared needs collaboratively and efficiently.
- Worked very closely with a number of people with learning disabilities, their networks and support provider to use direct payments as a basis for a highly innovative and progressive model of supported living.
- Continued to work with Personal Assistants and direct payments recipients to explore the potential for cooperatives and micro enterprise.
- Updated our public information to ensure that people receive high quality, timely information and advice in a variety of formats
- Developed an induction programme for Personal Assistants, in recognition that we need to invest in this part of the social care sector to ensure that they are highly skilled and given opportunities for personal development.

More Say and More Control

Gateway to Independence Scheme – Orchard Way

This year has seen us partner with three young men, and their chosen provider, to develop a new model of supported living aimed at supporting increased independence, a positive risk enablement culture, greater use of available technology, and support that is tailored to individual learning and development needs. We have utilised a property for intensive learning and skill development, which implements individual strategies to achieve personal outcomes, while enabling the tenants to continue a stepped approach to living independently.

The three gentlemen have been supported to commission a support provider using pooled direct payments. A partnership has been maintained throughout. This has seen success with the tenants developing skills, abilities, confidence and independence in a wide range of key areas, to significantly reduce the package of care they require

We have also seen success for the providers who have been enabled to challenge traditional support methodology, risk management processes and approaches to enablement. Additional benefits to the approach have included a highly motivated and involved support team and a change culture within the organisation locally. The provider has committed to rolling out the support ethos to their other North Wales Schemes.

Individualising Supported Living

Flintshire County Council currently provides support to vulnerable people within their homes. This 'Supported Living' service provides support visits and overnight support to more than 50 people in around 20 separate properties across Flintshire.

However it's our aim to transform the way we deliver this service, developing more flexible and person centred models of support, while delivering on the requirement to make financial efficiencies. To do this we have consulted frequently, through events and meetings, with supported living residents, their families and support groups to ensure those who matter are central to the reshaping of our approach.

We are now inviting external providers to present proposals for providing commissioned supported living services in 5 of the existing houses. As part of a collaborative approach, service users, families and other key stakeholders will play a key part in the selection of one or more provider.

Enhancing People's Say in Day Opportunities

Flintshire County Council currently provide a range of day opportunities for people with learning disabilities, include respite care at Glanrafon day centre, work opportunities in six small business environments in Flintshire, and job finding and coaching for service users in



More Say and More Control

commercially supported placements. To meet the demands of the current economic climate, alternative delivery models are being considered to transform these services. This year we have engaged with service users and providers in a number of consultation events, to inform us on stakeholder views and ideas on agendas such as a new site for our day respite service.

Crèche Service

The Flintshire Crèche Service has continued to provide quality professional childcare to vulnerable families. In partnership with the Learning Start and Families First, the Crèche service enables parents to attend training courses that will in turn increase their knowledge and skills in preparation for further training or employment opportunities and good parenting.

There is potential for the Crèche service to develop and expand, to meet an increasing demand. Initial plans and proposals are being prepared to explore this opportunity, with a focus on the

development of a social enterprise business model, supported by local and national funding opportunities.

Welsh Language

Flintshire has continued its programme of work to strengthen Welsh Language Services in Social Care in line the Welsh Government

framework '**More Than Just Words**'. This year we have advanced our training initiatives and included information regarding the active offer into all induction packs. We have developed a Welsh Language reminiscence resource for people with dementia and held a number of activities in various communities to raise awareness about the importance of Language in Care. Moving forward we are looking to further enhance welsh language services internally and in the third sector, ensuring a consistent approach across all services. We are also working on devising a strategic Welsh and Equalities Development Group to lead on Welsh Language across our organisation.

Our Priorities for 2016/17 for Giving Citizens More Say and More Control:



Confirm Health input into, and properly launch our Flintshire SPOA



Be the best at finding out what really matters to people through personal outcomes.



To select supporting living providers in collaboration with stakeholders



To develop an engagement strategy to expand the way we seek the views of Looked After Children, to inform service development and how we evaluate performance

Smarter Commissioning

In the current economic climate, with increasing demand for services and reducing budgets, we have learnt to be smarter in the way we organise and deliver services. Flintshire County Council has adapted its approach to the commissioning of services to work closely with families, carers, service providers and health boards, to collaboratively come up with ideas that will allow us to use our resources more wisely, while ensuring the continued delivery of quality services.

Re-modelling dementia services

The Flintshire integrated Health and Social Care dementia action plan has continued to take forward key themes and here is a flavour of the work that has been taking place over the last year on our dementia road.



1. Your Dementia Friendly Community

- Flint and Buckley recognised as the first towns in North Wales to achieve "Working towards Dementia Friendly" status
- Community drama event to raise awareness in 3 localities across Flintshire
- Arts and Dementia activities at Theatr Clwyd through "Art in the Armchair" and "Lost in Art"
- Creation of 'Never Ending Story' in Community location with intergenerational work taking place at Flint High School
- Creation of a Dementia Choir in the community



Dementia Road

2. Living at home and living well with dementia

- Person centred care programme being rolled out in care homes across Flintshire with support from Helen Sanderson associates, work also taking place with 8 domiciliary care agencies



3. There might be a time in hospital

- Art in hospital programme for people with Dementia available in acute hospital settings and pilot of electronic technology designed for people with Dementia
- Investment in Dementia training for all BCUHB staff



Smarter Commissioning

4. Deciding about long term care and accommodation

- Developing a "Welcome Pack" for all people admitted to a care home in Flintshire so that everyone can be clear about what good care should look like.
- Increasing opportunities for people with Dementia in care homes and extra care to engage with them and participate in new activities through Flintshire's Dementia Voucher Scheme.



Role out Dementia Friends training in communities across Flintshire to raise awareness and encourage businesses and services to support people and their carers living with Dementia.



5. Carers, Family and Friends

- **Dementia café's running in Mold, Flint, Buckley, Mostyn and Holywell**
- Carers education and training in Dementia rolling programme by NEWCIS



6. Your Public Workforce

- Introduce a Dementia Friends award for local Business and Services
- Dementia Friend training for elected members and local businesses

Dementia Road

Smarter Commissioning

Commissioning in Children's Services

We have a range of services that seek to avoid the escalation of difficulties and reduce risk of family breakdown. These services are enhanced by services we commission from the



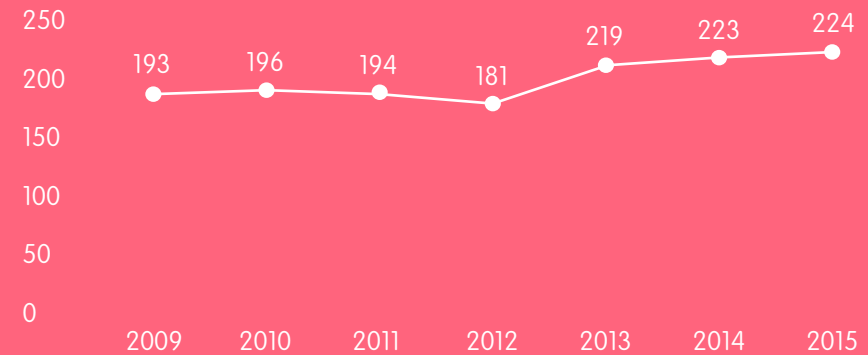
voluntary sector. Over the last two years we have had to work closely with our voluntary sector partners to deliver significant savings which has developed a much greater focus on the type of support they can be offered. During 2016/17 we will need to develop our commissioning intentions for services that prevent escalation/facilitate effective step down.

Achieving permanency for our Looked After Children (LAC)

Over the last 7 years the number of LAC has steadily increased in Flintshire from 193 in 2009 to 224 in 2015; the overall increase in the number of LAC is consistent with the national picture across Wales.

It is important to note that whilst our LAC numbers have increased in Flintshire they remain below the Welsh average at a rate of 69 in Flintshire compared to a rate of 89 in Wales. Reducing the rate of LAC in Wales is a stated priority for the Minister for Health and Social

Numbers of Looked After Children



Services. Flintshire is well placed to respond to this agenda with a rate closer to that for England (60) than the rate for Wales (89).

When children and young people enter care there can be a risk of losing regular contact not only with family members but also with friends and other significant people in their lives. The new Act seeks to achieve greater stability for children by increasing the choice of placements locally, supporting continuation of important relationships and school life, and finding the right permanency solution sooner. In Flintshire, we always ensure that there is careful consideration to the appropriateness of placements whether through kinship care, fostering, Special Guardianship arrangements or residential care. It is the case that these placements aren't always within the Flintshire border.

In Flintshire we are fortunate that we have a good fostering service that attracts carers from neighbouring authorities who prefer to foster for Flintshire. We currently have 16 children and young people supported by Flintshire foster carers who live outside Flintshire. We also have 13 children and young people who are living with a relative

Smarter Commissioning

outside the Flintshire boundary. The decision to make placements outside Flintshire is not taken lightly and we work closely with Education to ensure that school and college links can be maintained.

In 2016/2017 we will start to explore the range, type and intensity of services/support that would need to be in place if we wanted to minimise the need for specialist out of county residential placements. To inform this work we will undertake a comprehensive analysis of our LAC profile including service needs and gaps, allowing us to develop potential service models for supporting our LAC population in local settings.

Working with Page 171 our Carers in the Community

We at Flintshire highly value not only the role of carers, as a form of a preventative service themselves, but also the knowledge and experiences they can contribute when developing a service.



Over the past year Flintshire has been developing a new Young Carers Strategy, working closely with our young carers and third sector partner to develop a single comprehensive young carers'

service that is responsive to local needs and circumstances and encourages independent, happy and healthy young people. A core function of the service is to ensure young carers and adult young carers are connected with universal services and groups which are aligned with what matters to the young person, this will include health, leisure and youth services. This core function will receive specified families first funding and will be supported by FCC Youth Services prioritising young carers within key youth service strategies.

- Within the strategy we have worked with the Youth Service, Health Colleagues and third sector partners to develop an outcome focused action plan that has been based on the feedback that young carers provided to us.
- The new Strategy has an increased focus on ensuring that the young carers health and wellbeing is supported, promoted and maintained, enabling the young person to feel confident and able to continue to care and maintain their own health and wellbeing with reduced support from services.
- This strategy has initiated a number of changes to ensure the service is effectively supporting young carers to become confident, independent young people who can access sustainable networks of support rather than targeted services. For example we have established a new outcome focused assessment process, which follows a 6 week Programme of support entirely based on what the young carer wants to achieve. There is a new outcomes framework that the young carers strategy group our working to achieve and a new reporting process to support this mechanism.

Smarter Commissioning

Co-Production

Over the coming year we will continue to work in co-production with our partners to achieve the outcomes that are outlined within the new strategy. We will be monitoring these outcomes via the carers strategy group where we will be able to determine the effectiveness of the changes that have been made and further develop the service to ensure it is meeting the needs of our young carers and young adult carers in Flintshire.

In regards to carers of all ages, we have invested more in co-production to ensure we are utilising our carers expertise and knowledge appropriately. We worked closely with current providers, via the carers strategy group, in order to identify the key priorities we need to be focusing on, and asked local people to vote on the importance of these priorities whilst giving feedback on current services. We also held an open event for all to attend, to talk about the current financial climate, begin an information sharing process, and review our priorities for services.

Co-Production Disability Services

Since the introduction of the Social Services and Wellbeing Act 2014 Flintshire has also been using a coproduction approach to align existing disability services to key provisions outlined in the Act. It is our intention that by working closely with providers and citizens we will ensure that we fully understand the needs of people in Flintshire and that the services that are available to them are fit for purpose

and future proof, moving us forward from historical arrangements to outcome based commissioning and person centred services.

The essence of the Act is about democratising services and rebalancing power between people and professionals. Flintshire is committed to continued improvement and will work to embed coproduction into our processes over the next three years, ensuring that “Nothing about Us without Us” is at the heart of what we do.



Bridging the Gap Respite Scheme

Bridging the Gap is a respite scheme that Flintshire County Council developed in partnership with NEWCIS (North East Wales Carers Information Services). Its aim was to move away from traditional respite arrangements of fixed hours and days, and offer a more flexible that service that allowed carers to fit respite hours to where they really need them. Carers are allocated a voucher, after a carers needs assessment, in which they can choose a provider to deliver respite care at the time they most need it.

The scheme is growing year on year, with an additional 303 carers receiving a service in the last 10 months, at a much lower cost than previously. The numbers demonstrate how the scheme is a great example of working together with a voluntary organisation to increase the scope of a service, and maximise efficiency.

Smarter Commissioning

303

Additional carers receiving a respite service from Bridging the Gap

Six Steps End of Life Pathway – Joint Commissioning with BCUHB for Innovative Partnership

Flintshire County Council has been working in partnership with Betsi Cadwaladr University Health Board to support staff working in nursing and residential homes in Flintshire to improve their understanding and skills in managing residents who are palliative or who have been placed on an end of life care pathway. The Six Steps to Success programme has been hugely successful and the third cohort of residential homes is well on its way to programme completion. The programme aims to prevent the need for people living in residential care settings to move from their home, with staff who know them, into a hospital setting, which can be a long way away from families and friends. The programme has seen considerable success indicators to date, including a big reduction in the number of unplanned admissions of older people from care homes to hospital, a large increase in advanced care planning and improvements in staff knowledge and confidence.



40

Palliative Care Champions across 18 care homes and 2 extra care facilities in Flintshire

Helen Sanderson "A Place to Call Home...Delivering What Matters?"



Flintshire County Council this year have taken part in Working Together for Change with Helen Sanderson Associates, which is a 8 step programme that aims to inform strategic planning and commissioning by analysing person-centred information from individual reviews, support plans or person-centred plans. We

Smarter Commissioning

recently conducted a workshop is part of this process which will involve clustering information into key themes, before analysing the information, looking at what is working or not working and why. This analysis can then be used to formulate an action plan to address highlighted considerations. This was done in conjunction with managers of independent care homes to consolidate the methodology behind this approach, and it is intended the workshop will be repeated to include a wider variety of stakeholders and include better person centred information. Independent managers also expressed desire to complete a similar exercise individually within their own homes, in order to get richer feedback from residents about what really matters to them.



Working Together For Change

We recently held an event at one of our Care Homes in Holywell that involved people who lived in the Home, their family members and

carers as well as staff working at the Home and Commissioning Team members.

We looked at what works well as what's not working as well as what people would like to see changed in the future. We had lots of rich information about what it feels like for people living in the Home and with their involvement we prioritised the top three things that needed to change to improve their wellbeing. An action plan is now being developed to make sure we fix these things over the next year.

Commissioning Priorities for 2016/17:

- To develop alternative models of working in Children's to reduce the need for Out of County specialist placements
- To develop key strategic partnerships with specialist providers, for example Action for Children to strengthen our preventative services.
- To transform Learning Disabilities and Day services
- To embed person centered practice in care homes across Flintshire and role out a similar programme with domiciliary care providers
- Embed the Progression Model across all service areas
- To continue to co-produce services with citizens, communities and providers in order to build supportive communities for the future

Promoting Well-being and Independence

Over the past year Flintshire County Council has sought to focus promoting well being and in particular by asking people "what matters" to them. This has been done while continuing to promote independence, allowing individuals to maintain control over their lives whilst receiving support as and when appropriate. We have embedded this approach across all service areas, from Children's to Adults', Substance Misuse and Mental Health services. Here is just a flavour of what we have done during the year;

The Spotlight on WARM

Wellbeing and Recovery Matters (WARM) is a unique project to North Wales, delivered by our Flintshire Substance Misuse Service. It offers people a next step in their journey of recovery, and into

independence. Supporting people to find and develop coping skills and build their own recovery wellbeing pathway, the project is all about what matters to the person. It is a new approach, based on trusted therapies and outcome focused support. Over the last 12 months Johnny, the WARM Social Worker has supported about 50 people, with group session opportunities meaning that many more people are benefiting.

The topics for the group discussions are decided by the people who attend, therefore responsive to the outcomes people want to achieve, for example support to explore employment or education opportunities. New partners have now come on board with the project and offering funding, e.g. a 10 week course of Tai Chi. Quote's from those who accessed the project;

"It gave me greater confidence to gain employment"
"I remembered hobbies that I enjoyed"
"I made new friends"
"Life is about looking forwards not back"

Case Story - Jason

Jason was 48 years old when he came into contact with our service (Substance Misuse Service). Jason's personal and professional life was spiraling out of control as a result of him drinking too much alcohol, and made worse by the stress brought on by an upcoming court appearance.

Promoting Well-being and Independence

When we met Jason he was depressed and saw his only way out as suicide, so he was allocated a Community Psychiatric Nurse to work with him on his alcohol and mental health issues. But owing to the seriousness of our concerns that he would kill himself he agreed to be admitted to the Heddfan Unit, where he spent a few weeks.

He then returned to our service, for us to support him to get his life back on track. Once he stopped drinking he was referred to the Wellbeing and Recovery Matters Programme (WARM). WARM worked with him to build a different life, one that was free of alcohol and with a motivation to improve his physical and mental health and emotional wellbeing. His self-worth increased dramatically when he undertook the volunteering opportunities that were offered, using his business skills for the benefit of others.

Jason remains free of alcohol and has built a new life helping others, he is currently in India advising on issues relating to alcohol dependence. Jason has been on remarkable journey from the depths of crisis and hopeless to finding hope and self-worth.

Page 176



Promoting Well-Being in Mental Health Services

Flintshire County Council have undertaken some fantastic work in Mental Health Services that has been shared on a regional, and national, level. 'Sian's Story' illustrates the emotive work being undertaken by our services and service users, where in her own words Sian describes her remarkable journey of recovery. You can **read Sian's Story here**.

Our quarterly **Mindful magazine** during 2015 has continued to feature other remarkable stories of recovery and new initiatives. In our summer edition we featured the 'Hear/ Here' group, which has been set up by people who use mental health support services. This group allows for an open chat about the effectiveness of mental health support services in Flintshire and how improvements can be made. The group also encourages people to take control in identifying their own wellness tools and in considering how they can be involved in organising their own groups. We believe that this gets to the hub of what our service strives to do in supporting people to achieve the outcomes that matter to them and to have a valued role in society.

We know for some people to have a job is really important and during January 2016 we were so pleased to finally deliver on our priority, to see **Double Click** Design become a Social Enterprise. In this move towards independence from the local authority, a management board and business manager has been successfully recruited. **Double Click** has implemented a personal development

Promoting Well-being and Independence

training programme where each individual has a clear learning plan this will allow individuals to gain skills ranging from office based tasks to computer graphic design qualifications.

One of our successful initiatives which has made a real difference is the Recovery Education Programme. A full time training support worker within the team enables the promotion and the attendance of learning opportunities for people with mental health problems and their carers via the Recovery Education Brochure. A major part of this role is to assist each individual to book on and attend courses and learning activities they have identified. From the start of the programme in 2013 to the time of writing this report over 322 individuals have been enabled to participate in the programme. The following quote is taken from a letter of thanks from a person who accessed the programme.

“I feel my confidence has grown with attending group activities and look forward to many more. The help and support given has been excellent, I feel that without that level of support and encouragement my confidence would not be as it is now. I look forward to receiving the next brochure so that I may book myself on future courses and activities and continue the process of building confidence.”

Promoting the well-being and independence of our Looked After Children

Children in the care of a local authority are often referred to as Looked After Children (LAC). They are one of the most vulnerable groups in society. Our ambition is to be a strong and effective Corporate Parent with the same aspirations that any good parent would provide for their own children.

We know that Looked After Children share many of the same health risks and problems as their peers, but they frequently enter care with poorer health due to the impact of poverty, abuse or neglect. National research also suggests that looked after children are more likely to have mental health problems.

The last 12 months have seen some important improvements in the way the health and well-being of Looked After Children is supported.

Notably:

- following a period of vacancy there is a designated Nurse for Looked After Children
- 75% of Looked After Children’s health assessments took place on time between April and December 2015. This is an improvement from 2014/15 where 55% were completed on time
- all Looked After Children have been registered with a GP within 10 working days of coming into care or moving placement

Promoting Well-being and Independence

Whilst there is good progress we recognise that there is more to be done. Positively looked-after children are a priority group for getting access to therapeutic and psychological support, with a dedicated CAMHS Practitioner working directly with our looked after children and young people. Also training and consultation is offered continuously to parents, foster carers and professionals. However, the reality is that waiting times for CAMHS are still too long.

We have had very promising discussions with CAMHS about how we can ensure looked after children can have timely access to support. The service is in the process of redesigning their operating model with a view to better targeting resources and reducing waiting times. The aim is to enhance the provision over the following 12 months to ensure improved outcomes for the emotional and wellbeing of looked after children.

Providing effective prevention and early intervention

Being able to access advice, information and early help and support is integral to ensuring the well-being and independence of children, young people and families. The need to develop our framework for early intervention was a specific recommendation identified in the CSSIW Inspection of Children's Services. In response:



- The **Family Information Service** are now co-located with our frontline services in Flint, offering advice and information about universal and community services that can support families
- The **Team Around the Family** service have moved to form part of Social Services. The Team co-ordinate support around a family, helping build their resilience and preventing family breakdown
- We have established a new **Targeted Support Team** from within existing resources. The Team seeks to prevent children requiring formal statutory social services intervention and/or support children to step-down for formal services

During 2016/17 we will continue our efforts to strengthen the pathways between early intervention and statutory support as well as developing approaches that ensure early support is targeted to

Promoting Well-being and Independence

those families where it is most likely to have a significant effect on future need. This will include working closely with partner agencies to harness and co-ordinate resources, skills and effort.

In 2016/17 we will work with young people and staff across the Council, including Elected Members, to refresh our Corporate Parenting Strategy to set out how the authority will:

Page 179

- ensure Looked After Children have a voice and are listened to
- support Looked After Children in stable, local placements
- improve the stability of school placements and the transfer process where moves are needed
- support improved education outcomes for Looked After Children
- strengthen partnership working with Health to ensure timely access to health assessments and CAMHS
- strengthen the approach to support young people so they are better prepared for independent living
- build on what Looked After Children say we can do to help ensure they feel included/not excluded and what we can do to help steer them away from difficult behavior

Supporting young people leaving our care

In Flintshire we have a total of 53 care leavers up to the age of 25. All of our care leavers have an allocated Personal Advisor to keep in touch and offer support and advice. Following feedback from some care leavers our intention is to undertake work with young people to explore how we can ensure they are equipped for independent living and the responsibilities this brings.

The new Act creates a new duty placed upon local authorities for young people in foster care who wish to continue living with their foster parents beyond the age of 18. A new scheme called **'When I am Ready'** has been developed with the 6 North Wales Local Authorities working together to develop and implement the scheme. We know that at least 3 young people in Flintshire plan to take advantage of this scheme in 2016/17 with an additional 2 young people/foster carers considering the scheme.

Improving the Well-being and Independence of those with Disabilities

We recently undertook a review of our Children's Integrated Disability Services and Transition Services. The findings were overall positive, but highlight the need for change in structure to ensure our children received the best support possible. In this review we have held a stakeholders survey, to ensure all those who interact with our service have chance to feedback and take part in its development.



Promoting Well-being and Independence

Such structural changes meant that both CIDS and Transition are now co-located, which has improved communication between the teams significantly. We have also been successful in cost effectively negotiating with residential colleges, to bring down the cost of such placements. This has been vitally efficient in a challenging economic environment for services.

This year has seen both social work teams focusing on taking forward the principles of the Act, specifically in the area of promoting independence. A positive example of this, is the use of the "progression model" which is highlighted on [page 14](#). Both teams have also been at the forefront of the rising use of direct payments, and this is embedded into their practice; as can be seen the majority of all resource panel requests are now for direct payments.

56%

of panel applications are now for direct payments

Utilising the Intermediate Care Fund

During 2015, the programme of work funded through the Welsh Government Intermediate Care Fund was reduced as a result of a significant reduction in funding. However, the impact of the work that did continue and further develop has been very positive. The Ministers' announcement in December 2015 that funding from April 2016 will be increased and provide a number of potentially significant opportunities for partners to continue to sustain and strengthen community based services to support people to remain out of hospital and long term care.

The wide range of initiatives to deliver joined up and effective intermediate care services delivered in 2015 have been in high demand, with personal stories shared by individuals and families being testament to the positive difference that is being made. Planning for 2016/17 is ongoing in relation to the additional monies available however priority has been given to maintaining the good work that has been started to provide opportunities for those developments to continue to flourish.

Projects – Key Messages

- 153 people were supported in the Step Up/Step Down Service, accounting for a total of 3285 nights within a care home (rather than hospital in the majority of cases), with short term support at home by a multi-disciplinary team where that was required.

Promoting Well-being and Independence

- 247 people went through detailed risk assessments with one of two part time workers within the physiotherapy team in BCUHB in order to identify ways that their falls risk could be reduced. These assessments led to a wide range of interventions for those individuals to help keep them safe, increase confidence, mobility etc.
- A part time funded worker within Care and Repair supported 15 people (as new cases) typically for 8 to 12 months between April and December 2015 who were unable to return home or stay independent at home as a result of significant hoarding behaviour. Requiring wide ranging and longer term emotional and practical support, this project continues to help some of our most vulnerable residents.
- A project with Care and Repair allows Occupational Therapists and Disability Officers in Health and Social Care to access a rapid response for minor adaptations for those aged over 60 years in their own or privately rented properties to support hospital discharge, to prevent hospital admission or to support clients with palliative care needs. The project commenced in July 2015 and by the end of December, 339 people had been supported through this project.

Page 181

- Work delivered through the British Red Cross by a part time member of staff has continued to provide much needed practical support for people after a stay in hospital. Between April – December 2015, 52 people received short term support through this programme, with feedback illustrating the difference that a short term period of support can make to individuals in terms of confidence building the promotion of independence and skills to stay safe at home.

The Reablement Ethos

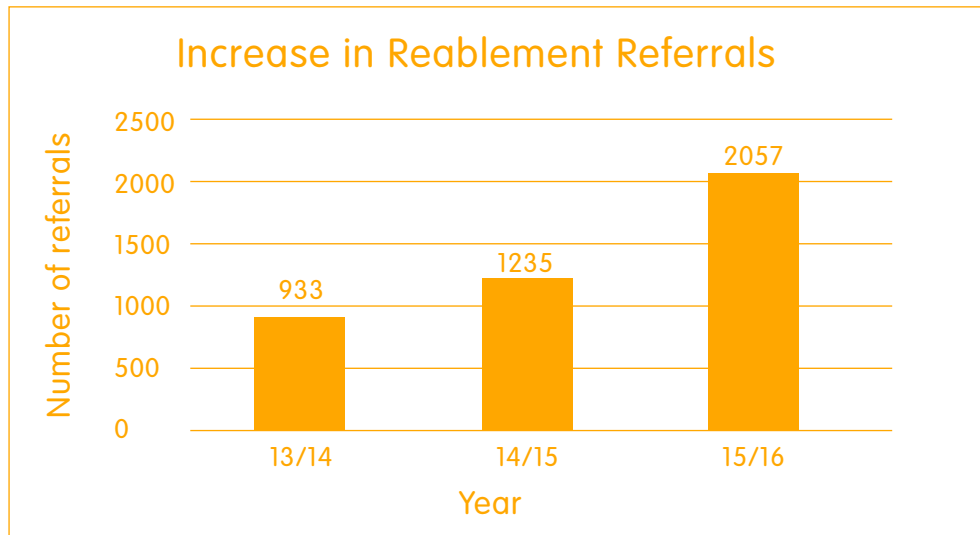
This year has seen another positive year where the Reablement service has been further strengthened. The Reablement ethos is truly established and continues to be promoted by all service areas and to adults aged 18 and over.



Promoting Well-being and Independence

We are continuing to focus on an intake model of Reablement, focusing our commitment on early intervention and preventative work. This has been evidenced through a significant rise in the number of people being provided information, advice and a decrease in the number of people needing long term care after Reablement clearly demonstrating the effectiveness of these services.

The Reablement service has been strengthened through the presence of the third sector providing information, advice and assistance and to support the individuals beyond Reablement and supporting them to regain their position in the community.



70% of referrals now require no further after Reablement

This year has seen an expansion of the sources that offer Reablement within Social Services. Whereas previously Reablement was provided by the Reablement team, we have expanded our delivery pool, so that all service areas that have interaction with older people can provide a Reablement service.

Furthermore our telecare service continues to strengthen its position within Social Services for both children's and adult services. The telecare solution provided is following a person centered assessment and equipment tailored to meet the individual needs of the person and their family. This year we have expanded our selection of suppliers and the equipment that they can provide, meaning that we are now able to offer services and equipment that are more individual to the person's needs.

Here are some case studies on how telecare has assisted Flintshire residents:

Promoting Well-being and Independence

Case Study - Mike

More independence for Mike

Mike is 38 years old and lives in Learning Disabilities Supported Living Accommodation, he requires one to one support whilst at home and needs two people to support him when out and about the community owing to his complex epilepsy needs which require emergency medical intervention when a seizure occurs.

Telecare was considered, which resulted in Mike's support workers being provided with a GPS panic button. The panic button is linked up to the monitoring centre with a clear call handling procedure of when button activated an ambulance is called. The monitoring centre would also know the exact location of Mike and his Support Worker and be in a position to pass on this information to the ambulance service.

This has enabled Mike to live a more independent life by accessing the community with 1 to 1 support rather than 2 to 1 support.

Case Study - Beryl

What matters to Beryl is being able to go shopping in Chester on her own

Beryl is 82 years old and has vascular dementia. Beryl lives in her own home with support from domiciliary care twice a day, morning and evening. Her family are very closely involved and support Beryl to continue to visit her favourite shopping areas, Chester and Wrexham independently on the bus. However, the family have been concerned as there have been a couple of occasions when Beryl has become disorientated and been unable to remember which bus to take to return home.

Telecare was considered and Beryl was provided with a GPS safer walking device which includes two way speech and a panic button. Beryl agreed that her family can access data that would enable them to locate her whereabouts at any time and contact her via the device. Beryl is also able to press her panic button if she needs assistance from her family who can help orientate her and either provide her with the correct information to get home safely or pick her up to bring her home.

Beryl was delighted with the outcome of being able to continue to go shopping independently and her family were reassured 'safe in the knowledge that mum can contact us if she needs help' or they can find out where she is, if needed, via the GPS device.

Promoting Well-being and Independence

Developing Extra Care

The award winning Extra Care schemes at **Llys Eleanor** and **Llys Jasmine** continue to provide high quality residential services, with



Page 18
18
demand remaining as high as ever. Responding to the demand of our citizens for more extra care, the development of a new Extra Care scheme in Flint town centre has now commenced, in partnership with Clwyd Alyn Housing Association. The new Extra Care scheme will be a real flagship for Flint, which is undergoing a strategic regeneration, providing around 73 self-contained apartments, including apartments that are specially designed for people with dementia.

We recognise that Extra Care offers a support model that facilitates tenants living independently but having support on hand when needed. We will continue to explore opportunities to develop further Extra Care Schemes, working with tenants and key partners to identify suitable locations and address local demand.

Our Priorities for 2016/17:

For Adults Services:

- ✓ To ensure all our staff are competent and knowledgeable in delivering practice required by the Social Services and Well-being (Wales) Act 2014
- ✓ To continue to work with all our partners to prevent unnecessary hospital admissions and return individuals home as speedily as possible.
- ✓ To continue developing integrated health and social care teams

For Children's Services:

- ✓ To continue and develop our ways of targeting early intervention and support for Children, Parents and Families
- ✓ To become a strong and effective corporate parent that will operate 24/7

Workforce

The increasing complexity of people's needs along with the new requirements of the Act, have made us smarter in the way we organise, buy and deliver our services. This would not be possible without a competent and knowledgeable workforce delivering services with upmost professionalism. At Flintshire we are committed to ensuring our Workforce are able to work in an environment that maintains the quality and caring service they are providing, while continuing to offer opportunities for professional development, ensuring staff remain knowledgeable on the key issues and most up to date practice.

Page 185

Getting in on the Act

The Social Services and Well-being (Wales) Act 2014 (herein 'the Act') brings new legislation and cultural change to the services we provide. The Act encourages staff to engage with people and have different conversation which identify what matters to them. Therefore, the agenda for learning is significant.

A range of approaches have been taken to ensure that our staff are well placed to respond to changes arising from the Act. We have held overview information sessions through to detailed training events focusing on discreet areas of social care practice.

In 2016/17 we will continue this training programme and develop a series of action learning sets to embed the principles and details of the Act into practice.



In 2015, Flintshire took part in the national SSIA (Social Services Improvement Agency) pilot for the National Outcomes Framework project. This project was a series of learning and development opportunities to help front-line workers have engaging conversations with people and their families. The training enhanced professionals' skills helping them work with users of service to identify what really matters and use the resources within their community and own network of relationships to support them alongside more formal services.

Other initiatives to support the Act are giving staff working across social care sector access to a new one-stop shop **learning hub** "Getting in on the Act", an online resource providing information and training materials to help social care professionals implement the Act. The Information and Learning Hub has been developed by the Care Council for Wales and a variety of partners and will continue to be developed and expand.

Embracing E Learning

In 2015 the Council launched a new e-learning resource known as '**Flintshire Academi**' where staff can access a variety of courses online, such as data protection, equality and diversity, some health and safety courses and more. This approach helps provide a cost effective approach to training and development enabling access at a time, and in a location, convenient to staff.

We have also launched Safeguarding e-Academi, which provides

Workforce

on line awareness and training on a variety of safeguarding topics such as trafficking, exploitation and modern slavery, child abuse and neglect, child exploitation, self-harm and suicidal thoughts. This e-Academi again offers our learners an interactive convenient resources that is a cost effective way to deliver a range of training.

Changing the way we work in Children's Services

During 2015/2016 our focus was not just on training and developing staff. We also reviewed the way our Children's Services were structured and we made some significant changes. These changes were informed by key messages and principles which include:

Page 186

- Our staff wanting to be freed up to spend more time with children and families. They want to spend less time filling in paperwork.
- Children and families having too many changes in their social worker. They told us that they were fed up with having to repeat their story to new people.
- We need to work more closely with services that can help children and families early on. Children and families shouldn't have to wait until their problems become too big.
- Listening to children and young people is really, really important. We want to support more children and young people to have a say in their lives and have their voice heard.

Our new structure increases our focus on supporting families to be resilient through prevention and early intervention and, where appropriate, reducing reliance on formal statutory services. Taking a different approach applies equally to our partner organisations and we are working with agencies to refine, remodel and share new ways of working that seek to achieve positive outcomes for vulnerable children and families.

Celebrating Success

Here are some good news stories that we would like to share....

We are really proud to report that one of our **Looked After Children** has been successful in gaining a place on the Flintshire Apprenticeship scheme.

A father has complimented the **Children's Duty & Assessment Team**, expressing his gratitude for helpful and concise advice which made a very stressful situation easier.

A dad praised the **Family and Adolescent Support Team** saying staff go above and beyond their duties to help his son feel happy and secure. He said the team do great work and he wanted to acknowledge this.

The **Disability Services Team** received a thank you card from a mother of a service user who said: 'I want to thank you for what you have done for my son. He is so happy and content and looking after his home and himself so well. It has certainly taken a weight off our shoulders. We can now face our remaining years with peace and less worry.'

Workforce

Flintshire's Residential Care Homes (both in-house and independent) must be commended for achieving the highest evaluation of any Local Authority in the Older Peoples Commissioner for Wales' Care Home Review.

A massive congratulations to Jenni Rochfort, the Lead Parenting Practitioner, who has won the Incredible Parenting Coordinator Award 2016 awarded by the Children's Early Intervention Trust at the Centre for Evidence Based Early Intervention Conference at Bangor University in February.

Our Flying Start Team have been awarded the CANparent quality mark due to their fantastic delivery of the Family Links Nurturing Programme to parents and carers. The quality marker evidences the effective governance of the programme, evaluates engagement with families, and commends an evidenced based approach to service delivery.



Rhian Evans, Manager of Mental Health Support Services, has been nominated for "Leadership in the Public Sector" award at the national Leading Wales Awards. The award recognises individuals whose leadership is making a real difference in Wales and contributing to developing prosperity in our country.

Our Priorities for 2016/17:

- Embed our new management structure in Children's
- Develop a robust focus on quality and practice
- Support the retention of care sector workers
- Work proactively to recruit new care workers
- Provide Traineeships for Social Worker and Occupational Therapists within Adults and Children's Services
- Work towards ensuring all staff who undertake assessments are suitably qualified, as laid out in the Social Services and Well-being (Wales) Act 2014
- Support a Leadership and Management programme for managers within the independent sector.

Stronger Safeguarding

The Act has brought about a change in culture across all service areas, with safeguarding being no exception. It has worked to ensure that the safeguarding powers and structures are stronger than ever, and a national independent safeguarding board has been established to ensure regional safeguarding boards are supported in the work they are doing in this area.

In April 2014 the North Wales Safeguarding Children's Board (NWSCB) was established to replace the 3 previous Local Safeguarding Boards. The NWSCB is a statutory partnership between the six local authorities, Betsi Cadwalader University Health Board, North Wales Police, the National Probation Service, the Community Rehabilitation Company, Public Health Wales, the Welsh Ambulance Service Trust and voluntary organisations.

The Social Services and Well-being (Wales) Act also requires a regional Safeguarding Adults Board be established to put the safeguarding of adults on a similar statutory footing as children. In North Wales the North Wales Safeguarding Adults Board (NWSAB) was established in September 2014 and Flintshire's Chief

Officer for Social Services is currently the chair of this board.

Changes to our Safeguarding Approach

Within Flintshire, there has been significant developments at a service level with the appointment of a Safeguarding Unit Manager with specific responsibility for safeguarding across Adult and Children's Services. The remit includes management of the Independent Reviewing Officers who have responsibility for overseeing support for Looked After Children. This is combined with the continued development of our regional practice review groups. There was one Multi Agency Practice Forum (MAPF) undertaken in accordance with Adult Protection procedures and the report has just been published. Key recommendations from this report will be taken forward in the coming months.

We have worked in response to the report and recommendations from the Welsh Audit Office on the study of safeguarding, published in December 2014. This has entailed acting upon a number of priority actions including;

- 1. Create a single Safeguarding Unit to manage safeguarding and protection processes for adults, young people and children.** This has already been achieved with Adult Safeguarding Managers and administrative support joining the existing Safeguarding Unit in April 2015. Staff undertaking assessments under the Deprivation of Liberty procedures are within the same location.

Stronger Safeguarding

- 2. Prepare for the new and additional safeguarding requirements of the Act.** Training and workshops are underway to support the Act. Whole service days are also being held to prepare staff groups for the changes.
- 3. Establish wider ownership and governance of safeguarding across the authority.** A Corporate Safeguarding Panel has been set up within Flintshire to develop wider ownership of safeguarding issues the group is chaired by the Chief Officer for Social Services but the responsibility for the forward work plan lies with Corporate Services. The Safeguarding Champions from each portfolio area attend the quarterly meetings.

Page 189

Child Sexual Exploitation Panel (CSE)

Flintshire County Council's Children's Services and its partner agencies use the CSE Panel as the mechanism to improve outcomes for children and young people in cases of known or suspected child sexual exploitation.

The CSE Panel has three primary roles:

1. To ensure that cases of suspected or actual child sexual exploitation are well-managed and co-ordinated and that all possible action has been taken to protect the victims.

2. To ensure that all cases are considered by a single group who are then able to identify any links between individual cases.
3. To ensure that intelligence relating to patterns of child sexual exploitation in the area can be identified and action taken where necessary. This will include the sharing of intelligence in relation to suspect groups of victims, perpetrators, vulnerable locations etc.

The primary role of the CSE Panel is to provide oversight of cases, it does not replace any existing systems or procedures for the investigation of child protection concerns but brings partners together as a consistent group to review all actual or suspected cases of child sexual exploitation.

Advocacy for Flintshire Citizens

In Flintshire we firmly believe that giving people a voice to speak about the care they receive is integral to an effective safeguarding system. Advocacy Services North East Wales (ASNEW) are represented on the Flintshire and Wrexham Adult Safeguarding Delivery Group (a sub-group of the NWSAB). They are also closely involved in training and development with regards to safeguarding.

In addition to Advocacy, a number of projects have been developed to improve the commissioned quality of care services for citizens, these initiatives include:

Stronger Safeguarding

Listening Friends

The Listening Friends project is currently being piloted within four residential homes in Flintshire. Its primary aim is to gain intelligence about care quality from the perspective of older people living in residential care, by listening directly to their views. The project findings are being fed back to Flintshire's Quality Circle, which meets on a quarterly basis. Listening Friends is being delivered by a group of volunteers from Age Connects North East Wales who, by forming friendships with people living in the residential homes and visiting them on a regular basis, are able to determine how they really feel about their lives.



The project compliments the programme that is being co-produced with Helen Sanderson Associates 'Creating a Place Called Home ...Delivering What Matters' which is seeking to embed person-centred thinking and practices within care homes in Flintshire. Using wellbeing indicators, Listening Friends volunteers are able to record what is working and what is not working from residents' perspectives and this data can then be collectively analysed, themed and used to inform what needs to change to improve quality of life for people living in residential care settings.

My Voice

The 'My Voice' project is being delivered by Advocacy Services North East Wales (ASNEW) and is being piloted within three specialist care settings in Flintshire. The aim is to develop an approach and set of resources that are tailored to each setting and enable the people living there to have increased levels of participation, to feel respected and listened to and to be more able to express their views on quality and choice. This is achieved through staff from ASNEW developing self-advocacy skills, facilitating group meetings and providing 'critical friend' input to care staff. In addition to increasing levels of control and satisfaction experienced by people living in these residential care settings, the project will also enable staff and managers to identify themes that will drive forward positive change.



Advocating for Our Children and Young People

We have now entered into a **Regional arrangement for advocacy** for children and young people, complementing the already existing regional arrangements in safeguarding, with a service provided across North Wales by Tros Gynnal Plant. The service began in April 2015 and up until December the service had already supported 35 children and



Stronger Safeguarding

young people in Flintshire. The feedback from children and young people accessing the service has been extremely positive;

**"Thank you for today, you helped me do good."
"Thanks for believing me."
"I am quite happy thank you!"**

Page 191

Our priorities for 2016/17:



Managing the risks identified through adult protection referrals including management of allegations against professionals.



Continue to evolve the multi-agency CSE Panel (Child Sexual Exploitation) to meet service demand and requirements and establish regional links.



Working with Children's Fieldwork services to link the proposed single assessment into the Child Protection framework.



Working with Adult and Children's Services to bring safeguarding practice in line with the Social Services and Well-Being (Wales) Act 2014.



Establishing agreed priorities for action in relation to Mental Capacity Act/Deprivation of Liberty Safeguarding (DoLS) issues, both in care homes under the DoLS framework and in community settings.

Evidencing our Improvement

We collect and assess quantitative and qualitative intelligence from a wide variety of sources and use this information to show how we are working effectively with service users to achieve the outcomes that they want, how we are meeting the standards identified in the Social Services and Wellbeing (Wales) Act 2014, and whether we are achieving our aims identified through the vision for 2015-18:

- Keep people as our focus
- Safeguard and support
- Do "what matters" well
- Promote independence and strengthen families

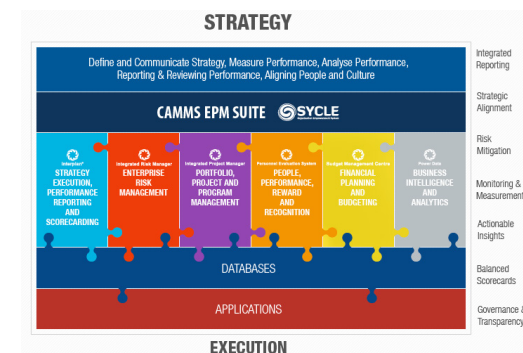
Together these standards provide a framework against which we can measure our progress, form a judgement on the quality and performance of our services and evidence how they are improving. This judgement is derived from a variety of sources, including the findings from external inspection, internal quality assurance activity, information about the workforce and our commissioning activity, and the experiences and perceived

progress of citizens who use services. Information that is gathered through the quality assurance framework is being used to inform and develop practice and policy.

In May 2015, implementation of a new performance management system known as Sycle began across the Council. Sycle is an integrated planning, risk management and programme / project management and reporting software package. We have been using Sycle for reporting on the priorities in the Council Improvement Plan since June 2015, and are now developing two further aspects of the system: 'global collaboration' and 'community dashboard', that can be used by all Public Service Board Partners to aid performance management of our priorities.

Sycle will provide benefits which include:

- Efficiencies by reducing duplication and data entry
- A single version of the truth
- Improved visibility and accountability for performance and programme / project management objectives including an audit trail
- Dynamic, exception based reporting with dashboards and standard reports



Evidencing our Improvement

External Inspection:

The following external inspections took place during 2015/16, and here is a summary of the key findings:

CSSIW Inspection of Fostering Services, April 2015

The inspectors found the service to be very child centred, with staff aware of each individual's needs and circumstances. Despite staff shortages, the service has maintained, and even improved in areas, the standard of fostering service. The supervision recording format for fostering staff was commended. There was praise for the way in which the team engages prospective applicants, through information sessions and producing a DVD. There had been improvements since the last inspection, such as the introduction of the connected persons' assessment process, the process of having three independent co-ordinators chairing disruption meetings, and the co-location of the team with other child care teams.

CSSIW Inspection of Children's Services, May/June 2015

The Inspectors noted evidence of good practice in social work assessments, and found that child protection conferences and reviews were well managed and appropriately child focused. The quality of care plans was found to be satisfactory or good. The inspectors commented that "Senior leaders and offices had a shared

commitment to improving safeguarding arrangements and had sought to strengthen this in strategic priorities". Senior leaders were found to be knowledgeable about how the service is performing and focussed on improving frontline practice and quality.. The workforce were described as "suitably qualified, experienced, and competent".

Internal Audit

Every year certain aspects of our service are subject to internal audit; this acts as a check to ensure that our procedures are robust and that our internal control processes are operating effectively. This year we have been audited on direct payments and commissioning for third sector contracts. Both audits produced recommendations which are being followed up this year.

Quality Assurance activity

We have reviewed and strengthened our case file audit procedures for Children's Services, and have drawn together a quality panel which meets to discuss the findings from file audits and make recommendations for improvements to practice. Our case file audits are, on the whole, demonstrating good quality practice but have highlighted the need to revisit and update our recording policy with a view to achieve consistent recording practice. Similarly in Adult Services we have introduced a quality element to Older People's panel, to ensure that the services provided are clearly linked to the outcome that the person wishes to achieve. In the forthcoming year we will be rolling this approach out to other services.

Evidencing our Improvement

Quality Circles

Quality Circles is an initiative set up in partnership with Flintshire County Council's Contract & Commissioning Team and Care & Social Services Directorate Wales. The 'Quality Circle' approach was to ensure on-going quality monitoring of adult services across all care settings in Flintshire. To date the approach is now well established and has welcomed more members from health settings, third sector and the local authority. We have developed a central point where positive and negative information about commissioned services can be shared informally amongst organisations with a view to securing improvement before issues need more formal action.

Managing our Performance

Our Senior Management Team monitors progress against the Council and Business Plans, and report regularly to Cabinet and Health and Social Care Overview Scrutiny Committee who provide challenge to our judgements about how we are performing. The key activities that contribute to the Council's priorities and drive forward service change are overseen by Modernising Social Services Board.

With respect to the data we collect to inform the national picture of Social Services performance, we are in a period of change, and are working to develop new data sets which will show how we are progressing with the implementation of the Social Services &

Wellbeing (Wales) Act. However we continue to consistently measure our performance in those areas which we consider to be a priority in Flintshire, and this information is regularly presented to the Senior Management Team and the quarterly Performance Forum to highlight best practice and identify areas for improvement. Our performance continues to be strong, and we have made good improvements this year, particularly in Children Services, in some of the key measures that last year were noted as needing to improve, such as the rate of repeat referrals, the timeliness of reviews for children in need, and the timeliness of health assessments for looked after children.

Measuring outcomes

This year we have continued to develop the co-productive approach to addressing and finding solutions to people's support needs, in line with the ambitions of the Social Services and Wellbeing Act and the accompanying National Outcomes Framework. Working through a multi agency stakeholder group in North Wales, we have developed new procedures and documentation which support the Act in removing the need for expensive, time-consuming and bureaucratic assessments and giving people to decide 'what matters' to them and how they can direct their own support to achieve the outcomes they want. We are continuing to implement these processes in the forthcoming year, supported by an extensive and ongoing programme of training and mentoring for all staff. Alongside this we have introduced a method of measuring the progress people are making towards their personal outcomes, so that we are able to evidence the positive impact that the new approach is having on people's lives. This is a picture of the very first results achieved for this initiative.

Evidencing our Improvement

Complaints

Learning from complaints is important and we use the findings and outcomes to inform policy and practice in delivering services (known as the 'lessons learned' process). Examples of action taken on issues raised as a result of complaints to Adult Social Services include:

- We will review our processes whereby allegations of inappropriate behaviour shown toward care staff, including those working for a private provider, are formally looked into and an outcome recorded.
- Action sheets are now drawn up at the end of each learning disability review so the service user goes away with the three most important outcomes they want to achieve, with a copy to the provider. This will further ensure an individual's planned actions are followed up with service providers in preparation for their next review.
- Contracts with privately registered homes have been revised stating the Council will now pay the host Local Authority rate, including cross border placements in England.

Page 195

And for Children's Services:

- Holding separate meetings between parents/partners if one parent/partner does not engage effectively and removes themselves from the situation if the other is present.
- In core group meetings where parents are distressed and may not be fully taking in what is happening, Chairs will summarise outcomes to ensure parents fully understand what will happen next.
- Fostering processes strengthened regarding expectations at the time of a bereavement in a looked after child's life and the timeliness of foster carers receiving a thorough and comprehensive induction following their approval.
- Service information booklets for services are to be updated and revised.

Service user experience

We regularly gather feedback from people who use our services through care plan reviews, service user engagement groups and targeted questionnaires. We are now reviewing our feedback questionnaires in line with the National Outcomes Framework and a priority for next year will be to develop new and innovative ways to enable more people to have their say about our services. This year in collaboration with Helen Sanderson Associates we held our first Working Together for Change event, and we plan to roll this out to provide an opportunity for older people, care home staff, council staff and other stakeholders to come together to discuss what works for people living in residential homes, and how we could change things for the better.

Glossary

Assessment - A conversation about promoting independent living, or achieving a good level of development for a child, where personal outcomes, and the barriers to achieving outcomes are co-productively identified.

Alternative Delivery Models - New ways of working to provide services more efficiently which can be shared services, outsourcing, shared management arrangements, joint ventures and establishing social enterprises.

Cabinet - The Council's Cabinet comprises 8 Elected Members. Each Elected Member, supported by a Lead Director and accountable Heads of Service / Managers, is assigned a portfolio of Council services / functions.

Care Council for Wales - The social care workforce regulator in Wales responsible for promoting and securing high standards across the social services and social care workforce.

Care and Social Services Inspectorate Wales (CSSIW) - The inspectorate that has the powers to review Local Authority social services at a local and national level, to inform the public whether services are up to standard, to promote improvement of services and to help safeguard the interests of vulnerable people who use services and their carers. They also provide professional advice to Welsh Ministers and policy makers.

Care Leaver - Young people who have been in the care of the local authority and are deemed to be eligible for a leaving care services. i.e. young people who have had a period of care exceeding 13 weeks, from their 14th birthday, are entitled to ongoing support as they move into adulthood.

Commissioning - involves making decisions about what services are required to respond to need. It involves making decisions about the capacity, location, cost and quality of services, together with who will deliver them.

Collaboration - where agencies pool resources (time, expertise and money) to work together to deliver and develop services.

Coproduction - Citizens, carers and families working with decision makers and service providers to create a decision or service that works for all parties.

Corporate Parenting - The Council has a duty to act as a good parent to children and young people in its care and those young people in the process of leaving care. The Council wants these children to have the best possible outcomes. Clear strategic and political leadership is crucial in ensuring that Looked After Children and the Corporate Parenting agenda is given the appropriate profile and priority.

Direct Payments - Cash payments given to people who are eligible as a means of controlling their own care, allowing more choice and flexibility. They are regular monthly payments from Social Services enabling people to purchase their own care, instead of receiving help arranged by social services.

Glossary

Domiciliary Care - Also known as home care, is whereby supportive care is provided to individuals within their own home.

Enhanced Care - forms part of the spectrum of intermediate community based services, but specifically provides care at the 'far end' of this spectrum for people who have medical and/or nursing needs who, without enhanced care, would otherwise be admitted to a hospital bed or would remain in hospital for a longer period of time. (This includes people admitted to an acute hospital bed and those who are admitted / transferred to a community hospital bed).

Extra Care Scheme - Schemes that provide independent living and greater housing choices for some older people in Flintshire; apartments can be purchased by or rented to people aged 60+ who have care and accommodation needs.

Family Information Service - A confidential and impartial information, advice and guidance service for families with children and young people aged between 0 and 19 years of age. The FIS work with public, private and voluntary sector organisations to ensure our customers know where and how to access information and support.

Integrated Family Support Service - An innovative service model that aims to reform services provided to vulnerable children and families. For families with complex problems there is an increased likelihood that the child's physical, social and emotional development will be impaired and for some children there will be repeated or long term episodes of being looked after by the local authority. The main aim of IFSS is to support families to stay together by empowering them to

take positive steps to improve their lives.

Locality - A locality is a defined geographical area and there are three in Flintshire - North East (Deeside), North West (Flint and Holywell) and South (Buckley, Mold etc). The overall aim of the is to enable multi-agency staff from the locality to work in partnership as an integrated team to plan, deliver and monitor the best possible locality services for residents.

Local Service Board - A local Leadership Team of Flintshire's public service bodies (Council, Police, BCU Health Board, Further and Higher Education, Probation, Fire and Rescue, Environment Agency, Voluntary Sector).

Looked After Child (LAC) - Looked after children are children and young people who are in public care and looked after by the state. This includes those who are subject to a care order or temporarily classed as looked after on a planned basis for short breaks or respite care. The term is also used to describe 'accommodated' children and young people who are looked after on a voluntary basis at the request of, or by agreement with, their parents.

Minor and Major Adaptations - Minor Adaptation is an adaptation which costs under £1000 such as a grab rail or level access shower (not equipment). A Major Adaptation is over £1000 and would be through the Disabled Facilities Grant or if a Housing Association tenant through Scheme 1A which is Welsh Government funded (e.g. bathroom, kitchen or bedroom extension, stair-lift or lift).

More Than Just Words - A strategic framework for Welsh language services in health and social care in Wales, developed by the Welsh Government. The framework outlines the current position and provides a systematic approach to improve services for those who

Glossary

need or choose to receive their care in Welsh.

Neglect - Neglect means a failure to meet a person's basic physical, emotional, social or psychological needs, which is likely to result in an impairment of the person's well-being (for example, an impairment of the person's health).

Outcomes - The benefits, changes or other effects that result in an improvement in quality of life for a person from services provided. E.g. an improvement in physical functioning or maintaining a life skill leading to continued independence.

Permanence - Achieving 'permanence' will be a key consideration from the time a child becomes looked after, and the Part 6 care and support plan should set out from the outset how this is to be achieved. Permanence includes emotional permanence (attachment), physical permanence (stability), and legal permanence (who has parental responsibility for the child). Together these give a child a sense of security, continuity, commitment and identity).

Prevention - The prevention approach enhances the person's well-being by preventing or minimising major problems of living. Providing information for people to self-manage alongside early intervention before problems escalate, monitoring and proportionate risk assessment means that problems are reduced and the need for ongoing longer term support is minimised.

Reablement - A short term assessment and intervention service which is person centred and outcome focused, and aims to maximise independence, choice and quality of life. Most people who now wish to access Social Care Services undergo this period of assessment and support to enable them to live as independently as possible, minimising the requirement for ongoing support.

Scrutiny Committee - Decisions are usually made by the Cabinet for all issues including major policy matters. The role of Overview and Scrutiny is to hold the Cabinet to account as a critical friend and to monitor/ assist in the improvement and development of the council's policies and services.

Single Point of Access (SPOA) - A new single point of contact for adults who wish to access advice, assessment and co-ordinated community health and social care services.

Social Services and Well Being (Wales) Act - The Act will set out the core legal framework for social services and social care, reinforcing people's rights to information and services and supporting the delivery of our services in an integrated way to ensure that social services and social care are sustainable.

Supported Living - Housing and support that is built around a person, allowing them to choose where they live, with whom and how they are supported.

Team Around the Family - Co-ordinates early support for families with multiple needs that are broader than one service can address. TAF seek to make best use of all local resources to ensure family and community strengths are harnessed and problems are prevented from escalating.

Glossary

Telecare - A way in which support can be provided through telecommunication devices in the home. It uses simple technology to manage risk and give people the peace of mind they need to live in their own homes for longer.

Well-Being - Reference to well-being in the Act means the well-being of an individual who needs care and support or carer who needs support. Well-being relates to the physical, intellectual, emotional, social and behavioural development of a child. It also relates to the control over day to day life and participation in work in adults.

'What Matters' Conversation - A conversation to establish 'what matters' to a person in terms of their well-being, what they wish to achieve and what strengths, capacity and capabilities they can draw on to enable them to overcome barriers. This conversation will be undertaken through the assessment process to identify personal outcomes.

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CABINET

Date of Meeting	Tuesday 19 th July, 2016
Report Subject	Strategic Housing And Regeneration Programme (SHARP)
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer, (Community and Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report seeks Cabinet approval to progress the next key stages of the Council's Strategic Housing And Regeneration Programme (SHARP) and sets out proposals to develop council housing at the following sites:

Ysgol Delyn, Mold;
 Heol y Goron, Leeswood;
 Maes Y Meilion, Leeswood;
 Redhall, Connah's Quay;
 The Dairy, Connahs Quay.

This report provides detailed information on each proposed scheme, including location, proposed property types, design and layout and projected build costs.

The report also identifies prudential borrowing as the preferred funding option and details the Development Scheme Assumptions against which the viability of each scheme will be measured and assessed.

RECOMMENDATIONS

1	Cabinet approve the development of 40 new Council homes on the 5 identified sites in Mold, Leeswood and Connah's Quay at a projected total cost of £6,376,931M.
2	Cabinet approve that prudential borrowing to the value of £6,376,931M (subject to final approval and verification) is used to fund the proposed development of 40 new Council homes.

REPORT DETAILS

1.00	EXPLAINING THE STRATEGIC HOUSING AND REGENERATION PROGRAMME (SHARP)
1.01	At Cabinet in June 2015, approval was given to appoint Wates Living Space as the Council's development partner for five years with the aim of developing 500 homes, (200 social rented and 300 affordable), at a range of sites across the county, alongside commissioning a range of linked regeneration initiatives and community benefits.
1.02	Following Cabinet approval in January 2016, work on the first SHARP scheme to build 12 Council homes at Custom House School, Connah's Quay has commenced. More recently, following Cabinet approval in May 2016, enabling works on The Walks, Flint have also now commenced, with construction work beginning in September 2016 to build 92 new homes (30 for social rent and 62 affordable).
1.03	Work has also been undertaken to develop detailed proposals for the following schemes: Ysgol Delyn, Mold; Heol y Goron, Leeswood; Maes Y Meilion, Leeswood; Redhall, Connah's Quay; The Dairy, Connahs Quay.
1.04	It is proposed that all of these schemes will be Council properties managed within the Council's Housing Revenue Account (HRA).
	Considerations
1.05	Details for each of the proposed schemes are listed below.
1.06	Ysgol Delyn, Mold
1.07	The site is located to the south of Mold town centre on Alexandra Road off the B5444 named Wrexham Road. The site is within a predominately residential area. The site is currently vacant having been declared as being surplus by Education following the closure of Ysgol Delyn which was relocated to the new SEN School in Flint in September 2009.
1.08	Appendix 1 shows there will be 16 two storey houses on the site arranged into 5 terraced blocks. Ten units will be 2 bedroom properties identified as Type 1. Six units are 3 bedroom properties identified as Type 2. The site is 0.74 acres and with 16 properties proposed on the site, gives a site density of approximately 22 properties per acre.
1.09	Maes Y Meilion, Leeswood
1.10	The site is located to the west of Leeswood village on Maes Y Meilion Road off the A5104 named Corwen Road. The site is within a predominately residential area. The site is currently a HRA garage site.

	Appendix 2 shows there will be 8 properties on the site arranged into 3 semi-detached blocks. Four units will be 2 bedroom apartments identified as Type 1. Four units are 2 bedroom bungalows identified as Type 2. The site is 0.62 acres and with 8 properties proposed on the site, gives a site density of approximately 13 properties per acre.
1.11	Heol Y Goron, Leeswood
1.12	The site is located to the west of Leeswood village on Heol Y Goron Road off the A5104 named Corwen Road. The site is within a predominately residential area. The site is currently a HRA garage area. A number of the garages are in poor condition or empty and the site is subject to on-going incidents of anti-social behaviour.
1.13	Appendix 3 shows there will be 5 two storey houses on the site arranged into 1 terraced block and 1 semi-detached block. Three units will be 2 bedroom properties identified as Type 1. Two units are 3 bedroom properties identified as Type 2. The site is 0.42 acres and with 15 properties proposed on the site, gives a site density of approximately 12 properties per acre.
1.14	A Public Information Event was held on the 6 th April at Leeswood Community Centre to provide local people with the opportunity to attend. In total 45 people attended the event and their comments have been incorporated into both schemes.
1.15	Redhall, Connah's Quay
1.16	The site is a HRA garage area located to the south west of Connah's Quay on St. Mark's Avenue off Mold Road. The site is within a predominately residential area. Appendix 4 shows there will be 5 two storey houses on the site arranged into 1 terraced block and 1 semi-detached block. Five units will be 2 bedroom properties identified as Type 1. The site is 0.35 acres and with 5 properties proposed on the site, gives a site density of approximately 14 properties per acre.
1.17	A Public Information Event was held on the 28 th April at to provide local people with the opportunity to attend. In total 8 members of the public attended the event and their comments have been incorporated into both schemes.
1.18	The Dairy, Connah's Quay
1.19	The site is located to the east of Connah's Quay on the junction of High Street (B5129) and Mold Road (B5126). The site is within a predominately residential area. The demolition of the former dairy and adjoining row of terraced housing has been funded through Renewal area and Vibrant and Viable Places (VVP) Funding from the Welsh Government.
1.20	Appendix 4 shows there will be 6 two storey houses on the site arranged into 2 terraced blocks. Three units will be 2 bedroom properties identified as Type 1. Three units are 3 bedroom properties identified as Type 2. The site is 0.36 acres and with 6 properties proposed on the site, gives a site density of approximately 17 properties per acre.

1.21	Appendix 6 details key milestone dates for the construction programme for each of the proposed sites, including target dates for submitting for planning approval and projected start and completion dates for each scheme. Public Information Events for the schemes at Glanrafon, Ysgol Delyn, Mold and the former Dairy site, Connah's Quay will be held prior to both schemes being submitted for planning approval.
1.22	Projected Build Costs
1.23	The scheme costs have been subject to on-going verification and challenge by the Council to ensure the schemes delivers value-for-money. [See Appendix 7 which provides details on the overall scheme costs and financial assumptions].
1.24	Flintshire House Standard
1.25	Properties and land associated with each property will be designed to comply with the Council's Flintshire House Standard. The standard complies with the Welsh Government's (WG) Design Quality Requirements (DQR) and will inform the design and specification of all the new housing delivered through the SHARP and form a benchmark to ensure consistent, good quality of internal layout, and fixtures and fittings, high standards of energy efficiency and external appearance in keeping with local circumstance, low maintenance product specifications, adequate parking and a public realm designed to promote cohesive and inclusive communities.
1.26	Local Lettings Policy
1.27	A Local Lettings Policy will be developed for each of the proposed schemes to ensure the opportunities to house local people are maximized.
1.28	Funding
1.29	The option of self-financing funding solutions has been explored for the new Council homes to be built. These solutions range from private borrowing; lease back; buy back options or Council borrowing which will be then recouped through rental incomes (which are predicted through robust models making agreed allowances for voids; maintenance costs; rental income levels (including CPI etc.).
1.30	For public-finance routes, the Council's position is strong given the voluntary agreement for Housing Revenue Account (HRA) self-financing. This option offers routes to long-term debt which remain the most cost effective and most stable funding product available to the Council. Alongside completion of the Welsh Housing Quality Standard (WHQS) for the existing stock, the Council has been successful in securing an additional allocation of borrowing headroom for a HRA new build programme and the HRA is likely to generate further revenue and borrowing headroom during the life of this programme.
1.31	With this in mind, it is considered appropriate for prudential borrowing to be utilised by the Council (as the preferred option) for the provision of new Council Housing within the Programme. Whilst this approach will be

	reviewed on a site by site basis, this option is cost effective and considered appropriate for the schemes as the Council properties will remain in the ownership of the Council and the anticipated level of expenditure is sustainable within the context of HRA self-financing.
1.32	Now that Local Authorities throughout Wales are developing proposals to build new homes, WG is developing a new grant funding regime known as Housing Finance Grant II (HFG II). This will provide access to grant and loan funding to support new development for Local Authorities, in the same way that Housing Associations do through the Social Housing Grant (SHG) programme.
1.33	Flintshire's proposed housing programme is well advanced compared to other areas in Wales and the Council has shared detailed information on its proposed schemes, proposing to WG that a 25% grant rate is made available for each of its proposed schemes. Whilst it is likely HFG II will not become available until 2017/18, WG has encouragingly advised it will be flexible in its funding approach to support the house building programme. In addition to HFG II, Flintshire will explore all potential grant funding schemes to supplement its house building programme.
1.34	Development Scheme Assumptions
1.35	The Development Scheme Assumptions detailed below have been applied to the schemes at Custom House School, Connah's Quay and The Walks, Flint and make agreed allowances for voids; maintenance costs; rental income levels (including CPI etc.) and will be used to assess all potential future development schemes to determine scheme feasibility and viability with a minimum requirement for all Cabinet approved schemes to pay back the scheme costs within 50 years.
1.36	For the proposed schemes, the following assumptions have been made: Management costs - £400 per annum Maintenance - Year 1 - £100 (defects liability should cover anything apart from gas servicing) Years 2/3 - £200, yr 4+ £400 (graded rate to reflect reality with new stock) Major repairs - As per capital replacement schedule deferred for 10 years Voids/bad debts - 2.5%
1.37	It is proposed to review the Development Scheme Assumptions periodically to ensure these remain prudent, but also that they do not become so demanding that genuine value for money schemes are deemed unviable.
1.38	Future SHARP Schemes
1.39	Moving forward, SHARP housing schemes at: Melrose Centre, Aston; The Police Station, Flint; and Maes Gwern, Mold will be presented to Cabinet in

	August 2016 for approval.
--	---------------------------

2.00	RESOURCE IMPLICATIONS
2.01	£14,757m borrowing approval is available for a council house building programme. Each scheme or batched schemes will require individual cabinet approval and each scheme or batched schemes will be assessed against the scheme development criteria identified in 1.36 of this report. The process for doing this will provide for total scheme costs plus financing costs and management costs to be offset against rental income over 50 years.
2.02	The Financial Appraisal is attached at Appendix 7. This shows the total scheme cost of £6,376,931 and how the schemes perform against Development Scheme Assumptions. Collectively, the schemes achieve pay back in year 49 and exclude any Welsh Government grants or Section 106 contributions.
2.03	The scheme has been assessed as providing best value for the council by the Council's Design and Consultancy and Finance Teams.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	There has been significant community consultation through Flintshire County Council for the sites prior to this application.

4.00	RISK MANAGEMENT
4.01	The Operational Risk Register is in place for the SHARP Housing Programme which is regularly updated in relation to emerging and changing risks. This is in addition to Project specific Risks and Strategic Risks.
4.02	The SHARP team continues to develop a framework for managing risk and opportunities the programme generates. Further work is on-going in order to improve the robustness in risk identification and management as part of the new CAMMS system which will contain Development Framework procedures.

5.00	APPENDICES
5.01	Appendix 1 - Site Plan Ysgol Delyn, Mold
5.02	Appendix 2 - Heol y Goron, Leeswood
5.03	Appendix 3 - Maes y Meilion, Leeswood
5.04	Appendix 4 - Redhall, Connah's Quay

5.05	Appendix 5 - Former Dairy Site, Connah's Quay
5.06	Appendix 6 - SHARP Construction Programme
5.07	Appendix 7 - SHARP Scheme Financial Appraisal

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Office: Clare Budden Chief Officer (Community and Enterprise)</p> <p>Telephone: 01352 703800</p> <p>E-mail: clare.budden@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Strategic Housing And Regeneration Programme (SHARP) – Flintshire County Council House Building Programme which will build 500 new homes (200 Council) and 300 (affordable).
7.02	Welsh Housing Quality Standard (WHQS) - Flintshire County Council will be spending £111 million over six years on a major refurbishment and maintenance programme of works bring its 7,200 Council homes up to the Welsh Government's Welsh Housing Quality Standard (WHQS) new properties across the Council during the next five years.
7.03	Standard Development Scheme Assumptions - agreed allowances for voids; maintenance costs; rental income levels (including CPI etc.) and will be used to assess all potential future development schemes to determine scheme feasibility and viability.
7.04	Housing Finance Grant II - The Welsh Government (WG) has made available additional revenue funding of approximately £8 million each year, over a 30 year period for the second phase of the Housing Finance Grant (HFG) scheme. For this second phase of the HFG funding, delivery partners have now been extended to not only include Registered Social Landlords but also Local Housing Authorities due to the recent exit of the Housing Revenue Account System.

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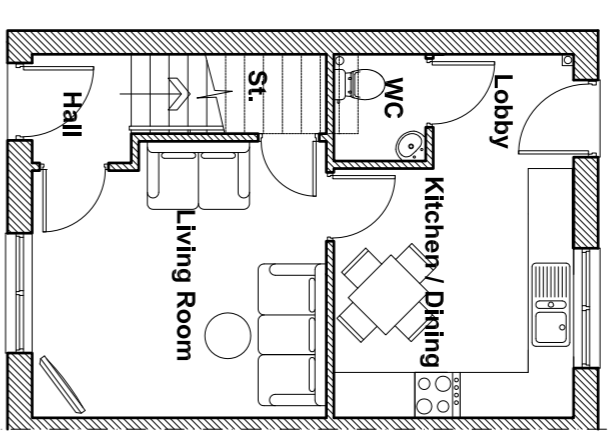
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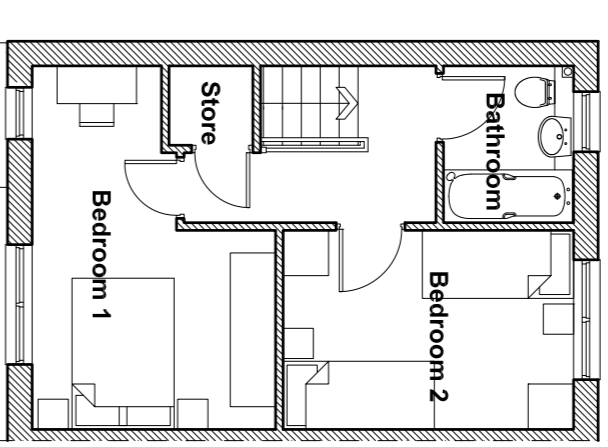
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 ANY DISCREPANCIES TO BE REFERRED TO THE ARCHITECT.
SITE AREA
 0.74 ACRES
HOUSING
 Type 1 - 284P 100%
 Type 2 - 482D 60%
 Total dwellings 16 No.



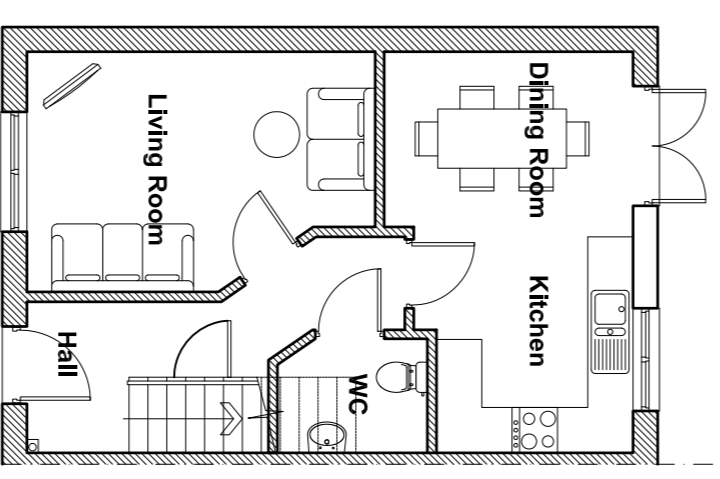
Proposed Site Layout



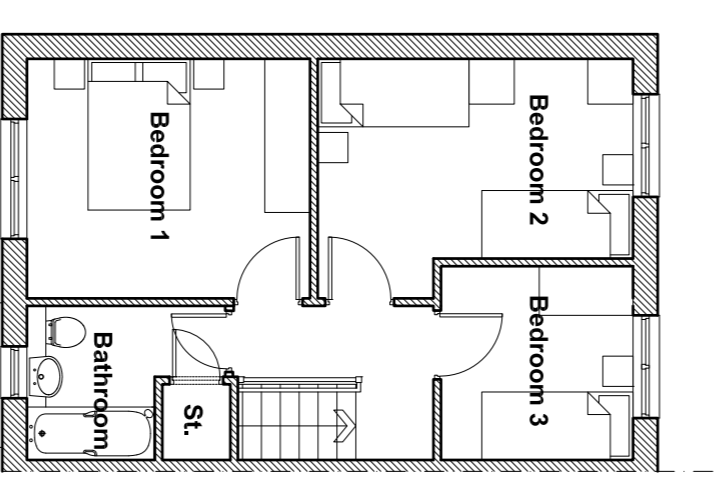
Ground Floor Layout Type 1



First Floor Layout



Ground Floor Layout Type 2



First Floor Layout

FOR COMMENT

Ysgol Delyn School
 Alexandra Road
 Glanrhyon

FOR
 WATES LIVING SPACE

PROPOSED SITE LAYOUT
 SCHEME 1
 Scale 1:200 & 1:100 @ A1

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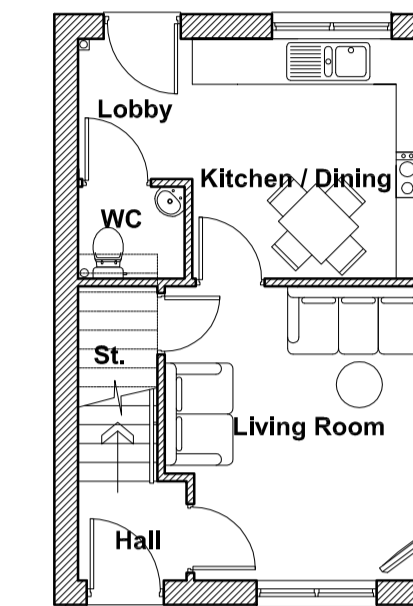
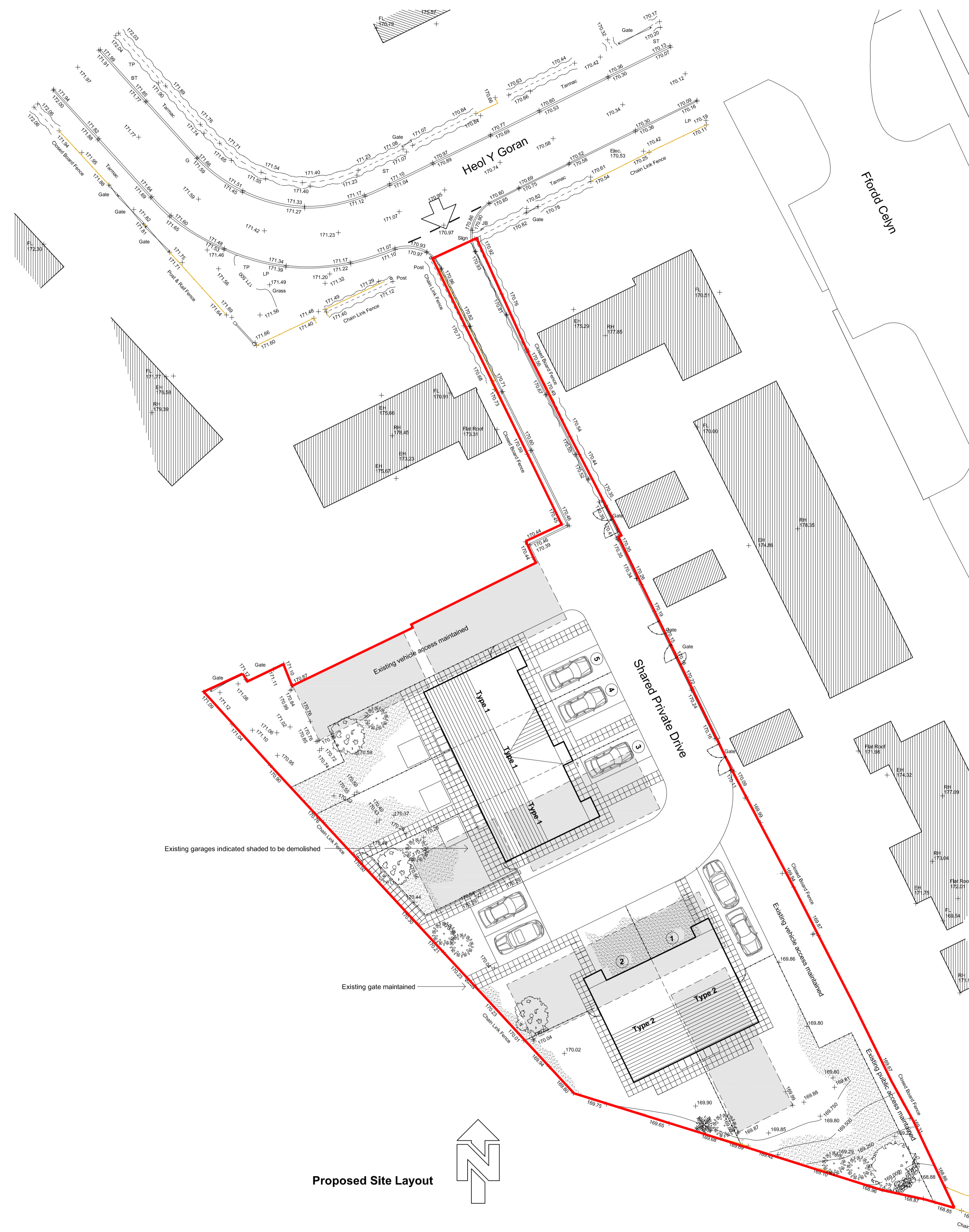
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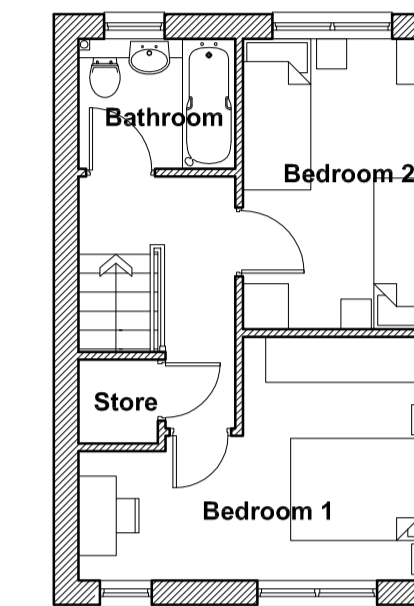
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SITE AREA
0.17HA
0.42 ACRES

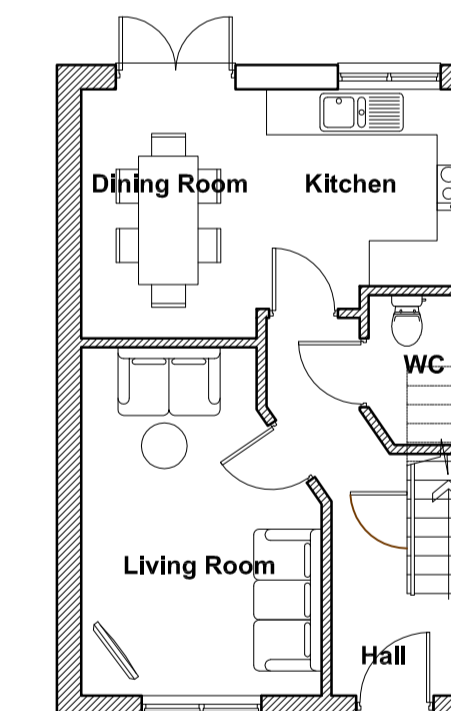
HOUSES		
Type 1		
2Bed 4P	69 sq.m / 742sq.ft	3 No.
Type 2		
3Bed 5P	85 sq.m / 915sq.ft	2 No.
Total dwellings		5 No.



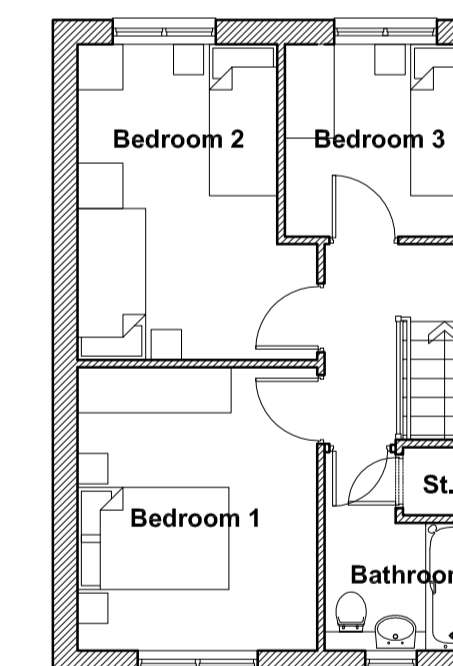
Ground Floor Layout
Type 1



First Floor Layout



Ground Floor Layout
Type 2



First Floor Layout

E - 03.02.2016	SE	DCH
Existing vehicle access increased in width to North of site		
D - 02.02.2016	SE	DCH
Existing vehicle access maintained to North of site		
C - 07.01.2016	SE	DCH
Furniture layout added and amendments to site plan		
B - 22.12.2015	SE	DCH
General information added		
A - 12.11.2015	SJ	
Visitor spaces and rear access path added		
- NOV 2015	SE	DCH
INITIAL ISSUE		
REVISION - DATE	DRWN	CHKD

FOR COMMENT

HEOL Y GORAN
LEESWOOD
FLINT

FOR
WATES LIVING SPACE

PROPOSED SITE LAYOUT
SCHEME 3

Scale **1:200 & 1:100 @ A1**

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Shipley BD17 7DB W hallidayclark.co.uk

Dwg. No. 671.13 (-) 003 HG Rev. E

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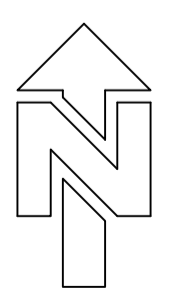
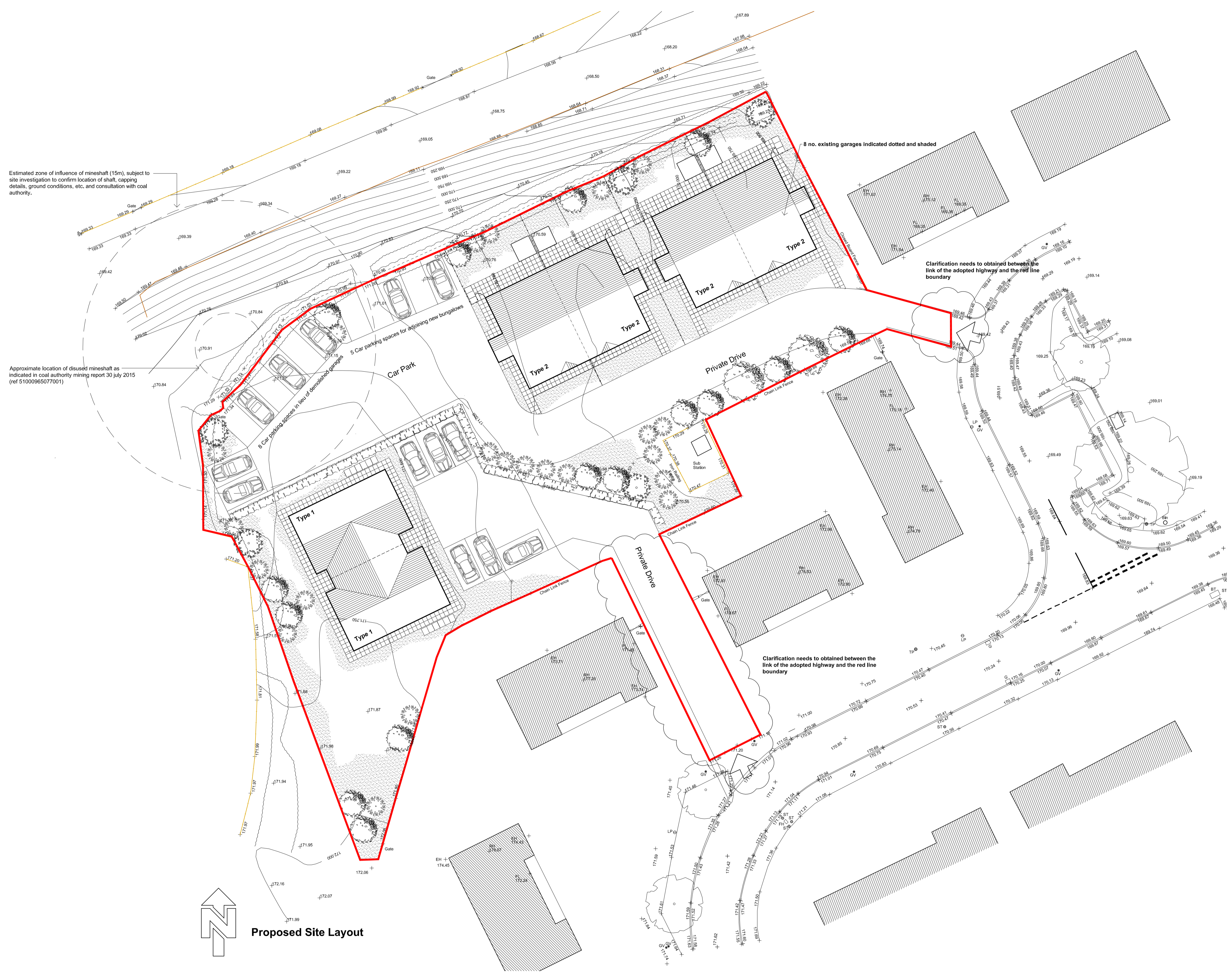
NOTES

NOTES:
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AREA SCHEDULE
SITE 1 AREA - 2540m²
- 0.25 Hectares
- 0.62 Acres

APARTMENTS
Type 1
2Bed 3P 62 sq.m / 667sq.ft 4 No.

BUNGALOWS
Type 2
2Bed 3P 62 sq.m / 667sq.ft 4 No.
Total 8 No.



Proposed Site Layout

A - 29.12.2015	SE
BUNGALOWS REDUCED IN SIZE AND EXTRA INFORMATION ADDED	
OCTOBER 2015	SE DCH
INITIAL ISSUE	
REVISION - DATE	DRWN CHKD

FOR COMMENT

**MAES Y MEILLION
LEESWOOD**

**FOR
WATES LIVING SPACE**

**PROPOSED SITE LAYOUT
SCHEME 7**

Scale 1:100 & 1:200 @ A1

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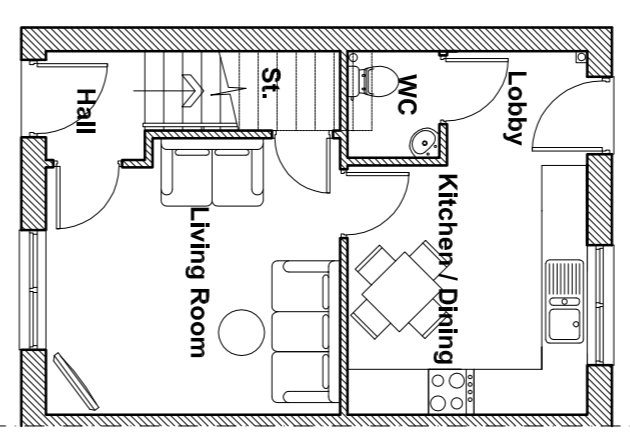
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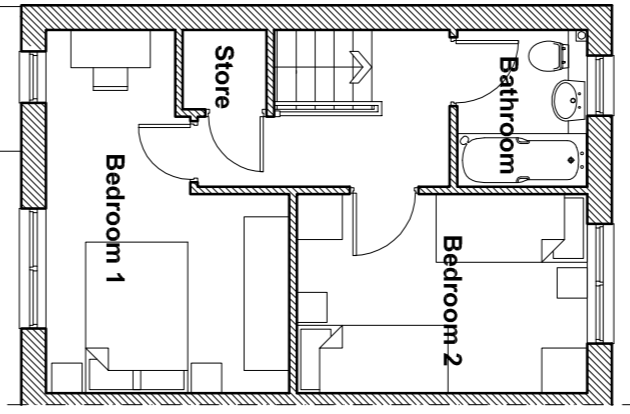
NOTES

SITE AREA - 0.14 Hectares
 - 0.35 Acres
HOUSING
 Type 1 - 2B4P 69m² / 742ft² 5 No
 Total dwellings 5 No.

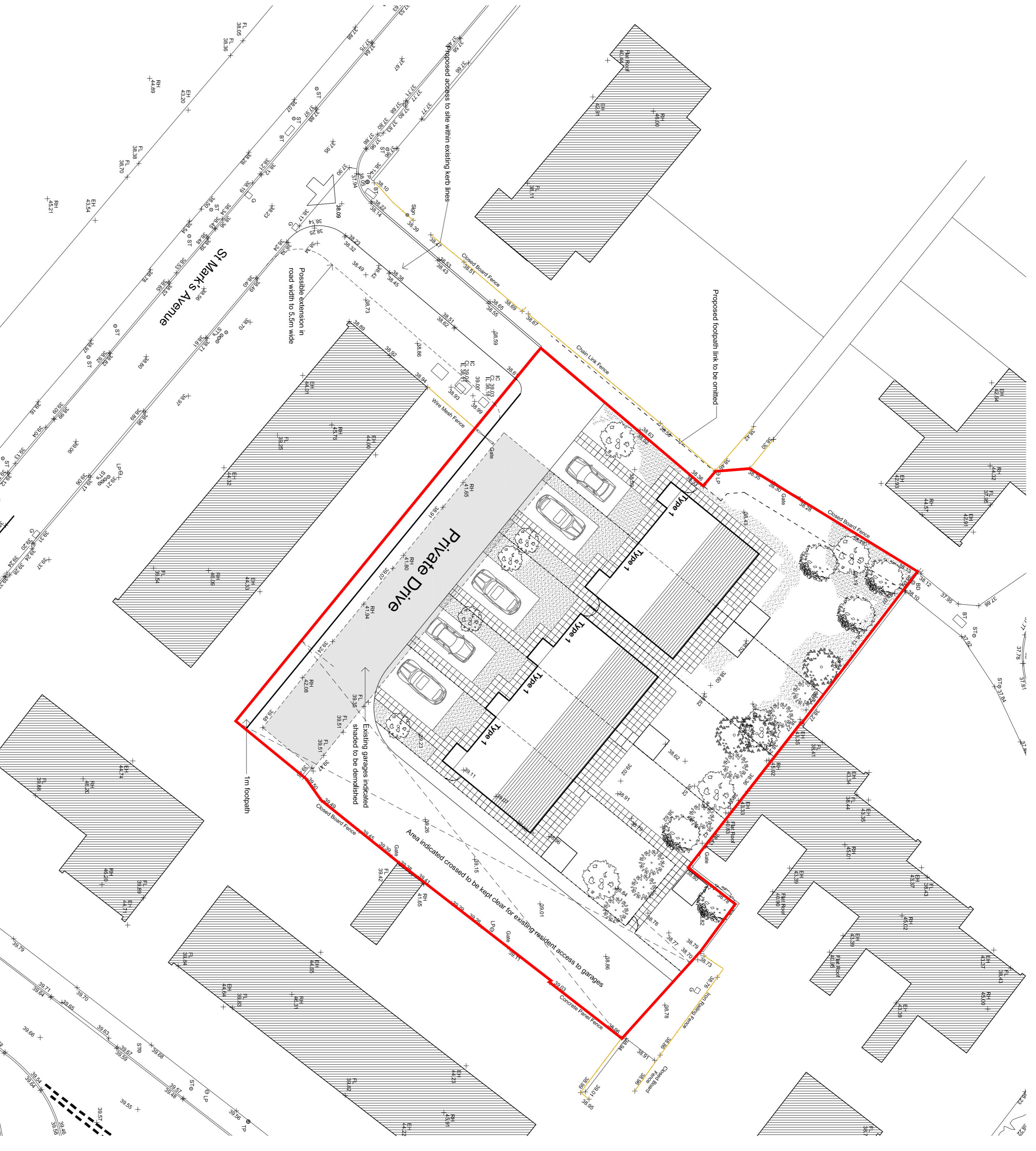


Ground Floor Layout

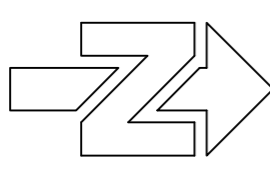
Type 1



First Floor Layout



Proposed Site Layout



REVISION - DATE	REVISION - DATE	BY	CHKD
.. APRIL 2016		SJ	DOH
INITIAL ISSUE			
		DRWN	CHKD

FOR COMMENT

REDHALL
ST. MARK'S AVENUE
CONNAR'S QUAY
CH64XW

FOR
WATERS LIVING SPACE

PROPOSED SITE LAYOUT
SCHEME 3
 Scale 1:200 & 1:100

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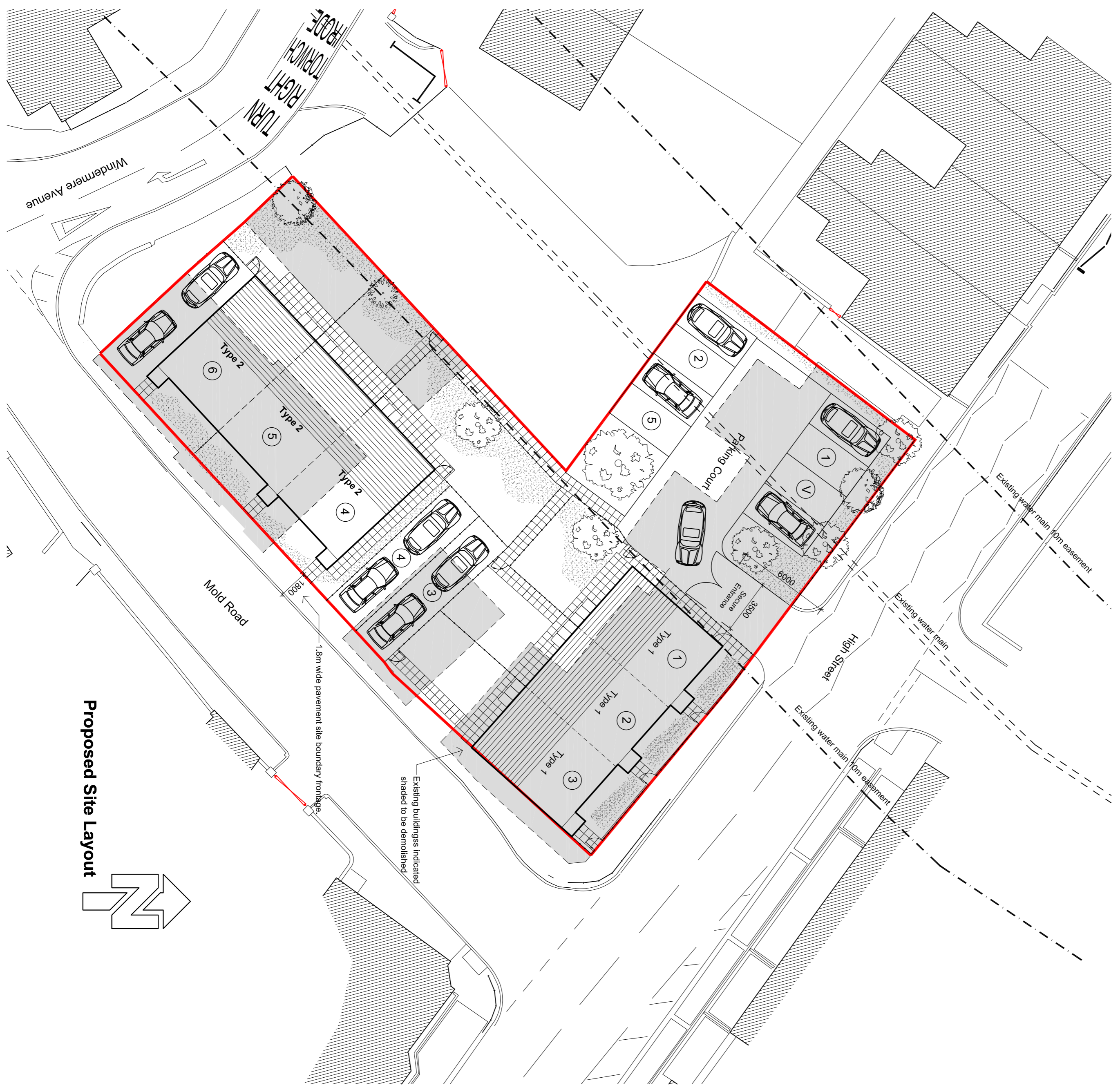
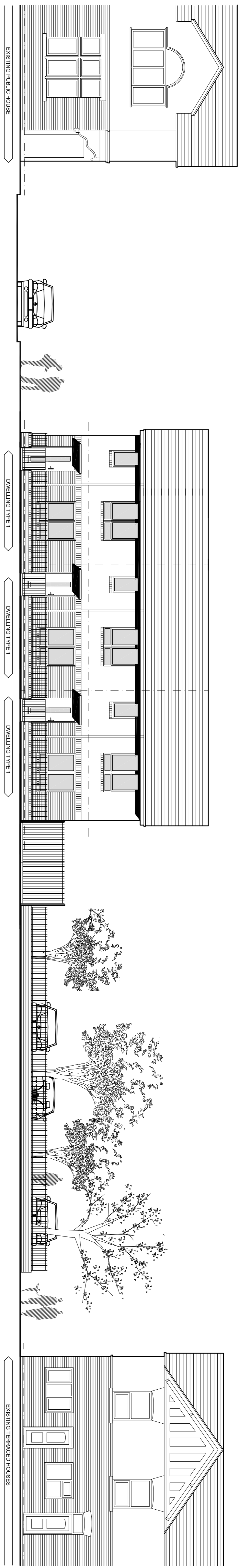
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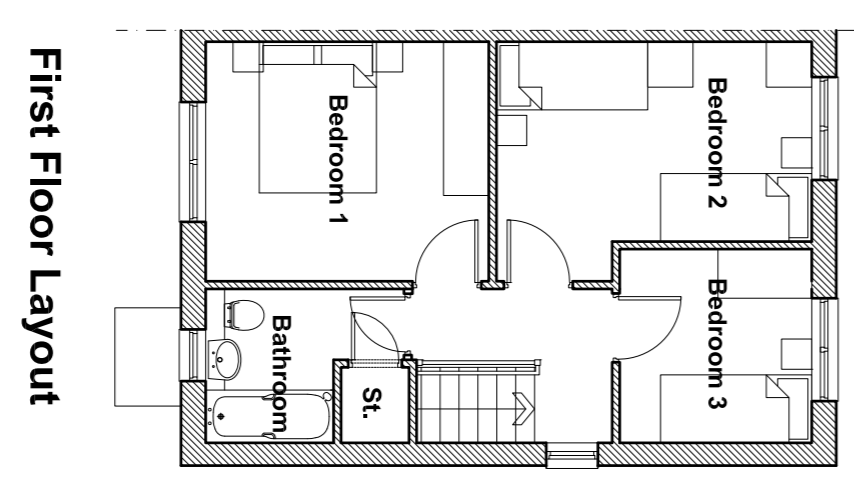
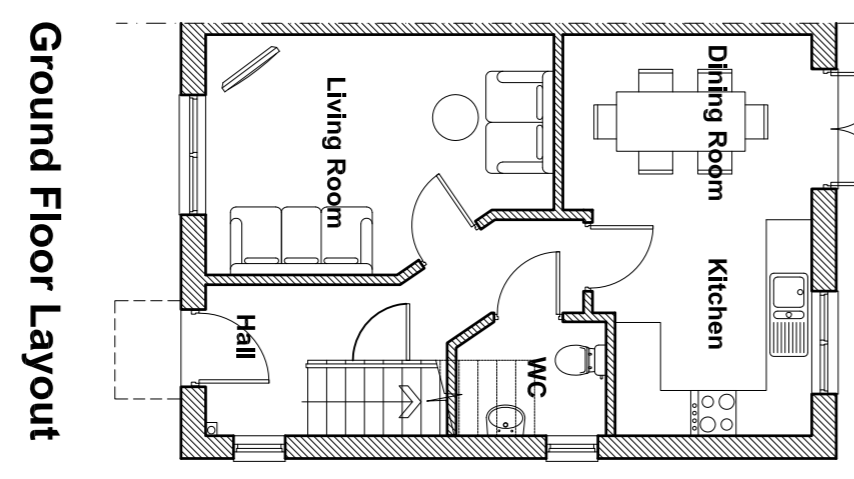
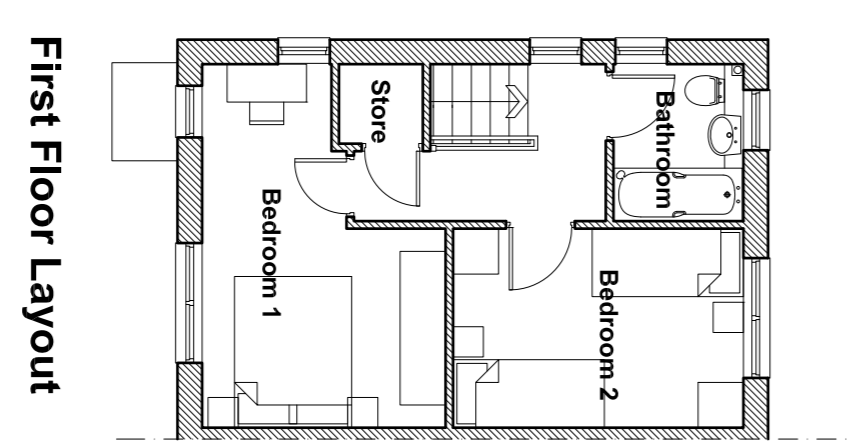
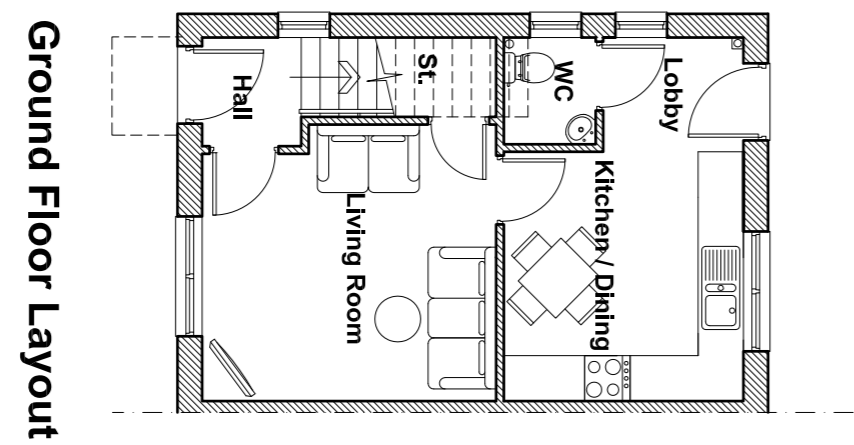
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- AREA SCHEDULE (SUBJECT TO TOPO SURVEY)
- TYPE 1 AREA - 119sqm
- TYPE 2 AREA - 0.2M Acres
- HOUSING SET OF TYPE 2 - 3 BED 9P
- TYPE 2 - 3 BED 9P
- TYPE 2 - 3 BED 9P
- TYPE 2 - 3 BED 9P



Proposed Site Layout



FOR COMMENT

RESIDENTIAL DEVELOPMENT
THE DAIRY
HIGH STREET
CH5 4DQ

FOR
WATES LIVING SPACE

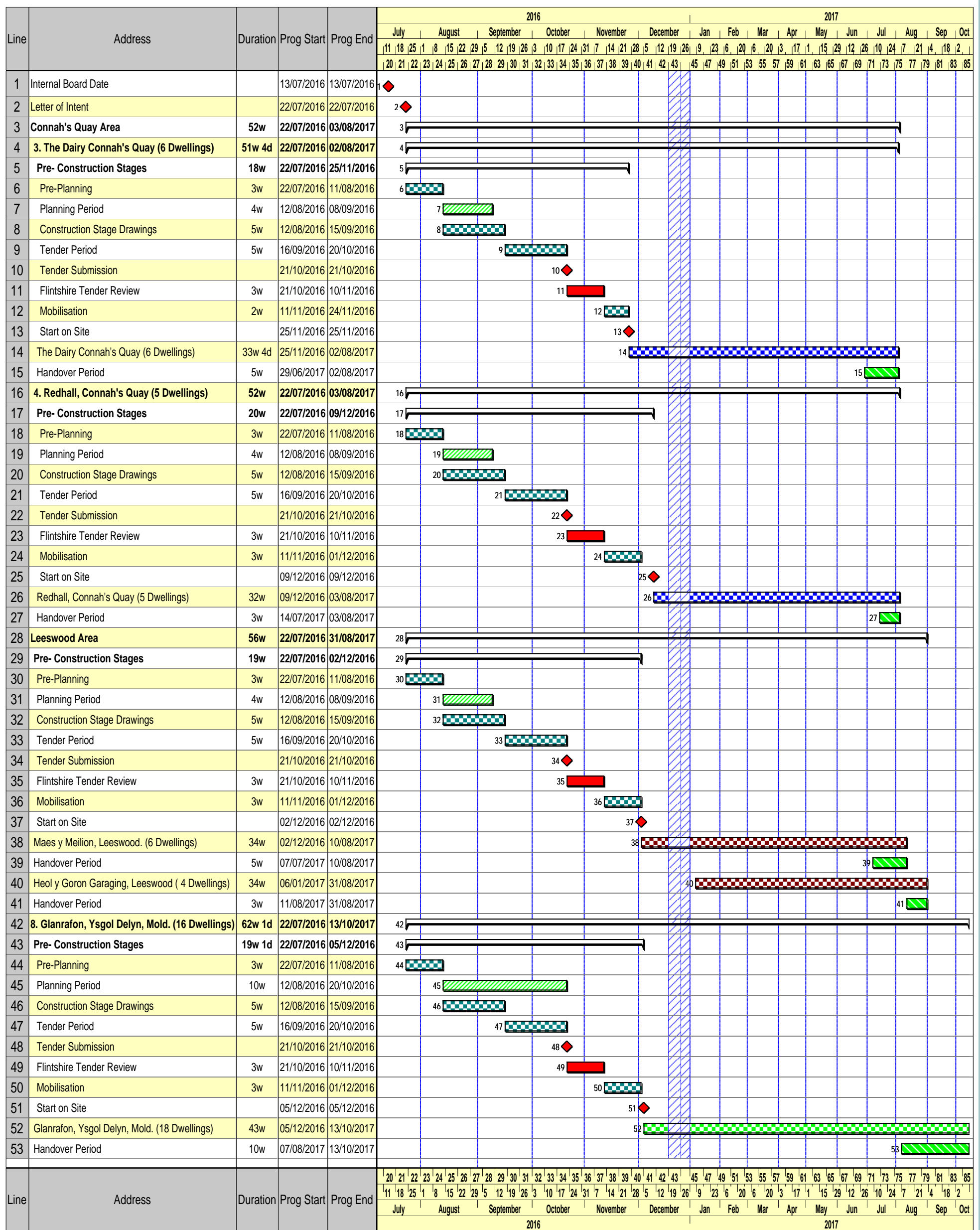
PROPOSED SITE LAYOUT
SCHEME 6
 Scale 1:100 & 1:200 @ A1

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Social Housing Legend

Milestone	Summary	Wates Living Space	Planning	Connah's Quay Area	Handover Period
Leeswood Area	Mold Area				

Flintshire Strategic Housing and Regeneration Programme
Flintshire County Council



Drawn: Jon Pollard
Manager: Michael Cunningham
Orig Date: 01/07/2016
Rev Date:

Batch 2 Overview

Programme No:
Rev:
Comment:
Page 1 of 1

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Council Batch 2 Schemes - Financial Appraisal

Summary
Parameters
Inflation
Rent Inflation
Maintenance
Cyclical Major Repairs
Management Costs
Development Cost
Number of Properties
Build Cost
Development Finance
Fees
Total Cost
Income Generated
Opening Gross Rental Income
Av. yrly Maintenance allowance
Av. yrly Management allowance
Av. yrly Voids and Bad Debts allowance
Av. Yrly Major Repair Allowance
% Of Gross Rent
Funded:
Term
Initial Rate
Repayment Type
Total Cost over Life
Shortfall/(Surplus) pre Tax
Payback

Council
50 year Scheme
CPI @ 2%
CPI +0.5%
2.00%
2.00%
2.00%
40
£ 6,253,578
£ 123,353
n/a
£ 6,376,931
£ 194,761
27,355
27,926
9,678
32,921
25.3%
50 Years
4.70%
Pru Borrowing
£ 13,522,193
£ (939,219)
Yr 49

Allowances	Parameters		
	Yr 1	Yrs 2-5	Yrs 5+
Management	£ 400	£ 400	£ 400
Maintenance	£ 100	£ 200	£ 400
Void/Bad Debts	2.50%	2.50%	2.50%

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CABINET

Date of Meeting	Tuesday 19 th July, 2016
Report Subject	Discretionary Rate Relief Policy
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Officer (Community & Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Local Government Finance Act 1988 prescribes a Business Rates scheme of Mandatory and Discretionary Reliefs for charities, voluntary and not for profits organisations.

Cabinet endorsed the review of Discretionary Rate Relief and this report now sets out, in an appended policy framework (Appendix 1), the criteria for determining applications for Discretionary Rate Relief from 2017-18 and beyond. The policy framework also encompasses other limited circumstances where the Council can award Discretionary Rate to other commercial businesses.

The recommendations contained within the new policy framework focus on ceasing Discretionary 'top-ups' to those organisations that already benefit from 80% Mandatory Rate Relief and reducing all other the Discretionary awards to Voluntary and Not for Profits organisations to a maximum Discretionary award of 80% from 2017-18. This means that all organisations are expected to make a 20% payment contribution towards business rates in order for the Council to bridge future funding gaps in central government funding.

The introduction of a new policy framework from 2017-18 will help the Council to reduce financial expenditure for Discretionary Rate Relief and mitigate towards future budget gaps as a result of reduced central government funding.

RECOMMENDATIONS

1	Adopt the new framework as set out, ceasing Discretionary 'top-ups' to those organisations that already benefit from 80% Mandatory Rate Relief and reducing all other the Discretionary awards to Voluntary and Not for Profits organisations to a maximum Discretionary award of 80% from 2017-18.
---	---

REPORT DETAILS

1.00	EXPLAINING THE POLICY FRAMEWORK FOR MANDATORY AND DISCRETIONARY RELIEF
1.01	For Mandatory Rate Relief, relief of 80% of the annual rates bill is discounted if a ratepayer is a registered charity or a Community Amateur Sports Club (CASC) and the premises are wholly or mainly used for charitable purposes. The cost of awarding Mandatory Rate Relief is funded entirely by Welsh Government (WG)
1.02	The scheme also enables the Council to award Discretionary Rate Relief, either as a 'top-up' to Mandatory Rate Relief or as a Discretionary only award to voluntary and not for profits organisations.
1.03	Although WG guidance confirms that applications must be considered on their own merits, in the interests of transparency and consistency, it is also common for Council's to publish broad guidelines under which applications may be determined.
1.04	The current scheme provides very generous awards whereby the Council provides a 20% Discretionary 'top-up' to all organisations that already benefit from 80% Mandatory Rate Relief (apart from national charity shops). For voluntary and not for profits organisations that do not qualify for Mandatory Rate Relief, 100% Discretionary Rate Relief is awarded (apart from golf clubs who receive 50%).
1.05	Organisations that benefit from Discretionary Rate Relief can include non-profit making bodies whose main aims are, for instance, charitable, philanthropic, religious, education, social welfare, science, literature, the arts or recreational purposes.
1.06	For those organisations that already benefit from 80% Mandatory Rate Relief, the cost of funding the 20% top-up' Discretionary Relief is funded 75% by the Council and 25% by WG. During 2016-17 the cost to the Council of awarding 'top-up' relief to 149 organisations is approximately £91,000.
1.07	The cost of funding all other Discretionary Reliefs to voluntary and not for profits organisations is funded 10% by the Council and 90% by WG and during 2016-17 the cost to the Council of awarding Discretionary only relief to 60 organisations is approximately £17,000.
1.08	Cabinet on 19/1/2016 approved the review of the current Discretionary scheme, which comes at a cost to the Council of £108,000, and agreed to adopt a revised scheme from 2017-18 that provides efficiencies for the Council that helps to bridge the projected budget gap from 2017-18 and beyond, but crucially continues to provide financial support through Discretionary Rate Relief.
1.09	The Council recognises the important role that all Charities, Voluntary Groups and Not For Profits play in the communities they serve and the

	development of a lower funded scheme is essential to strike the right balance with continuing to offer generous levels of rate relief but one which helps the Council to bridge future funding gaps.
1.10	To ensure the long term sustainability of the Charitable and Voluntary sectors, the separate introduction of a framework policy to effectively deal with any Hardship cases will also provide a 'safety net' in appropriate cases.
1.11	The revised policy framework is required to achieve the savings as set out in Council plans. In summary this will provide discretionary rate relief from 2017-18 and beyond on the following basis: <ul style="list-style-type: none"> a) Charitable Organisations entitled to 80% Mandatory Relief – No Discretionary 'top-up' provided b) Voluntary and Not-for-profits Organisations whose aims and purpose are philanthropic, religious, education, social welfare, science, literature, the arts or recreational purposes where the services they provide are mainly provided to local Flintshire residents 80% Discretionary Rate Relief provided, with the exception of golf clubs who will be awarded 40%.
1.12	The policy framework that is recommended for approval will ensure that all Charitable, Voluntary and Not-for-profit organisations (with the exception of golf clubs) will receive rate relief at 80% funded either through Mandatory or Discretionary Relief, meaning that most organisations are expected to make a 20% payment contribution towards business rates in order for the Council to bridge future funding gaps in central government funding.

2.00	RESOURCE IMPLICATIONS
2.01	As a result of the removal of Discretionary 'top-up' relief and the scaling back of all other Discretionary Rate Relief, the projected future cost of Discretionary Rate Relief will be £14,175 against an existing budget provision of approximately £116,000. This will deliver efficiencies of approximately £102,000, as earmarked in the Business Plans for the Community & Enterprise portfolio for 2016-17. This will also help the Council to bridge the projected budget gaps in future years as part of the Medium Term Finance Strategy (MTFS).
2.02	To provide additional mitigation against financial hardship for those organisations that currently benefit from 100% rate relief, setting aside a an annual contingency fund of £15,000 from the efficiency savings to support potential Hardship applications, will still allow the Council to provide emergency rate relief of up to £60,000 per annum, on the basis that the Council funds 25% towards the cost of Hardship Rate Relief.
2.03	After taking into account the Hardship contingency, net savings of £87,000 per annum will be achieved.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	To establish constructive feedback, the introduction of a revised policy framework for Discretionary Rate Relief awards will be referred to the Community & Enterprise Overview & Scrutiny Committee.

4.00	RISK MANAGEMENT
4.01	The implementation of this policy framework could potentially create financial hardship for some of the organisations currently in receipt of 100% rate relief but from 2016-17 will receive rate relief capped at 80%, and who would be expected to make a 20% payment contribution.
4.02	To mitigate against hardship, the introduction of a separate policy framework on Hardship Rate Relief, will provide clearer guidance to ratepayers about the circumstances where the Council might allow rate relief to any business ratepayer suffering hardship.

5.00	APPENDICES
5.01	Appendix 1 to this report sets out the new framework for Discretionary Rate Relief so that determinations can be made on a consistent and reasonable basis.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Local Government Finance Act 1988 (sections 43 and 47) Contact Officer: David Barnes Revenues Manager Telephone: 01352 703652 E-mail: david.barnes@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Mandatory Rate Relief: Where a business property is occupied by a charity or a Community Amateur Sports Organisation and the property is put to use 'wholly or mainly' for charitable purposes, there is an automatic entitlement to a 80% reduction in the rate bill, the cost of which is picked up by Welsh Government.
7.02	Discretionary Rate Relief: Voluntary Groups and 'Not for profit' organisations which are not registered charities are not eligible to receive Mandatory Rate Relief, but they are eligible to receive discretionary rate

	relief up to 100% (either as a 'top-up' to Mandatory Rate Relief or as an award in its own right based on the policy of a local authority). To be entitled to Discretionary Rate Relief, organisations must satisfy certain rules and conditions where the premises are occupied and put to use for charitable or otherwise for used for philanthropic, religious, education, social welfare, science, literature, the arts or recreational purposes.
7.03	Hardship Rate Relief: The Council, at its discretion, can sometimes award rate relief up to 100% to business ratepayers in exceptional circumstances who are experiencing hardship and it is reasonable for the Council to grant some relief having regard to the interests of local taxpayers who partly fund Hardship awards.
7.04	MTFS forecasts the resources the Council is likely to have over the next three years and importantly also sets out the plans and solutions for managing with reducing resources over this three year period.
7.05	Community Amateur Sports Club: The Community Amateur Sports Club (CASC) scheme was introduced by HMRC (HM Revenue and Customs) as an option for sports clubs to register with HMRC to receive 'charity type' tax reliefs providing that the club meets certain qualifying conditions. The scheme generally requires less regulation than if a sports club registers as a charity. Organisations that have CASC status with HMRC automatically receive 80% Mandatory Rate Relief for business rates.

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Business Rates
Policy Framework for Mandatory & Discretionary Reliefs

DRAFT

VERSION CONTROL

Version	Version Date	Author	Description
1	31/05/2016	David Barnes	Introduction of framework (to take effect from 2017-18)

CONTENTS

Section	Page
Introduction	3
Summary of Legislative Framework	3
Mandatory Rate Relief	4
Discretionary Rate Relief	4-5
Application Process	6
Communication Process	6

1.0 Introduction

- 1.1 This document sets out the Councils framework on awards of Mandatory and/or Discretionary Rate Relief for Business Rates.
- 1.2 Although each application will be considered on its own merits, this document provides a framework within which officers may exercise delegated authority to deal with business ratepayers consistently and fairly.
- 1.3 Welsh Government periodically introduces relief schemes for particular categories of ratepayer, for example the Small Business Rate Relief Scheme and the Wales Retail Relief Scheme. This framework is not intended to cover such schemes since the qualification criteria are set by the Welsh Government.
- 1.4 Discretionary Rate Relief for Charitable, Voluntary and 'Not for Profits' organisations will be awarded on a continual basis, subject to a minimum of 12 months and one full financial year notice if any ratepayer is impacted by a future change to this framework policy. In other words, if notice of a change is not given by 31st March, relief would continue at the same level for a further two years.
- 1.5 This policy framework also deals with the emergence of new organisations that are structured and set-up as 'not for profit'. The framework introduces more clarity around qualification rules for Community Interest Companies and Social Enterprises to demonstrate they exist as 'not for profits' where the premises are used for charitable, philanthropic or religious purposes, or concerned with recreation, education, social welfare, science, literature or the fine arts.

2.0 Summary of Legislative Framework

- 2.1 The law relating to reliefs for Mandatory and/or Discretionary Rate Relief is contained in the Local Government Finance Act 1988, specifically:
- 2.2 **Section 43** relates to occupied property and requires Mandatory Rate Relief where the ratepayer is a charity or trustee for a charity and the property is used wholly or mainly for charitable purposes. This section also includes provisions for Community Amateur Sports Clubs (CASC).
- 2.3 **Sections 47 and 48** permit Discretionary Rate Relief for charities and other organisations of prescribed type. Section 47 also includes provisions for CASC
- 2.4 **Section 69** of the Localism Act 2011 amended Section 47 to permit local authorities to grant discretionary relief in any circumstances, if it is reasonable for the authority to do so, having regard to the interests of council tax payers in its area.

3.0 Mandatory Rate Relief

- 3.1 In order to qualify for Mandatory Rate Relief an organisation must not be conducted for profit and the property they occupy must be wholly or mainly used for charitable purposes, or those of a Community Amateur Sports Club. If the property is empty it must appear that when next in use the property will be wholly or mainly used for charitable purposes.
- 3.2 Organisations typically qualifying for Mandatory Rate Relief are: charities registered under Section 3 of the Charities Act 1983; those excepted from such registration; charity shops, provided that they are wholly or mainly used for the sale of goods donated to the charity and proceeds from sale are used for the charity only; registered Community Amateur Sports Clubs (CASC).
- 3.3 Entitlement to Mandatory Rate Relief is at the level of 80% of the gross rates payable. The cost of awarding Mandatory Rate Relief is funded entirely by Welsh Government.

4.0 Discretionary Rate Relief – Voluntary and Not-for-profits organisations

- 4.1 In cases where ratepayers are registered Charities or registered as a Community Amateur Sports Club (CASC) and thereby entitled to Mandatory Relief is awarded at 80%, the Council will not usually consider awarding additional Discretionary 'top-up' relief.
- 4.2 However, in cases where Voluntary and Not-for-profits organisations are not registered with the Charity Commission or as a CASC, Discretionary Relief may be annually awarded at a level not exceeding 80%, except for golf clubs that may receive an annual award at a level not exceeding 40%.
- 4.3 To qualify for Discretionary Rate Relief, the ratepayer will usually be a sporting club/society or other not for profit Community Interest Company or Registered Social Enterprise, occupying premises wholly or mainly and used for the sole purpose of philanthropic or religious purposes, or concerned with recreation, education, social welfare, science, literature or the fine arts
- 4.4 For the purposes of awarding Discretionary Rate Relief, 'not for profit' organisations will be considered as those not conducted or maintained for the purpose of making a profit and whose surpluses are used to further achieve their aims and objectives rather than distribute income to the organisations shareholders. For easy understanding these will typically be member or community serving organisations.
- 4.5 The key test to establish 'not for profits' will centre around whether they are genuinely run as 'not for profit', To aid decision making considerations will be made around:
- Assessing the memorandum and articles of association to determine the type of organisation, and that it is not for profit and/or for a social purpose associated with charitable, philanthropic or religious purposes, or concerned with recreation, education, social welfare, science, literature or the fine arts - ensuring these

elements are built into this document with clarity and what happens to any traded surpluses

- Consideration of the initial business plan and audited accounts to check whether traded surpluses are re-invested each year for advancement of their mission and social purpose.
- Assessing on an annual basis, submitted audited accounts and any revisions to the memorandum and articles of association to ensure the application of surpluses are as detailed in their memorandum and articles and to monitor/prevent building up of excessive reserves.

5.0 Discretionary Rate Relief – other commercially operating organisations

5.1 The Council can also provide discretionary relief in any circumstances in line with the Localism Act 2011. This is subject to the condition that, except in the limited circumstances specified, the Council may only grant relief if it would be reasonable to do so having full regard to the interests of council tax payers who would ultimately finance the full cost of providing rate relief in these circumstances.

5.2 The framework that will be adopted is for the Chief Officer – Community & Enterprise and Cabinet Member for Corporate Management consider any applications received for discretionary discounts falling outside the scope of the policy in section 1.03 to be considered on their own merits using the following criteria:

- Requests for reductions will be required in writing with a full business case and documentary evidence in support of the need for relief
- The Councils finances allow for a reduction to be made
- It must be in the interests of Council Tax payers and the wider public interest to grant a reduction
- All other eligible discounts/reliefs have been considered prior to seeking discretionary rate relief

6.0 Discretionary Rate Relief – Small Businesses in receipt of Small Business Rate Relief

6.1 Welsh Government provide Small Business Rate (SBR) Relief to most businesses with a rateable value of £12,000 or less, and which is financed by Welsh Government.

6.2 The Welsh Government SBR scheme also contains provision for local authorities to award discretionary ‘top-up’ relief to small businesses not qualifying for 100% SBR reductions, although the cost of providing ‘top-up’ awards to small businesses is financed completely by the Council.

6.3 The policy framework is not to award additional ‘top-up’ discretionary relief beyond what businesses already receive in SBR.

7.0 Applications for Discretionary Relief

7.1 Applications for reliefs should be made in writing using the prescribed forms available on the Councils website. Applications for Discretionary Relief should also provide the following information:

- Latest set of Audited Accounts;
- A copy of the organisation's constitution
- Evidence of registration as a Community Amateur Sports Club (if relevant).
- For organisations that are exempt from registering as a charity – evidence of the exemption is required in the form of a letter from HMRC stating that they are exempt from tax under S505 of the Income and Corporation Tax Act 1988

7.2 Applications will be considered by the Chief Officer for Community & Enterprise in line with the policy framework as laid out in this document.

7.3 Entitlements to relief will usually commence from the beginning of a ratepayers liability in the billing year in which the application is made.

8.0 Communication with Applicants

8.1 The Council will notify in writing all applicants for reliefs of its decision.

8.2 Where relief is granted, the notification will include:

- The amount of relief granted and the effective date of the award
- The period of the award, if it is limited;
- The new chargeable amount;
- A requirement that the applicant should notify the Council of any relevant change in circumstances.

8.3 Where applications are unsuccessful the Council will provide an explanation within the context of its statutory duty in order to properly inform ratepayers of the reason for the application being unsuccessful



CABINET

Date of Meeting	Tuesday 19 th July, 2016
Report Subject	Hardship Rate Relief Policy Framework
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Officer (Community & Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

Section 49 of the Local Government Finance Act (LGFA) 1988 provides the Council with discretionary powers to award Business Rates Hardship Rate Relief to businesses in exceptional circumstances, where it is reasonable for the Council to grant relief having regard to the interests of local taxpayers.

Using Regulations as guidance, there is already a tried and tested determination process in place to consider applications for Hardship under delegated powers although the Council does not currently have a policy framework in place that explains the approach or considerations taken into account when adjudicating applications.

The introduction of a formal policy framework has primarily been developed to ensure consistency, transparency and best practice. At the same time, it also provides an opportunity to formalise into a single policy framework, well established procedures and regulations for the determination of applications.

The framework will ensure all ratepayers making applications for Hardship Rate Relief are treated fairly and consistently as well as providing ratepayers with a clearer understanding of the scheme.

RECOMMENDATIONS

1	Approve the policy framework for Hardship Rate Relief as set out in appendix 1 to the report.
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REPORT DETAILS

1.00	EXPLAINING THE HARDSHIP RATE RELIEF POLICY FRAMEWORK
1.01	There are a number of Mandatory and Discretionary rate reliefs already available to businesses under current Business Rates legislation, including Small Business Rate Reliefs, however there are instances where these reliefs do not apply to certain businesses or the amount of relief they receive does not reduce their rates liability in full.
1.02	Businesses that fall within this category, as with all businesses, can occasionally experience loss of trade and cash flow issues which can make paying their rates difficult without causing significant financial hardship, especially where the payment of rates may directly lead to job losses or the potential closure of the business.
1.03	The Council has discretion to reduce or remit the payment of Business Rates where it is satisfied that the ratepayer would sustain hardship if it did not do so and that it is reasonable to award relief, having taken into account the interests of Council Tax payers who bear part of the cost of hardship awards.
1.04	Government guidelines stipulate that Hardship Rate Relief should be used to provide short term assistance and should not be considered a way of reducing Business Rates liability indefinitely.
1.05	Welsh Government (WG) advice also indicates that local authorities must not adopt a blanket policy regarding awards and must consider the individual merit of each request.
1.06	The approval of a policy framework, as set out in appendix 1, has been developed to introduce more clarity around the criteria used to determine applications for Hardship Rate Relief.
1.07	<p>The following key guidelines are incorporated into the policy framework when considering requests:</p> <ul style="list-style-type: none">• The Council's finances allow for a reduction to be made and it is reasonable to do so.• All grants of hardship relief are intended as short term assistance and not considered a way of reducing Business Rates liability indefinitely.• Applicants may apply for hardship relief each financial year and the Council will determine each application on its own merits.• Hardship relief will be the exception and not the rule and only considered where there is evidence of hardship that justifies a reduction in Business Rates liability.• The Council must be satisfied that the ratepayer has taken reasonable steps to resolve their situation prior to application including taking financial advice.• There is a direct benefit to the ratepayer or the community or no adverse impact to other ratepayers or the community as a result of awarding relief and the cost to local Council Tax payers is proportional to the benefits of the community.

	<ul style="list-style-type: none"> The ratepayer's business has been detrimentally affected by circumstances beyond the ratepayers control and that do not constitute part of the normal risks in running a business.
1.08	By reducing the rate burden on businesses, it is acknowledged that rate relief can sometimes play an important role in ensuring the existence of local employment and community facilities and contribute towards the Councils Corporate Objectives.
1.09	<p>The Council will therefore look favourably, where finances permit, on those applications where :</p> <ul style="list-style-type: none"> exceptional hardship is demonstrated; the business is responsible for providing a local amenity and/or employment to local residents; the business has a credible future short term award of hardship relief will materially serve to ensure the future of the business, the continued provision of the amenity and/or employment opportunities

2.00	RESOURCE IMPLICATIONS
2.01	The funding mechanism for Hardship Rate Relief is jointly funded by Welsh Government (WG) and the Council, with WG contributing 75% of the cost and the Council contributing 25%.
2.02	Given that the Council makes a 25% contribution towards Hardship awards, there is a cost to the Council's General Fund, and therefore to the local Council Taxpayers, in awarding Hardship Rate Relief and the Council must give due consideration to the interests of local residents when making awards.
2.03	Hardship relief will usually only be granted if there is sufficient budget available for the financial year in which an application is determined.
2.04	If there are extreme circumstances where hardship relief may need to be awarded beyond the Council's budget provision for discretionary rate awards, this will be considered as a one-off budget pressure and determined by delegated powers by the Cabinet Member for Corporate Management and Chief Officer, Community & Enterprise.
2.05	The award of Hardship Relief must also comply with the European Union law on State Aid. Under the De Minimis Regulations (EC 1407/2013) the ratepayer should not receive more than €200,000 (approximately £165,000) in total of De Minimis aid over a three year period.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The introduction of this policy framework has been considered by Community & Enterprise Overview and Scrutiny Committee.

4.00	RISK MANAGEMENT
4.01	The approval of this framework will ensure there are clear guidelines in place to determine applications for hardship; this will ensure transparency throughout the decision making process. Furthermore, businesses will also have knowledge of the Council's approach to determining applications and the various factors that would be taken into account as part of the adjudication process.

5.00	APPENDICES
5.01	Appendix 1 to this report sets out the policy framework for determining awards under the Hardship Rate Relief scheme.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Hardship Rate Relief – section 49, Local Government Finance Act 1988</p> <p>Contact Officer: David Barnes Revenues Manager</p> <p>Telephone: 01352 703652</p> <p>E-mail: david.barnes@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Business Rates: is the commonly used name of non-domestic rates, a tax on the occupation of non-domestic property including shops, offices, pubs, warehouses, factories etc.
7.02	Mandatory Rate Relief: Where a business property is occupied by a charity or a Community Amateur Sports Organisation and the property is put to use 'wholly or mainly' for charitable purposes, there is an automatic entitlement to a 80% reduction in the rate bill, the cost of which is picked up by Welsh Government.
7.03	Discretionary Rate Relief: Voluntary Groups and 'Not for profit' organisations which are not registered charities are not eligible to receive Mandatory Rate Relief, but they are eligible to receive discretionary rate relief up to 100%.
7.04	State Aid: is any advantage granted by public authorities through state resources on a selective basis to any organisations that could potentially

	distort competition and trade in the European Union (EU). The definition of state aid is very broad because 'an advantage' can take many forms. It is anything which an undertaking (an organisation engaged in economic activity) could not get on the open market.
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Business Rates Hardship Relief Policy Framework

VERSION CONTROL

Version	Version Date	Author	Description
1	20/4/2016	Richard Mallon	Introduction of policy

CONTENTS

Section	Page
Introduction & Definition of Hardship	3
Framework Principles	3-4
Application Process	4-6
Restrictions on awarding Hardship Relief	6
Conditions and Duties of the ratepayer	6-7

1.0 Introduction

- 1.1 Section 49 of the Local Government Finance Act 1988 gives the Council discretion to reduce or remit the payment of business rates where it is satisfied that the ratepayer would sustain hardship if it did not do so and that it is reasonable to award relief, having taken into account the interests of the Council Tax payers.
- 1.2 The Welsh Government meets 75% of the cost of funding this relief, with the Council meeting the remaining 25%.

2.0 Hardship Framework

- 2.1 The legislation does not give a definition of hardship however the Council determines hardship as:
 - The ratepayer is able to satisfy the Council that they are not able to meet their full Business Rates liability or part of their liability.
 - The ratepayer is able to demonstrate that all reasonable steps have been taken to meet their full Business Rates liability.
 - The ratepayer can prove that their current circumstances are unlikely to improve in the following 12 months making payment of the Business Rates impossible.
 - The ratepayer has no access to assets that could be realised and used to pay the Business Rates.
 - Enforced payment of their full Business Rates liability would result in severe hardship and the closure of the business or significant job losses.

3.0 Policy Framework Principles

- 3.1 The Council has determined the following framework principles:
 - All grants of hardship relief are only intended as short term assistance and will not extend beyond the current financial year of the bill and should not be considered a way of reducing Business Rates liability indefinitely.
 - Applicants may apply for hardship relief each financial year and the Council will determine each application on its own merits.
 - Hardship relief will be the exception and not the rule.
 - There must be evidence of hardship that justifies a reduction in Business Rates liability.
 - The Council must be satisfied that the ratepayer has taken reasonable steps to resolve their situation prior to application including taking financial advice.

- There is a direct benefit to the ratepayer or the community or no adverse impact to other ratepayers or the community as a result of awarding relief.
- The cost to local Council Tax payers is proportional to the benefits of the community.
- The ratepayer's business has been detrimentally affected by circumstances beyond the ratepayers control and that do not constitute part of the normal risks in running a business i.e. a natural disaster or an unusual or uncontrollable event in the neighbourhood of the business.
- By refusing to award the relief this may result in the loss of the business. The impact on local amenities must be considered if the business is the sole provider of a service in the local area i.e. the only village shop.
- By refusing to award the relief this may result in the loss of the business. The impact on employment prospects in the local area must be considered i.e. if the closure results in a large number of redundancies, the social aspect of increasing unemployment and the possible negative impact in attracting further investment in the area must be considered.
- The Council's finances allow for a reduction to be made and it is reasonable to do so.

4.0 Application process

- 4.1 All applications should be made in writing, on the relevant form, from the ratepayer, their advocate/appointee or a recognised third party acting on their behalf, who the Council has accepted, and the ratepayer has given appropriate authorisation to them to discuss their affairs.
- 4.2 All applications should be supported, where applicable, by audited financial accounts over a 2 year period including income and expenditure, a balance sheet as well as supporting evidence such as the business plan to get the business onto a sound financial footing.
- 4.3 All applications will be considered on their merits. In coming to an individual decision we will consider a combination of the following factors:

Financial Factors

- Income and outgoings - i.e. how is the organisation/individual doing financially. What expenses do they have and what money have they coming in
- Reserves - Does the organisation / individual have any reserves, is the hardship just a temporary measure and could be covered by reserves.
- Other shops / areas of business - Is this a one premises business or are there other areas of the business which could offset any hardship.
- Excessive Outgoings - Is the hardship caused by excessive outgoings, are the level of drawings too large, is the organisation / individual renting excessively large or expensive premises.

History and Future Planning

- What was the reason for the hardship - is there a recognisable one-off reason for the hardship, or is it just a slowdown in trade, or even that the business is just not sustainable.
- Is there an improvement plan - does the organisation / individual have an improvement plan to relieve them of hardship and if so what are the chances of success.
- Will the granting of hardship be effective - will the organisation / individual still be unsustainable even with the granting of a reduction in the non-domestic rates liability. Will the money spent by the authority have any longer term benefit or will it just delay the inevitable

Loss of Amenity

- What would be the effect on the local community - would the local community suffer if the organisation / individual were no longer in existence.
- Are there other similar businesses - if the applicant no longer occupied the premises would the existence of other organisations / individuals mean that there would be no or insignificant loss of amenity
- What area / group is served by the applicant - does the ratepayer serve a limited target audience or do large sectors of the Birmingham community benefit from their existence.
- Another vacant property? - are there other empty properties in the area and another empty property would degrade the area further and be detrimental to the local public.

Employment Implications

- Number of people employed - What number of people are employed by the organisation / individual and would their jobs be in danger if hardship was not granted.
- How many live in Flintshire - If the reason for granting hardship is to prevent job losses, are those employees protected residents of Flintshire County Council.
- Are employees family members - Are the people employed by the organisation / individual members of their family or are any vacancies open to the general public
- Are the employees taken from an unemployment black-spot - Is the organisation / individual situated in an area where jobs are more difficult to obtain, or are they in an area when the employees would have a greater chance of finding other employment.

External Factors

- Consideration should be given when certain regional, national or global factors affecting hardship are beyond the organisation's control, particularly when central government provides extra funding and including consideration of rules of state aid.

The Council is only able to support applications for hardship relief under these provisions, where we are satisfied on all of the following counts:

- That exceptional hardship is demonstrated;

- That the business is responsible for providing a local amenity and/or employment to Flintshire residents;
- That notwithstanding this hardship, the business has a credible future; and
- That a short term award of hardship relief will materially serve to ensure the future of the business, the continued provision of the amenity and/or employment opportunities: and
- That there is sufficient budgetary provision available to meet the Council's commitment to fund the relief.
- There is no minimum award period. The maximum is 12 months but this would only be in the rarest of circumstances.

4.4 Applications will usually be determined within 28 days of receiving sufficient information.

4.5 The ratepayer will be informed in writing of the Council's decision, the reasons for the decision and receive a revised Business Rates demand if appropriate.

5.0 Restrictions on awarding Hardship Relief

5.1 Hardship relief should only be awarded once to each eligible ratepayer. The Council expects the ratepayer to take the opportunity of any relief granted to place their financial affairs in proper order. However, applicants may reapply for relief each financial year with each application being considered on its own merits.

5.2 Hardship relief will only be granted if there is sufficient budget available for the financial year in which an application is determined.

If there are extreme circumstances where hardship relief may need to be awarded beyond the Council's annual budgeted figure then this will be considered under delegated powers and recorded as a financial pressure if awarded.

5.3 The award of hardship relief must comply with the European Union law on State Aid. Under the De Minimis Regulations (EC 1407/2013) the ratepayer should not receive more than €200,000 in total of De Minimis aid within the current financial year or the two previous financial years.

6.0 Conditions and Duties of the Ratepayer

6.1 The ratepayer agrees that he/she must let the Council know immediately either by phone or in writing about any changes in their circumstances which might affect the claim for hardship relief. Failure to do so will result in the withdrawal of the total amount of hardship relief granted for the year and the requirement to repay this to the Council.

6.2 The ratepayer agrees that any application for hardship relief does not negate in any way the ratepayer's obligation to pay Business Rates as demanded.

6.3 Relief will not to be granted where the amount is outstanding as a result of wilful refusal or culpable neglect on the part of the ratepayer to pay Business Rates.



CABINET

Date of Meeting	Tuesday 19 th July, 2016
Report Subject	Flintshire Local Development Plan - Amended Delivery Agreement
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Environment
Report Author	Chief Officer (Planning & Environment)
Type of Report	Strategic

EXECUTIVE SUMMARY

- The Local Development Plan (LDP) Delivery Agreement¹ acts as a project plan to guide the preparation of the Plan.
- It is an agreement between the Council and the Welsh Government.
- The Delivery Agreement comprises a timetable for producing the Plan, and a Community Involvement Scheme², which explains how the Plan will be produced and how third parties and the public will be engaged and consulted on the process.
- The Council must monitor the progress of the Plan against the agreed timetable and revise this if significant slippage occurs.
- Slippage has occurred sufficient to trigger a revision of the timetable only.
- The original timetable promoted by the Welsh Government (of 4 years 2 months) has proved unachievable; no other authority in Wales has produced an LDP in such a timeframe; and promised good practice guidance and support from Welsh Government has yet to materialise.
- The revised timetable provides a more realistic estimate of the time to achieve an adopted Plan, without rushing critical stages and falling foul of not following due process and being challenged.
- Welsh Government require an amended timetable to be supported by a formal Council resolution before they will consider the revision.
- Welsh Government state they will consider the revised timetable within 1 month of receipt.

RECOMMENDATIONS

1	That Cabinet approve the revised timetable for the production of an adopted Flintshire LDP.
2	That delegated authority is given to the Chief Officer Planning & Environment to integrate the approved timetable into a revised Delivery Agreement document to then send to Welsh Government for their agreement.

REPORT DETAILS

1.00	EXPLAINING THE NEED TO REVISE THE LDP DELIVERY AGREEMENT TIMETABLE
1.01	Cabinet will recall considering the Delivery Agreement which acts as a project plan for the preparation of the LDP. This was agreed and published in February 2014. The Council is required to keep under review progress on the Plan in terms of performance against the timetable set out in the Delivery Agreement.
1.02	There are two key elements to the Delivery Agreement, firstly the timetable and secondly the Community Involvement Scheme. The timetable sets out the key stages and milestones in taking forward the LDP to adoption and is split into indicative and definitive stages. The Community Involvement Scheme sets out how the Council will engage with stakeholders in producing the Plan and how it will consult at key stages in the Plan's preparation.
1.03	The Council is only seeking to make changes to the timetable as the measures and principles set out in the Community Involvement Scheme are considered to be still relevant and applicable and have been used as part of the on-going participation phase of plan preparation.
1.04	Good progress is being made in preparing the LDP. Indeed, the Council is now at a milestone in the Plan's preparation whereby the engagement phases have begun in earnest with firstly, the Key Messages document ⁴ , and secondly a Strategic Options Report ⁵ comprising strategic growth and spatial options. However, the progress made to date has not been in line with the timetable in the Delivery Agreement and considerable slippage has occurred.
1.05	This has led to a review being undertaken of the factors which have led to the timetable slippage and the preparation of a revised timetable and these can be summarised as follows: <ul style="list-style-type: none">• the initial timetable which sought to secure deposit consultation ahead of local elections in May 2017 was overly ambitious and unrealistic;• the initial timetable for adopting the Plan was 4 years and 2 which was

	<p>overly ambitious compared to the time actually taken by most local planning authority's in reaching adoption;</p> <ul style="list-style-type: none"> • the assertion by Welsh Government that the Council can learn from best practice and from Welsh Government in a 'hand holding' capacity, whereas in reality good practice is not readily signposted and the assistance from Welsh Government has not materialised; • the scale and complexity of the evidence gathering⁶ stage, had been underestimated; • the number of Candidate Site submissions⁷ has significantly exceeded that envisaged; • the need to take a more measured, step by step approach to preparing the Preferred Strategy⁸ in terms of engagement and consultation; • the resource implications of speculative enquiries / applications on the back of a lack of 5 year housing land supply; • changes to the LDP Regulations⁹ part way through the timetable.
1.06	<p>A balance needs to be struck between having a timetable which is ambitious and challenging yet is realistic and achievable. The timetable has therefore been reviewed in terms of a revised approach to progressing the Plan to Preferred Strategy (pre-deposit Plan consultation)¹⁰ stage. Rushing this crucial stage in formulating the preferred level of growth and spatial strategy and risking having to backtrack in order to look at different options is not considered to outweigh a more measured and staged approach. The revised timetable is considered to represent a more realistic and achievable way forward. However, if this revised timetable is to be achieved it will require timely and pragmatic decision making by the Council.</p>
1.07	<p>Informal discussions with Welsh Government in advance of the submission of a revised Delivery Agreement have prompted an offer from them of support for an accelerated production of the LDP. The Council will be responding positively to this offer in due course.</p>
1.08	<p>The revised timetable presented in Appendix 1 has been presented in the form of a work programme for the period through to the end of 2016. It sets out the key stages involved in reaching a preferred Strategy by the end of the year and this is the Key Messages document and the Growth / Spatial Options. This level of detail has been provided for Cabinet's benefit to demonstrate the tasks that need to be achieved as part of each stage and this will not be included in the revised Delivery Agreement.</p>
1.09	<p>The main change to the document will be the amended timetable but there will also be other knock on effects e.g. incorporating the revised times for each stage throughout the document as well as including within the document an explanation as to why slippage has occurred.</p>
1.10	<p>The revised timetable needs to be reported to Cabinet before being forwarded to Welsh Government for approval as Welsh Government require a formal Council resolution before they will consider it.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The decision by Welsh Government in relation to changing the context for Flintshire to now have a 'deemed zero' land supply, will have potential consequences in terms of an increase in pre-application requests and the submission of applications and/or appeals, which in turn will deflect the LDP team away from the Plan's timetable.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	It is not considered that public consultation on the revised document is necessary. The revised document, when it has been agreed by Welsh Government will be made available on the Council's website.

4.00	RISK MANAGEMENT
4.01	The key risks created by Welsh Government in relation to monitoring land supply have the potential to impact on future timetable compliance.

5.00	APPENDICES
5.01	Appendix 1 and 2 – Amended Delivery Agreement Timetable.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Andrew Farrow Chief Officer (Planning & Environment) Telephone: 01352 703201 E-mail: Andrew.farrow@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	(1) Local Development Plan Delivery Agreement: A written agreement between the Council and the Welsh Government that sets out the process for producing the LDP, how the public and third parties will be involved and consulted as part of that process, and the timetable for producing the plan.
7.02	(2) Community Involvement Scheme: This is the part of the LDP Delivery Agreement that sets out the mechanisms and approach to engaging with and consulting the public and third parties on the plan.
7.03	(3) Joint Housing Land Availability Study: This is an annual assessment required by the Welsh Government and carried out by the

	Council of the availability and deliverability of sites with planning permission for housing development or that are allocated in the adopted development plan, but that have not yet been built.
7.04	(4) Key Messages Document: This is an LDP document recently consulted on relating to the emerging vision and objectives for the LDP and the general direction the plan is taking. This is available on the Council's website.
7.05	(5) Strategic Options Report: This is an LDP consultation document that is in production now that will consult the public and stakeholders on the options developed by the Council in relation to the overall level of development the LDP should plan for, and how this should be distributed spatially around the County's settlements.
7.06	(6) Evidence gathering: The LDP has to be based on a sound and comprehensive evidence base in order to justify the policies and proposals it makes, and to demonstrate that it is a sound and deliverable plan.
7.07	(7) Candidate Site submissions: These are expressions of interest made by those with an interest in land to have that land considered as part of the LDP process. Simply making a candidate site representation does not mean that they will become proposals of the Council. Candidate sites are being assessed at present.
7.08	(8) Preferred Strategy: Before moving to produce a detailed plan that identifies what will happen where, the Council has to firstly produce and agree its preferred strategy in terms of deciding how much growth the LDP should plan for, and how it intends to distribute this growth. The preferred Strategy (or Pre-Deposit Consultation Draft Plan) also contains strategic policies that provide the guidance for this and the basis for developing the more detailed version of the plan.
7.09	(9) LDP Regulations: Legislation and guidance produced by the Welsh Government that specifies how an LDP should be produced.
7.10	(10) Pre-Deposit Plan consultation: Consultation on the Preferred Strategy.
7.11	(11) Speculative Development Proposals: Proposals or applications submitted by land owners or developers on land that is not identified in a currently adopted development plan and that is outside of a current settlement boundary, but that are submitted on the basis of a shortfall in housing land supply. Such proposals are still required to comply with national policy the development plan.

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Stage	Details	Purpose	Existing Timetable	Proposed Timetable
Definitive Stages				
Stage 1	Delivery Agreement (Regulations 5-10)	To prepare and agree a Delivery Agreement comprising a Timetable and a Community Involvement Scheme which together set out the Plan preparation process.	Dec 2013	Feb 2014
Stage 2	Review and develop Evidence Base (Regulation 14) [includes Call for Candidate Sites]	To establish a robust evidence base to inform Plan preparation and to provide baseline information against which to undertake Plan appraisal.	On going	On going
Stage 3	Pre-deposit participation (Regulation 14)	To develop and assess the Plan's vision and objectives and consider a number of strategic growth and spatial options.	Jan 2014 - Nov 2014 (10 mths)	<p>The target is to achieve the following by the end of 2016:</p> <ul style="list-style-type: none"> • Key messages consultation • Strategic growth and spatial options • Preferred Strategy (pre-deposit Plan drafted and candidate site assessments progressed sufficiently enough to be identify strategic allocations) <p>Key Messages Document:</p> <ul style="list-style-type: none"> • 6 week consultation (earliest) 18 Mar to 29 April • Consider reps and report to PSG 19 May (deadline for reports 12 May) [this allows some flexibility for a delayed start to consultation exercise and sufficient time to prepare reps and prepare report] <p>Growth Options:</p> <ul style="list-style-type: none"> • Internal officer sessions – BE Group/Janine • Drafting of document and options • Report to PSG 21 April (deadline 14 April)

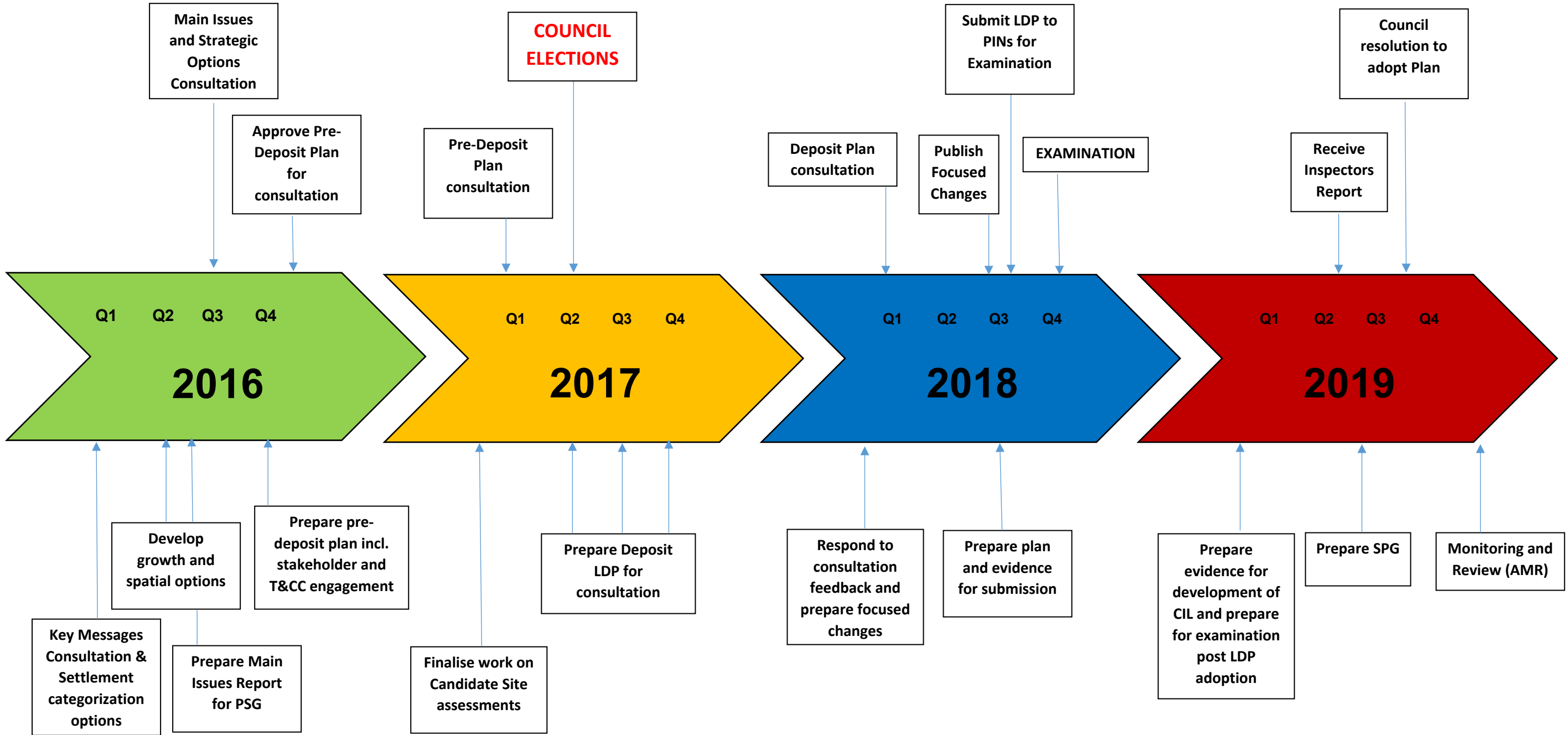
				<p>Spatial Options:</p> <ul style="list-style-type: none"> • Internal officer sessions • Have regard to outcome of PSG 19 May re settlement categorisation • Drafting of documents and options • Report to PSG 16 June (deadline 09 June) <p>Consultation on growth and spatial options:</p> <ul style="list-style-type: none"> • Preparation of consultation material inc translation • 6 week consultation (earliest) 04 July to 15 Aug • Key Stakeholder Forum • T&CC sessions (3) • Public exhibitions • Consider reps and report to 01 Sept PSG [only allows 1 week to prepare responses and draft PSG report] or 06 Oct PSG [this allows some flexibility for a delayed start to consultation exercise and sufficient time to prepare reps and prepare report] <p>Pre Deposit Consultation Draft Plan</p> <ul style="list-style-type: none"> • Need to prepare draft Preferred Strategy document • Need to firm up on strategic allocations • Need to firm up on strategic policies? • Report to PSG 03 Nov • Report to Cabinet • Preparation of consultation material • Key Stakeholder Forum • Public exhibitions • 6 week Consultation period say Jan / Feb 2017
Stage 4	Pre – Deposit consultation (Regulations 15 & 16)	To consult on the Plan’s preferred strategy, key policies and strategic development proposals.	Dec 2014 - Nov 2015 (11 mths)	Jan 2017
Stage 5	Deposit consultation (Regulations 17-19)	To consult on the Deposit Plan and to allow for formal representations to be made.	Dec 2015 - July 2016 (7 mths)	Jan 2018

Indicative Stages				
Stage 6	Consultation on Site Allocations Representations (Regulations 20 & 21)	To enable representations to be made in respect of site specific representations submitted at deposit stage.	Aug 2016 - Nov 2016 (3 mths)	No longer necessary / required
Stage 7 Overlap with Stage 8	Focussed Changes (optional)	The Council will, if necessary, publish and consult upon focussed changes to the Plan as an addendum to the Plan.	Dec 2016 - Mar 2017 (3 mths)	Sep 2018
Stage 8	Submission (Regulation 22)	The Council will formally submit the LDP and supporting documentation (including representations) to the Welsh Government.	Dec 2016	Sep 2018
Stage 9	Examination (Regulation 23)	An Inspector will independently assess the Plan in terms of its soundness.	Jan 2017 - Nov 2017 (10 mths)	Oct 2018
Stage 10	Inspector's Report (Regulation 24)	An Inspector will present to the Council his / her Report which will be binding on the Council.	Dec 2017	Aug 2019
Stage 11	Adoption (Regulation 25)	The Council will resolve to adopt the LDP.	Feb 2018	Oct 2019
Stage 12	Monitoring and Review (Regulation 37)	The Council will review the Plan and submit annual monitoring reports to Welsh Government.	On going (yearly)	

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Flintshire Local Development Plan Delivery Agreement Timetable

MILESTONES



KEY STAGES

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CABINET

Date of Meeting	Tuesday 19 th July, 2016
Report Subject	Capital Programme Monitoring 2015/16 (Outturn)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report By	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report provides a summary of changes made to the Capital Programme during the last quarter of 2015/16.

The Capital Programme has decreased by £2.178m in the period (changes £1.452m, M9 approved rollover (£3.538m) and additional savings (£0.092m)) due to the impact of:-

- Reductions at outturn to grant funded schemes now re-profiled into the new financial year (2016/17) including; Vibrant & Viable Places (£0.460m), energy schemes (HRA) (£0.425m) and Townscape Heritage Initiatives (£0.115m) and other aggregated decreases (£0.305m);
- Pre-approved Rollover into 2016/17 (£3.538m); and
- Additional savings re Flintshire Connects (£0.092m)

Offset by :-

- Increases for grant and revenue funded schemes introduced at outturn to fund expenditure incurred in year including; Town Centre Regeneration (£0.294m), Play Areas (£0.274m), Private Sector Renewal & Improvement (£0.229m), Local transport Grant (£0.200m) and Highways (£0.149m);
- Purchase of equipment - Leisure Centres (£0.388m) and Waste Services (£0.282m); and
- Other Aggregate Increases (£0.387m).

Resources available for funding future capital expenditure currently c£3.168m.

RECOMMENDATIONS

(1)	Approve the Report.
(2)	Approve the rollover adjustments at 1.12.
(3)	Approve the funding for the closed landfill site scheme as outlined in 1.22 - 1.24.
(4)	Approve the funding for the ICT Data Storage scheme as outlined in 1.25 - 1.26.

REPORT DETAILS

1.00	EXPLAINING THE CAPITAL PROGRAMME MONITORING POSITION AT OUTTURN - 2015/16
1.01	Background 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 th February, 2015.
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.
1.03	Changes since Budget approval Table 1 sets out how the programme has changed during 2015/16. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-

Table 1

REVISED PROGRAMME	Original Budget 2015/16 £m	Rollover from 2014/15 £m	2015/16 Previously Reported			Changes - This Period £m	Revised Budget 2015/16 £m
			Changes	Rollover to 2016/17	Savings		
			£m	£m	£m		
Chief Executives	0.020	0.006	0	0	0	0	0.026
People & Resources	0.075	0.086	(0.018)	0	0	0	0.143
Governance	0.170	0.753	0	(0.165)	0	0	0.758
Education & Youth	45.022	1.942	(19.309)	(0.866)	0	(0.012)	26.777
Social Care	0	0	0	0	0	0	0.000
Community & Enterprise	2.841	0.857	5.107	0	(0.613)	0.030	8.222
Planning & Environment	0.551	1.147	0.112	(0.685)	0	(0.026)	1.099
Transport & Streetscene	0.860	0.104	2.274	(0.182)	0	0.727	3.783
Organisational Change 1	0	0.042	0.265	0	0	0.662	0.969
Organisational Change 2	0.820	0.318	0.540	(0.920)	0	0	0.758
Council Fund Total	50.359	5.255	(11.029)	(2.818)	(0.613)	1.381	42.535
HRA Subsidy Buyout	0	0	79.248	0	0	0	79.248
Housing Revenue Account	21.200	0.512	0.095	(1.500)	0	0.071	20.378
Housing Revenue Account Total	21.200	0.512	79.343	(1.500)	0.000	0.071	99.626
Programme Total	71.559	5.767	68.314	(4.318)	(0.613)	1.452	142.161

1.04 Rollover from 2014/15

Rollover sums from 2014/15 to 2015/16, totalling £5.767m (CF £5.255m, HRA £0.512m), were approved by Cabinet.

1.05 Changes during this period

Changes during this period have resulted in a net decrease in the programme total of £1.452m (CF (£1.381m, HRA £0.071m). A summary of the changes, showing major items, is in Table 2:-

Table 2

CHANGES DURING THIS PERIOD	
<u>COUNCIL FUND</u>	£m
Increases	
Leisure Centres - Purchase of Equipment	0.388
Town Centre Regeneration - Grant funding to match expenditure	0.294
Waste Services - Purchase of Equipment	0.282
Play Areas - Grant/Revenue Funding to match expenditure	0.274
Private Sector Renewal/Improv't - Grant funding to match expenditure	0.229
Local Transport Grant - Grant funding to match expenditure	0.200
Highways - Grant/Revenue Funding to match expenditure	0.149
Other Aggregate Increases	0.387
	2.203
Decreases	
Vibrant & Viable Places - Programme underspend re-profiled to 2016/17	(0.460)
Townscape Heritage Initiatives - Grant funded scheme re-profiled to 2016/17	(0.115)
Other Aggregate Decreases	(0.247)
	(0.822)
Total	1.381
<u>HRA</u>	
Increases	
WHQS Improvements - Grant/Revenue/PB Funding to match expenditure	0.351
Accelerated Programmes - Grant/Revenue/PB Funding to match expenditure	0.103
Major Works - Grant/Revenue/PB Funding to match expenditure	0.100
	0.554
Decreases	
Energy Schemes - Revenue funding to match expenditure	(0.425)
Other Aggregate Decreases	(0.058)
	(0.483)
Total	0.071

1.06 During the final quarter of the year there a number of adjustments made to schemes that are funded from grants, revenue and prudential borrowing. Reflecting the need to re-profile funding between financial years to align expenditure incurred with the relevant funding source. This is the case with the majority of the movements above, including the HRA.

1.07 During the year Portfolios will have purchased equipment which is classed as capital expenditure. Portfolios have revenue budgets to fund the costs which are charged over the useful life of the equipment. An option appraisal to assess the best funding method is undertaken comparing leasing with prudential borrowing. Prudential borrowing was the most suitable option for the gym and waste collection equipment purchased during 2015/16 which has

been added to the capital programme at outturn.

1.08 Capital Expenditure compared to Budget

Actual outturn expenditure across the whole of the capital programme is £140.287m. The breakdown of expenditure is analysed in Table 3 below, along with the percentage spend against budget. This shows that 97.02% of the budget has been spent (CF 95.59%, HRA 100%). Corresponding figures for 2014/15 outturn were 92.90% (CF 91.68%, HRA 95.90%). These figures exclude the HRA Subsidy Buyout (£79.248m) which was paid in its entirety early in the financial year.

1.09 The table also shows an outturn of £140.287m. This indicates a projected underspend of £1.874m on the Council Fund and a break even position on the HRA.

Table 3

EXPENDITURE	Revised Budget	Outturn	Variance Budget v Outturn (Under)/Over	Percentage Spend v Budget
	£m	£m	£m	%
Chief Executives	0.026	0.026	0.000	100
People & Resources	0.143	0	(0.143)	0
Governance	0.758	0.674	(0.084)	88.92
Education & Youth	26.777	26.599	(0.178)	99.34
Social Care	0	0	0.000	0
Community & Enterprise	8.222	7.588	(0.634)	92.29
Planning & Environment	1.099	0.879	(0.220)	79.98
Transport & Streetscene	3.783	3.227	(0.556)	85.30
Organisational Change 1	0.969	0.943	(0.026)	97.32
Organisational Change 2	0.758	0.725	(0.033)	95.65
Council Fund Total	42.535	40.661	(1.874)	95.59
Housing Revenue Account	20.378	20.378	0.000	100.00
Programme Total (Excl HRA Subsidy)	62.913	61.039	(1.874)	97.02
HRA Subsidy Buyout	79.248	79.248	0.000	100.00
Programme Total	142.161	140.287	(1.874)	98.68

1.10 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 rollover into 2016/17 has been identified, this is also included in the narrative.

1.11 **Rollover into 2016/17**

At outturn rollover of £1.874m (CF £1.874m, HRA £Nil) 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.

1.12 Information relating to each programme area is contained in Appendix B and summarised in Table 4:-

Table 4

ROLLOVER INTO 2016/17	Month 4 £m	Month 6 £m	Month 9 £m	Outturn £m	Total £m
People & Resources				0.143	0.143
Governance	0	0	0.165	0.084	0.249
Education & Youth	0.345	0.068	0.453	0.178	1.044
Community & Enterprise				0.634	0.634
Planning & Environment	0	0	0.685	0.220	0.905
Transport & Streetscene	0	0	0.182	0.556	0.738
Organisational Change 1				0.026	0.026
Organisational Change 2	0	0.367	0.553	0.033	0.953
Council Fund	0.345	0.435	2.038	1.874	4.692
Housing Revenue Account	0	0	1.500	0	1.500
TOTAL	0.345	0.435	3.538	1.874	6.192

If approved this will bring the total amount rolled over into 2016/17 to £6.192m (£5.767 in 2014/15). Whilst this is more than 2014/15, as a percentage of the overall budget it is much less (13.24% 2014/15 against 9.84% in 2015/16), this excludes the subsidy buyout but reflects the fact that the programme in 2015/16 was much larger.

1.13 **Savings**

Further savings of £0.012m have been identified in the Flintshire Connects budget as a final outturn figure.

1.14 **Financing**

The capital programme is financed as summarised in Table 5:-

Table 5

FINANCING RESOURCES	General Financing¹	Specific Financing²	Total Financing
	£m	£m	£m
Latest Monitoring			
Council Fund	5.618	36.917	42.535
Housing Revenue Account	5.110	94.516	99.626
Total Financing Resources	10.728	131.433	142.161

1 Supported Borrowing / General Capital Grant / Capital Receipts / MRA
2 Grants & Contributions / CERA / Reserves / Prudential & Other Borrowing

1.15 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).

1.16 **Funding of 2015/16 Approved Schemes**

The outturn position is summarised in Table 6:-

Table 6

FUNDING OF APPROVED SCHEMES	
	£m
Surplus from 2014/15	(1.314)
Increases	
Previously reported	0.881
	<u>0.881</u>
Decreases	
Actual In year receipts	(1.789)
Identified Savings (Previously reported)	(0.601)
Additional Savings - Flintshire Connects	(0.012)
Unallocated Headroom	(0.333)
	<u>(2.735)</u>
Funding Available	(3.168)

1.17 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, as previously reported, amount to £0.881m.

Savings in the resources required for Flintshire Connects, as previously reported, amount to £0.601m, whilst an additional £0.012m has been

	<p>identified in this period. Actual capital receipts in year amount to £1.789m and unallocated headroom remains unaltered at £0.333m.</p> <p>Taken as a whole this indicates that c£3.168m is available to fund future capital schemes.</p>
1.18	<p>The figure of £3.168m above is a budget figure representing the position were all schemes currently committed to come in on time and on budget. This is very rarely the case and when allocating funding to new schemes, the Council would need to be prudent and give consideration to outturn projections of existing schemes.</p>
1.19	<p>2016/17 and Future Year's Capital Programmes</p> <p>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 future financial years.</p>
1.20	<p>Cabinet on 17th May 2016 approved the building of 92 homes on the site of The Walks Flint as part of the Strategic Housing and Regeneration Programme (SHARP). 30 homes will be built for rent at social housing rent levels, financed through borrowing in the HRA, which has already been built into the HRA 2016/17 Capital Programme.</p>
1.21	<p>The remaining 62 homes will be built for rent at affordable rent levels by the Council's wholly owned company NEW Homes, financed by loans from the Council to NEW Homes. The loans, in accounting terms, are classed as capital expenditure and included within the Council's Capital Programme. Cabinet has approved the inclusion of £7.400m of loans to NEW Homes in the Capital Programme funded from prudential borrowing which is estimated to be split £4.100m in 2016/17, £3.200m in 2017/18 and £0.100m in 2018/19.</p>
1.22	<p>In accordance with the provisions of Part 2A of the Environmental Protection Act 1990 and the Council's Contaminated Land Inspection Strategy, former waste disposal sites within the county are being considered and assessed in due course. The assessments may conclude that liability for carrying out some or all of any necessary remediation works will be the Council's responsibility.</p>
1.23	<p>Assessment at 2 sites are nearing conclusion, and are indicating that remediation work may be necessary, though it is not possible at this stage to confirm what exactly the work would entail or costs. Options for remediation works will be developed once the outcomes of the assessments are known.</p>
1.24	<p>Given that remediation works may be necessary at the 2 sites above, and that capital funding is available, it would be considered prudent to set aside some funding towards future costs. Cabinet are asked to approve setting aside £0.250m of funding for remedial works at former landfill sites in the 2016/17 Capital Programme, and note that actual costs could be higher or lower dependent on the outcomes of the ongoing assessments.</p>
1.25	<p>The Council uses virtual storage technologies which are the most cost</p>

	effective way of allocating storage against all systems used by the Council, from business applications to general filesharing. The current systems were purchased 3 years ago including 3 years maintenance and support. This period has now ended and replacement systems are urgently required. There is no revenue budget available to fund ongoing support and maintenance of the existing systems, for which the costs per annum would be over a third of the cost for a like for like replacement.
1.26	Cabinet are asked to approve a sum of £0.590m in the 2016/17 Capital Programme which will procure replacement technology with increased capacity, together with 5 years support and maintenance. Due to discounts available this sum is lower than that paid for the existing 3 year provision.

2.00	RESOURCE IMPLICATIONS
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.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No consultation is required as a direct result of this report.

4.00	RISK MANAGEMENT
4.01	As this is an outturn report there are no risks associated with the information contained in this report.

5.00	APPENDICES
5.01	Appendix A: Capital Programme - Changes during 2015/16
5.02	Appendix B: Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Capital Programme monitoring papers 2015/16. Contact Officer: Andrew Elford Accountant Telephone: 01352 702291 E-Mail: andrew.elford@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Capital Programme: 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.
7.02	CERA: Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.
7.03	Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.
7.04	Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.
7.05	MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.
7.06	Rollover: 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.

CAPITAL PROGRAMME - CHANGES DURING 2015/16

	Original Budget 2015/16	Rollover from 2014/15	Previously Reported			Changes (Current)	Revised Budget 2015/16
			Changes	Rollover to 2016/17	Savings		
	£m	£m	£m	£m	£m	£m	£m
Council Fund :							
Chief Executives							
Clwyd Theatr Cymru	0.020	0.006	0	0	0	0	0.026
	0.020	0.006	0.000	0.000	0.000	0.000	0.026
People & Resources							
Corporate Finance	0.075	0.086	(0.018)	0	0	0	0.143
	0.075	0.086	(0.018)	0.000	0.000	0.000	0.143
Governance							
Information Technology	0.170	0.753	0	(0.165)	0	0	0.758
	0.170	0.753	0.000	(0.165)	0.000	0.000	0.758
Education & Youth							
Education - General	1.950	0	(1.709)	0	0	0.098	0.339
Primary Schools	0.040	0.293	0.829	(0.194)	0	0.055	1.023
Schools Modernisation	42.987	0.942	(19.318)	(0.120)	0	(0.119)	24.372
Secondary Schools	0	0.254	0.341	(0.012)	0	0.005	0.588
Special Education	0	0.444	0.548	(0.510)	0	(0.043)	0.439
Minor Works, Furn & Equip	0.045	0.009	0	(0.030)	0	(0.008)	0.016
Community Youth Clubs	0	0	0	0	0	0	0
	45.022	1.942	(19.309)	(0.866)	0.000	(0.012)	26.777
Social Care							
Partnerships & Performance	0	0	0	0	0	0	0
	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Community & Enterprise							
Flintshire Connects	0.250	0.451	0	0	(0.613)	0	0.088
Community Coastal Fund	0	0	0.090	0	0	(0.028)	0.062
Town Centre Regeneration	0.130	0.349	0.561	0	0	0.294	1.334
Vibrant & Viable Places	0	0.005	4.327	0	0	(0.465)	3.867
Private Sector Renewal/Improv't	2.311	0.052	0.279	0	0	0.229	2.871
Travellers' Sites	0.150	0	(0.150)	0	0	0	0
	2.841	0.857	5.107	0.000	(0.613)	0.030	8.222
Planning & Environment							
Engineering	0.115	0.674	0	(0.600)	0	0.004	0.193
Energy Services	0.100	0	0.060	0	0	0.097	0.257
Rights of Way	0	0	0.013	0	0	0.027	0.040
Planning Grant Schemes	0	0	0.019	0	0	0.005	0.024
Ranger Services	0.027	0.347	0.020	(0.050)	0	(0.044)	0.300
Townscape Heritage Initiatives	0.309	0.126	0	(0.035)	0	(0.115)	0.285
	0.551	1.147	0.112	(0.685)	0.000	(0.026)	1.099

CAPITAL PROGRAMME - CHANGES DURING 2015/16

	Original Budget 2015/16	Rollover from 2014/15	Previously Reported			Changes (Current)	Revised Budget 2015/16
			Changes	Rollover to 2016/17	Savings		
	£m	£m	£m	£m	£m	£m	£m
Transport & Streetscene							
Waste Services	0	0	0.877	(0.182)	0	0.282	0.977
Engineering	0	0	0	0	0	0.043	0.043
Highways	0.860	0.089	0.083	0	0	0.149	1.181
Local Transport Grant	0	0.015	1.314	0	0	0.253	1.582
	0.860	0.104	2.274	(0.182)	0.000	0.727	3.783
Organisational Change 1							
Leisure Centres	0	0.034	0.045	0	0	0.388	0.467
Recreation - Other	0	0.008	0	0	0	0	0.008
Play Areas	0	0	0.220	0	0	0.274	0.494
	0.000	0.042	0.265	0.000	0.000	0.662	0.969
Organisational Change 2							
Administrative Buildings	0.820	0.318	0.040	(0.420)	0	0	0.758
Community Asset Transfers	0	0	0.500	(0.500)	0	0	0
	0.820	0.318	0.540	(0.920)	0.000	0.000	0.758
Housing Revenue Account :							
HRA Subsidy Buyout	0	0	79.248	0	0	0	79.248
Disabled Adaptations	0	0	1.000	0	0	(0.058)	0.942
Energy Schemes	0	0.512	4.250	0	0	(0.425)	4.337
Major Works	2.871	0	0.550	0	0	0.100	3.521
Accelerated Programmes	4.350	0	(3.700)	0	0	0.103	0.753
WHQS Improvements	12.979	0	(1.005)	(1.500)	0	0.351	10.825
Disabled Adaptations	1.000	0	(1.000)	0	0	0	0
	21.200	0.512	79.343	(1.500)	0.000	0.071	99.626

Totals :

Council Fund	50.359	5.255	(11.029)	(2.818)	(0.613)	1.381	42.535
Housing Revenue Account	21.200	0.512	79.343	(1.500)	0.000	0.071	99.626
Grand Total	71.559	5.767	68.314	(4.318)	(0.613)	1.452	142.161

CHIEF EXECUTIVES

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Clwyd Theatr Cymru	0.026	0.026	0	0	0		
Total	0.026	0.026	0.000	0	0.000		

PEOPLE & RESOURCES

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Corporate Finance	0.143	0.000	(0.143)	(100)	0	Corporate provision for urgent Health & Safety works allocated when requested	Rollover - Request rollover of £0.143m
Total	0.143	0.000	(0.143)	(100)	0.000		

Variance = Budget v Outturn

GOVERNANCE

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Information Technology	0.758	0.674	(0.084)	(11)	(0.165)	£0.038m - Citrix Infrastructure project not completed in 2015/16 as infrastructure health check identified additional investment required to ensure the Citrix infrastructure is fit for purpose. £0.046m - Migration from Lotus Notes to Exchange not completed in 2015/16 and will continue into 2016/17	Rollover - Request rollover of £0.084m
Total	0.758	0.674	(0.084)	(11)	(0.165)		

Variance = Budget v Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Education - General	0.339	0.338	(0.001)	(0)	0	Minor variance - covers retentions due 2016/17	Rollover - Request rollover of £0.001m
Primary Schools	1.023	0.960	(0.063)	(6)	(0.173)	Minor variances across the R&M programme. Includes £0.026m against Foundation Phase project at Mold, Ysgol Glanrafon, currently on site.	Rollover - Request rollover of £0.063m
Schools Modernisation	24.372	24.376	0.004	0	(0.070)	Minor variance against Hawarden Village School link scheme. EIR previously approved covers the negative carry forward.	Rollover - Request negative rollover of (£0.004m)
Community Youth Clubs	0	0	0		0		
Secondary Schools	0.588	0.518	(0.070)	(12)	0	Includes £0.034m to cover Gas Main works at CQHS (linked to 21st Century Schools project) and £0.029m for roof works at Mold, Alun.	Rollover - Request rollover of £0.070m
Special Education	0.439	0.391	(0.048)	(11)	(0.210)	Several minor variances across the DDA/SEN programme, all schemes on site.	Rollover - Request rollover of £0.048m
Minor Works, Furn & Equip	0.016	0.016	0	0	0		
Total	26.777	26.599	(0.178)	(1)	(0.453)		

Variance = Budget v Outturn

SOCIAL CARE

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Partnerships & Performance	0	0	0		0		
Total	0.000	0.000	0.000	0	0.000		

Variance = Budget v Outturn

COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Flintshire Connects	0.088	0.088	0	0	(0.080)		
Community Coastal Fund	0.062	0.062	0	0	0		
Town Centre Regeneration	1.334	1.054	(0.280)	(21)	0	Delays to the completion of restoration works at Flint Church, completion early 2016/17	Rollover - Request rollover of £0.280m
Vibrant & Viable Places	3.867	3.867	0	0	0		
Private Sector Renewal/Improvement	2.871	2.517	(0.354)	(12)	0	Ongoing programme of Group Repair works	Rollover - Request rollover of £0.354m
Travellers' Sites	0	0	0		0		
Total	8.222	7.588	(0.634)	(8)	(0.080)		

Variance = Budget v Outturn

PLANNING & ENVIRONMENT

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Engineering	0.193	0.115	(0.078)	(40)	(0.600)	Majority of land drainage schemes had been delayed due to re-directing funds to the Mold FAS, however due to statutory works being prioritised these will be re-allocated to schemes such as Flour Mill, Green Park Lake	Rollover - Request rollover of £0.078m
Energy Services	0.257	0.255	(0.002)	(1)	0	Retention monies for completed schemes	Rollover - Request rollover of £0.002m
Rights of Way	0.040	0.040	0	0	0.017		
Planning Grant Schemes	0.024	0.024	0	0	0		
Ranger Services	0.300	0.300	0	0	(0.050)		
Townscape Heritage Initiatives	0.285	0.145	(0.140)	(49)	(0.035)	Outturn reflects the number of projects on site & new ones due to start early 2016/17 having recently gained the various consents. Flint THI will continue on into 2016/17	Rollover - Request rollover of £0.140m
Total	1.099	0.879	(0.220)	(20)	(0.668)		

Variance = Budget v Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Waste Services - Collaborative Change Programme (CCP)	0.519	0.522	0.003	1	(0.182)		
Waste Services - Standard Landfill	0.435	0.435	0	0	0.035		
Waste Services - Sandycroft HRC	0.023	0.023	0	0	0		
Engineering	0.043	0.031	(0.012)	(28)	0	WG have given approval to carry out one of the small scale flood schemes in the new financial year	Rollover - Request rollover of £0.012m
Highways	1.181	0.877	(0.304)	(26)	0	£54k Bridges - Work delayed due to high winds, then bridge could not be closed due to works at Queensferry roundabout. Works to re-commence once Queensferry is complete. £250k Resurfacing - Tender delayed until April due to resources being diverted to VVP grant funded work	Rollover - Request rollover of £0.301m
Local Transport Grant	1.582	1.339	(0.243)	(15)	0.053	WG have given approval for FCC to spend their match funding on the scheme in the new financial year. Works to be completed in May	Rollover - Request rollover of £0.243m
Total	3.783	3.227	(0.556)	(15)	(0.094)		

Variance = Budget v Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Leisure Centres	0.467	0.442	(0.025)	(5)	0	Delayed start to work on turnstiles at DLC, leading to completion in early 2016/17	Rollover - Request rollover of £0.025m
Recreation - Other	0.008	0.007	(0.001)	(13)	0	Bad weather delayed the completion of groundworks at Wepre Park pitch, completion in early 2016/17	Rollover - Request rollover of £0.001m
Play Areas	0.494	0.494	0	0	0		
Total	0.969	0.943	(0.026)	(3)	0.000		

Variance = Budget v Outturn

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Administrative Buildings	0.758	0.725	(0.033)	(4)	(0.353)	Rollover required to complete ongoing programme of DDA works	Rollover - Request rollover of £0.033m
Community Asset Transfers	0	0	0		(0.200)		
Total	0.758	0.725	(0.033)	(4)	(0.553)		

Variance = Budget v Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
HRA Subsidy Buyout	79.248	79.248	0	0	0		
Disabled Adaptations	0.942	0.942	0	0	0		
Energy Services	4.337	4.337	0	0	0		
Major Works	3.521	3.521	0	0	0		
Accelerated Programmes	0.753	0.753	0	0	0		
WHQS Improvements	10.825	10.825	0	0	(1.500)		
Total	99.626	99.626	0.000	0	(1.500)		

Variance = Budget v Outturn

SUMMARY

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget	Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required
	£m	£m	£m	%	£m		
Chief Executive's	0.026	0.026	0	0	0		
People & Resources	0.143	0	(0.143)	(100)	0		
Governance	0.758	0.674	(0.084)	(11)	(0)		
Education & Youth	26.777	26.599	(0.178)	(1)	(0.453)		
Social Care	0	0	0	0	0		
Community & Enterprise	8.222	7.588	(0.634)	(8)	(0.080)		
Planning & Environment	1.099	0.879	(0.220)	(20)	(1)		
Transport & Streetscene	3.783	3.227	(0.556)	(15)	(0.094)		
Organisational Change 1	0.969	0.943	(0.026)	(3)	0.000		
Organisational Change 2	0.758	0.725	(0.033)	(4)	(0.553)		
Sub Total - Council Fund	42.535	40.661	(1.874)	(4)	(2.013)		
Housing Revenue Account	99.626	99.626	0	0	(2)		
Total	142.161	140.287	(1.874)	(1)	(3.513)		

Variance = Budget v Outturn

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CABINET

Date of Meeting	Tuesday 19 th July, 2016
Report Subject	Revenue Budget Monitoring 2015/16 (Outturn)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides the outturn revenue budget monitoring position for 2015/16 for the Council Fund and Housing Revenue Account (subject to audit).

The final year end position is as follows:

Council Fund

- Net in year expenditure was £1.489m lower than budget
- A contingency reserve balance at 31 March 2016 of £4.375m

Housing Revenue Account (HRA)

- Net in year expenditure was £0.059m higher than budget
- A closing balance as at 31 March 2016 of £1.178m

RECOMMENDATIONS

1	Note the overall report and the Council Fund contingency sum as at 31 st March 2016.
2	Note the final level of balances on the Housing Revenue Account.

REPORT DETAILS

1.00	THE REVENUE BUDGET MONITORING POSITION FOR OUTTURN - 2015/16																																																																											
1.01	<p><u>Council Fund Latest In Year Forecast</u></p> <p>The table below shows the final position by portfolio.</p> <table border="1"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Original Budget</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over/ (Under) spend</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>59.696</td> <td>59.146</td> <td>59.194</td> <td>0.048</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.598</td> <td>12.923</td> <td>11.822</td> <td>(1.101)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>27.782</td> <td>28.461</td> <td>29.360</td> <td>0.899</td> </tr> <tr> <td>Planning & Environment</td> <td>4.887</td> <td>5.427</td> <td>5.512</td> <td>0.085</td> </tr> <tr> <td>Education & Youth</td> <td>13.760</td> <td>12.145</td> <td>12.205</td> <td>0.060</td> </tr> <tr> <td>Schools</td> <td>82.670</td> <td>84.969</td> <td>84.969</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>4.595</td> <td>4.624</td> <td>4.496</td> <td>(0.128)</td> </tr> <tr> <td>Governance</td> <td>8.689</td> <td>8.712</td> <td>8.784</td> <td>0.072</td> </tr> <tr> <td>Organisational Change</td> <td>9.569</td> <td>8.854</td> <td>8.661</td> <td>(0.193)</td> </tr> <tr> <td>Chief Executive</td> <td>3.296</td> <td>3.087</td> <td>2.965</td> <td>(0.122)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>23.915</td> <td>23.109</td> <td>22.000</td> <td>(1.109)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>251.457</td> <td>251.457</td> <td>249.968</td> <td>(1.489)</td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend		£m	£m	£m	£m	Social Services	59.696	59.146	59.194	0.048	Community & Enterprise	12.598	12.923	11.822	(1.101)	Streetscene & Transportation	27.782	28.461	29.360	0.899	Planning & Environment	4.887	5.427	5.512	0.085	Education & Youth	13.760	12.145	12.205	0.060	Schools	82.670	84.969	84.969	0.000	People & Resources	4.595	4.624	4.496	(0.128)	Governance	8.689	8.712	8.784	0.072	Organisational Change	9.569	8.854	8.661	(0.193)	Chief Executive	3.296	3.087	2.965	(0.122)	Central & Corporate Finance	23.915	23.109	22.000	(1.109)						Total	251.457	251.457	249.968	(1.489)
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1.02	The reasons for the variances occurring are summarised within appendix 2 with movements between periods summarised in appendix 1.																																																																											
1.03	<p>Significant budget movements between month 12 to outturn</p> <p>The significant budget movements between month 12 and outturn is due to the allocation of the property and maintenance budget from Organisational Change to other portfolios to reflect actual expenditure.</p>																																																																											
1.04	<p>Brief Overview of the Year – Council Fund</p> <p>Early challenges were experienced within Streetscene with a projected overspend of £0.808m due to delays in the achievement of in year efficiencies and emerging pressure due to recycling income being at a lower level due to economic factors.</p>																																																																											
1.05	However, this was more than offset by a number of significant variances including an underspend of £0.573m within Social Services due to a new pressure for the Independent Living Fund being funded by a Welsh Government grant, and some further projected underspends within																																																																											

	Community and Enterprise in relation to Council Tax Reduction Scheme (CTRS) and Central and Corporate as a result of lower levels of centrally held inflation required. The net effect of this was an early projected underspend of £0.212m.
1.06	At Month 4 the forecast was revised to project an overspend of £0.425m mainly due to additional care packages within Social Services and an increase in the pressures being experienced within Streetscene.
1.07	The monthly position continued to project an overspend until Month 7 when the projection once again moved the Council fund into an underspend position of £0.387m which was mainly due to savings from interest costs due to a delay in capital expenditure together with additional savings from a delay in filling vacancies and higher than anticipated levels of income in certain areas.
1.08	Between Month 8 and Month 9, this projected underspend increased to £1.242m as the Council benefited from lower than anticipated requests for non-standard inflation and a reduction in its audit and banking fees. Lower than anticipated expenditure on the Council tax reduction scheme and an additional surplus on Council tax collection also contributed to this improving position.
1.09	The Month 11 projection increased the underspend to £1.574m mainly as a result of additional income from Welsh Government and from Health although this reduced to £1.372m in Month 12 as a result of additional costs relating to Out of County placements which were not previously incorporated into projections.
1.10	This final outturn report shows an increased underspend to £1.489 which is due to a reduction in the final Out of County placement costs and an increased return on interest and investment income. This reduction has been offset by reduced support service recharge income.
1.11	Throughout 2015/16, the Council had an obligation to maintain security and operation of the orphaned chemical site in Sandycroft which incurred running costs of £0.336m.
1.12	Programme of Efficiencies The 2015/16 budget contained £12.874m of specific efficiencies and Appendix 3 provides detail on the final position where there was a variation to the level of efficiency achieved compared to the budget.
1.13	This shows that that £10.677m (83%) was achieved resulting in a net underachievement of £2.197m. The underachieved efficiencies are included within the final outturn figure.
1.14	Inflation Included within the 2015/16 budget were provisions for pay (£1.304m),

	targeted price inflation (£0.421m), non-standard inflation (£0.102m) and income (£0.254m). There was also an amount of £0.240m remaining from the 2014/15 financial year which was also held centrally.																				
1.15	The final position is an underspend of £0.125m comprising of £0.064m for food inflation and a surplus of £0.061m remaining from inflation set aside for pay. The balance of the 2014/15 inflation and £0.110m from the in-year inflation have been included as an efficiency within the 2016/17 budget.																				
	Reserves and Balances																				
1.16	Unearmarked Reserves The 2014/15 outturn reported to Cabinet on 14 th July 2015 showed unearmarked reserves at 31 March 2015 (above the base level of £5.769m) of £4.746m.																				
1.17	Taking into account previous allocations and the final underspend the balance on the contingency reserve at 31 st March 2016 is £4.375m.																				
1.18	Earmarked Reserves The Council adopted a reserves protocol in September 2015 which set out the principles around how the council determines, manages and reviews its level of reserves. Within the protocol was reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.																				
1.19	The table below gives a summary of earmarked reserves as at 31 st March 2016. A full analysis of the movement in reserves from 1 st April 2015 to 31 st March 2016 is contained within the Statement of Accounts.																				
1.20	Council Fund Earmarked Reserves 2015/16																				
	<table border="1"> <thead> <tr> <th>Reserve Type</th> <th>Month 12 Actual 31/03/2016 £</th> </tr> </thead> <tbody> <tr> <td>Schools</td> <td>2,306,721</td> </tr> <tr> <td>Specific Reserves:</td> <td></td> </tr> <tr> <td>Single Status/Equal Pay</td> <td>7,548,813</td> </tr> <tr> <td>General Reserve - Review of Reserves</td> <td>4,460,118</td> </tr> <tr> <td>General Reserve - Investment in Organisational Change (Flintshire Futures)</td> <td>1,268,651</td> </tr> <tr> <td>Self Insurance Funds</td> <td>1,221,558</td> </tr> <tr> <td>Benefits Equalisation Reserve</td> <td>192,699</td> </tr> <tr> <td>Supporting People Reserve</td> <td>832,163</td> </tr> <tr> <td>County Elections</td> <td>193,857</td> </tr> </tbody> </table>	Reserve Type	Month 12 Actual 31/03/2016 £	Schools	2,306,721	Specific Reserves:		Single Status/Equal Pay	7,548,813	General Reserve - Review of Reserves	4,460,118	General Reserve - Investment in Organisational Change (Flintshire Futures)	1,268,651	Self Insurance Funds	1,221,558	Benefits Equalisation Reserve	192,699	Supporting People Reserve	832,163	County Elections	193,857
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	Winter Maintenance	250,000
	Waste Disposal Sites	370,859
	Car Park Reserve	86,284
	Unitary Development Plan	646,982
	Building Control Trading	90,611
	Flintshire Enterprise Reserve	72,892
	Design Fees	200,000
	Other Specific Reserves of less than £0.025m	39,214
	Cash Receipting Review	241,295
	EARMARKED-S106 Grants & Contributions	2,737,077
	Service Balances	4,985,529
	Total	27,745,323
	Housing Revenue Account	
1.21	On 17 February 2015 the Council approved a Housing Revenue Account (HRA) budget for 2015/16 of £30.776m. The budget provided for a closing balance of £1.396m.	
1.22	The 2014/15 Outturn Report to Cabinet on 14 July 2015 showed a closing balance at the end of 2014/15 of £1.510m.	
1.23	The outturn report for the HRA states final expenditure to be £0.059m higher than budget and a closing balance as at 31 March 2016 of £1.178m, which at 4.3% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.	
1.24	<p>Brief Overview of the Year - HRA</p> <p>In 2015/16 the HRA generated £31m income. £8m was spent on repairs and maintenance. £5m contributed towards capital financing costs relating existing borrowing and self-financing. The HRA budget also provided a total revenue contribution of £11.288m towards the funding of capital expenditure (CERA) an increase of £4.404m on the previous year. The closing balance on reserves was £1.178m at 31st March 2016. A balance of £0.241m was also rolled forward to implement Job Scheduling.</p>	
1.25	<p>The continued improvement in the financial management of the HRA during 2015/16 has helped to enable delivery of the following service developments and achievements.</p> <ul style="list-style-type: none"> • Delivered £21m first year programme of the 6 year Welsh Housing Quality Standard (WHQS) delivery plan. • Introduced Total Mobile for Responsive Repairs teams. • Amended Call Out hours in line with revised single status agreement. 	

	<ul style="list-style-type: none"> • Introduced flexible working for trades staff. • Minimised borrowing in year by £0.711m through delivering higher than anticipated revenue savings. • Delivered c£1m of efficiency savings including voids security costs, material efficiencies and staffing efficiencies. • Outperformed all Responsive Repair targets throughout the year. • Achieved an average of 99.8% for Gas Safety certificates. • Developed a WHQS Compliance Policy. • Introduced a revised fleet of vehicles for all trades staff. • Developed a revised Housing Management structure and service policies and procedures. • Relocated all Council Housing service teams into one area at County Offices Flint. • Purchased and installed solar panels on approximately 600 properties which has generated savings for tenants and income for the HRA which is being ring-fenced for further energy efficiency measures. • Completed 497 disabled adaptations which enable tenants to return home from hospital or maintain independence. The team works closely with the WHQS team so that WHQS work is completed at the same time and disruption is kept to a minimum.
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2.00	RESOURCE IMPLICATIONS
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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.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	None Required.
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4.00	RISK MANAGEMENT
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4.01	As we are nearing the closure of the 2015/16 accounts it is not anticipated that there are any significant risks to the Final Outturn which will be reported to Cabinet on 19 July 2016. The summary of in-year risks are not included as in previous month's reports as they have now been projected through to year end.
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5.00	APPENDICES
5.01	Council Fund – Movement in Variances from Month 12 – Appendix 1 Council Fund – Budget Variances – Appendix 2 Council Fund – Programme of Efficiencies – Appendix 3 Council Fund – Movement on unearmarked reserves – Appendix 4 Housing Revenue Account Variances – Appendix 5

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required Contact Officer: Sara Dulson Finance Manager Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Budget: 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.
7.02	Council Fund: the fund to which all the Council's revenue expenditure is charged.
7.03	Financial Year: the period of twelve months commencing on 1 April.
7.04	Housing Revenue Account: 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.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	Reserves: 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	Revenue: 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	Underspend: 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	Variance: 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	Virement: 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.



COUNCIL FUND - REVENUE BUDGET 2015/16
FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Outturn)
Summary of Movement from Month 12

	£m	£m
Month 12		
Portfolios	(0.266)	
Central and Corporate Finance	(1.106)	
Variance as per Cabinet Report		<u>(1.372)</u>
Outturn		
Portfolios	(0.380)	
Central and Corporate Finance	(1.109)	
Variance as per Directorate Returns		<u>(1.489)</u>
Change Requiring Explanation		<u><u>(0.117)</u></u>
<u>Social Services</u>		
Services For Adults		
Minor variances of less than £0.025m		
• Resources & Regulated Services - minor movement	0.001	
Subtotal: Services for Adults		<u>0.001</u>
Children's Services		
Other minor variances -of less than £0.025m		
• Out of County placements - further adjustments upon final review of accruals	(0.013)	
• Flying Start - minor movement	0.002	
Subtotal: Children's Services		<u>(0.011)</u>
Total: Social Services		<u><u>(0.010)</u></u>
<u>Community & Enterprise</u>		
Minor changes of less than £0.025m.		
• Customer & Housing Services	(0.001)	
• Revenues & Benefits	(0.001)	
Total minor variances of less than £0.025m		<u>(0.002)</u>
Total: Community & Enterprise		<u><u>(0.002)</u></u>
<u>Streetscene & Transportation Portfolio</u>		
Minor variances of less than £0.025m		
• Highway Network	0.004	
• Transport & Logistics	0.005	
Total minor variances of less than £0.025m		<u>0.009</u>
Total: Streetscene & Transportation		<u><u>0.009</u></u>
<u>Planning & Environment Portfolio</u>		
Minor variances of less than £0.025m		
• Development	0.005	
• Planning Control & Enforcement	0.005	
• Minerals & Waste	(0.003)	
Total minor variances of less than £0.025m		<u>0.007</u>
Total: Planning & Environment		<u><u>0.007</u></u>
<u>Education & Youth</u>		
Inclusion Services		
• Out of County Placements	(0.114)	
Subtotal: Inclusion Services		<u>(0.114)</u>
Minor variances of less than £0.025m		
• Secondary School Services	0.001	
• Commissioning & Performance - Business Support	(0.001)	
• School Management Information	0.001	
Total minor variances of less than £0.025m		<u>0.001</u>
Total: Education & Youth		<u><u>(0.113)</u></u>

People & Resources

Minor variances of less than £0.025m	
• Corporate Finance	0.001
Total minor variances of less than £0.025m	<u>0.001</u>
Total: People & Resources	<u>0.001</u>

Governance

Minor variances of less than £0.025m	
• Legal Services	(0.001)
• Records Management	(0.001)
Total minor variances of less than £0.025m	<u>(0.002)</u>
Total: Governance	<u>(0.002)</u>

Organisational Change

Minor variances of less than £0.025m	
• Valuation & Estates	(0.001)
• Facilities Services	(0.003)
Total minor variances of less than £0.025m	<u>(0.004)</u>
Total: Organisational Change	<u>(0.004)</u>

Central & Corporate Finance

• Increased Return on Interest & Investment Income	(0.079)
• Year end Support Service calculation	0.086
• Minor variances	(0.010)
Total: Central & Corporate Finance	<u>(0.003)</u>

Total Changes

	<u>(0.117)</u>
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OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Social Services Locality Teams (Localities)	14.689	14.171	(0.518)	(0.518)	<p>Domiciliary Care 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 £0.559m 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>Residential Care The significant overspend on Domiciliary care was more than offset by an underspend of (£0.766m) on residential care, which includes, an underspend of (£0.346m) on payments to care home providers, an underspend of (£0.385m) due to an increase in the level of property related income, plus further increases in income above budget including (£0.035m) for free nursing.</p> <p>Professional Support A further area of significant underspend is the professional support within the area Localities teams. There is a total projected underspend of (£0.240m) which relates to staffing due to Social Worker vacancies, which includes a total of (£0.119m), relating to the Hospital Social Work team which has transferred into Localities from Intake & Reablement (Resources and Regulated Services).</p> <p>Other Other minor variances amount to a net (£0.071m) within Day care and other services.</p>	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Reablement Services (Intake and Reablement)	0.429	0.200	(0.229)	(0.229)	The projected under spend is mainly due to the reallocation of an officer to another service promoting Continuing Health Care independence, and additional CHC funding being utilised.	
Community Equipment contribution	0.476	0.392	(0.084)	(0.084)	Reduction in requirement for funding of the Council's contribution to the partnership following review of the financial arrangements within the Section 33 partnership agreement.	
Resources & Regulated Services (Disability Services)	15.246	15.849	0.603	0.602	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 administration capacity needed to manage the payments to service users and for obligations to fund employer liability insurance payments for service users who employ carers. recent increases in the projected overspend relate to additional costs of domiciliary care within externally provided Supported Living, including new service users and the impact of a new block contract.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Vulnerable Adults and Disability Service (Disability Services)	2.299	1.997	(0.302)	(0.302)	Reflects current care packages for 2015/16. The projection now includes a revised commitment for new/additional transition clients. Previous commitments in terms of expected costs for service users have now been significantly reduced following service review and revised outcomes.	
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.813	1.183	0.370	0.370	Increases in Residential and Domiciliary packages alongside additional new package costs.	
Forensic Budget (Mental Health & Substance Misuse Service)	0.317	0.202	(0.115)	(0.115)	Reflects current care packages for 2015/16.	Potential volatility due to changes in client numbers and demands at short notice from prison or courts.

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Other Services for Adults variances (aggregate)	10.900	10.791	(0.109)	(0.109)	Various minor variances. Since period 10, the potential available funding from Supporting People is not required to be drawn down from reserves based on the current projected outturn position for Older People.	Not expected to be recurrent.
Business Services - Charging Policy Income	(1.673)	(1.877)	(0.204)	(0.204)	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.
Training	0.132	0.164	0.032	0.032	The base budget for this service had 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 had fallen below the level required to meet the grant conditions for the Social Care Workforce Development Programme Grant (SCWDP). In month 11 a budget from realignment within Social Services was undertaken to top up to the level required.	Not expected to be recurrent.
Other Development & Resources variances (aggregate)	2.418	2.431	0.013	0.013	Various minor variances.	Not expected to be recurrent.
Family Placement (Children's Services)	2.227	2.474	0.247	0.247	The £0.247m 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.

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Professional Support	5.037	5.229	0.192	0.192	There is a projected overspend of £0.198m on agency pay costs within the Duty & Assessment team, which is due to the need to deploy staff to address key risks within this area of the service. This overspend has been partly mitigated by way of an allocation of £0.100m from the contingency reserve as approved by Cabinet when considering the Month 7 budget monitoring report. There is a further pressure of £0.113m which relates to the Children's and Young Adults Support team (CYAST). This is due to pressures within payments to external providers of £0.119m and Transport £0.047m, with some offsetting underspends against pay budgets due to vacancies. There is a contribution of £0.029m to the cost of the Emergency Duty team. There are offsetting net underspends of (£0.148m) elsewhere within Children's Services Professional Support, including a significant underspend on staffing within the Family Intervention team.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Out of County Placements	3.416	3.467	0.051	0.064	Reflects current care packages for 2015/16.	
Other Services for Children variances (aggregate)	2.420	2.521	0.101	0.099	Various minor variances.	Not expected to be recurrent.
Total Social Services	59.146	59.194	0.048	0.058		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer & Housing Services	1.669	1.442	(0.227)	(0.226)	Additional in-year efficiency identified in respect of Homeless Accommodation (£0.092m). Recharge in respect of Community Support Services lower than anticipated £0.029m. Community Centres additional efficiency (£0.049m). Underspend on the Flintshire Connects service provision (£0.098m). Switchboard in-year underspend (£0.027m). Other minor variances £0.0010m.	
Council Fund Housing	(0.033)	(0.125)	(0.092)	(0.092)	Telecare income lower than anticipated £0.061m. Procurement of telecare equipment £0.062m. Additional Savings in respect of the Community Based Accommodation Support Service (£0.230m). Other minor variances £0.015m.	
Regeneration	0.582	0.568	(0.014)	(0.014)	Estimated shortfall of £0.038m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Further capitalisation of costs and maximisation of Grant Income (£0.041m). Other minor variances (£0.011m).	
Revenues & Benefits	10.633	9.791	(0.842)	(0.841)	Anticipated surplus on the Council Tax Collection Fund currently stands at (£0.504m) higher than initially estimated. Staffing savings (£0.058m). Projected underspend on the budgeted provision for the Council Tax Reduction Scheme (£0.406m). Housing Benefit Subsidy budgeted shortfall of £0.270m. Additional New Burdens funding from DWP (£0.128m). Other minor variances of (£0.016m).	
Housing Programmes	0.072	0.146	0.074	0.074	Expenditure of £0.106m to enable the Strategic Housing and Renewal Programme (SHARP) to move forward with the development of the Over Arching Legal Agreement with Wates Living Space. This expenditure has supported the expedient development of schemes on The Walks, Flint and Custom House School, Connah's Quay which will both be on site by March 2016. Staff recharges and maximisation of grant income (£0.032m).	
Total Community & Enterprise	12.923	11.822	(1.101)	(1.099)		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation Ancillary Services & Performance - Waste Disposal & Waste Collection	6.592	7.519	0.927	0.927	<p>Reduced electricity sales from gas engines following equipment breakdown and fluctuating levels of gas extraction is now estimated at £0.160m.</p> <p>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 Connah's Quay and Flint sites will result in a total projected shortfall on the budgeted efficiency of £0.160m.</p> <p>Delayed implementation of delivery service for waste containers £0.050m and introduction of charge for second waste bin £0.025m.</p> <p>Under achievement in the recycling market due to a volatile period with fluctuating re-cycle sale values £0.375m. No compost income has been received from Denbighshire CC (£0.060m budget) as they will not be using the composting facilities at Greenfield until the 2016/17 financial year.</p> <p>Additional costs of £0.040m for hire of loading shovels at Greenfield HRC Site, protective clothing costs and equipment purchase and increase in estimated waste treatment tonnages of £0.043m through to the 31st March.</p> <p>£0.010m of increase relating to NE Hub Food Waste. The food waste contractor requesting additional funds due to a change in law due to the withdrawal of the Levy Exemption Certificates which ceased from 31/07/15.</p>	<p>Potential for investment to upgrade/install new extraction wells and new management arrangement.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Monitor recycling market closely and amend projections accordingly.</p> <p>Monitor Supplies & services and implement commitment challenge.</p>

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Ancillary Services & Performance - Parking & Enforcement	0.114	0.193	0.079	0.079	Shortfall from Business Planning proposals following delays in the implementation of car parking charges and Penalty Charge Notice (PCN) enforcement across the County.	Monitor Car Parking Income closely and amend projections accordingly.
Bereavement Services	0.280	0.240	(0.040)	(0.040)	Increased income in burial fees for the last quarter of the year.	
Ancillary Services & Performance - Other Variances	0.519	0.516	(0.003)	(0.003)	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Logistics & Resource Services - Fleet	4.807	4.737	(0.070)	(0.070)	Projected reduction in annual fuel costs, due to reducing fuel prices and more efficient usage of vehicles.	
Transportation & Logistics - other Variances	8.552	8.437	(0.115)	(0.120)	Reduced cost of transport for Social Services, Schools and Bus Services.	Reported through Programme Board Efficiency Tracker.
Highways Strategy & Network	7.406	7.527	0.121	0.117	Delay in the full externalisation of grass cutting service offset by some additional income for hedge cutting £0.030m. Delay in the implementation of the reduced cleansing standards and zero tolerance on littering £0.090m. Reduced Ground Work operations following transition into winter related work and additional staff recharges (£0.040m). Additional patching works of £63k following flood damage are reported at Period 12. Due to the below average winter up to the end of March 2016, it is anticipated there will be an underspend of (£0.050m) within winter maintenance.	Reported through Programme Board Efficiency Tracker. Reported through Programme Board Efficiency Tracker. Monitor Employee Costs.
Highway Network - other Variances	0.191	0.191	0.000	0.000	No Variance.	
Total Streetscene & Transportation	28.461	29.360	0.899	0.890		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Pest Control Dog Warden	0.043	0.056	0.013	0.013	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income projections as appropriate.
Licensing	0.002	0.008	0.006	0.006	3 year and 5 year licence income carried forward as a PIA into 2016/17.	Monitor level of services provided and adjust income projections as appropriate.
Community - Aggregate of other Variances	0.691	0.724	0.033	0.033	Commitment challenge successful in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible.
Animal Health & Defra	0.126	0.155	0.029	0.029	Reduced DEFRA Grant Funding, resulting in the partnership with Wrexham CBC ending in December 2015 and the income target remaining within the service. Offset by the receipt of the Animal Feed Service Grant of £0.017m from the Food Standards Agency.	Investigate ways to reduce Grant Income target through potential budget realignment as total funding will cease from 2016/17.
Business - Aggregate of other Variances	1.485	1.475	(0.010)	(0.010)	Food controls budget funding reduction from 2015/16 was not provided as anticipated.	Continue to monitor committed expenditure and reduce/remove where possible.
Planning Control & Enforcement	(0.133)	(0.025)	0.108	0.103	Shortfall from Planning Application fees not being increased by 15% until October, 2015 under the Planning (Wales) Bill. This was originally proposed for April, 2015 and reflected in Business Planning efficiencies. This was offset with the level of Pre Planning Application Fee Income being higher than expected.	Planning Fee Income levels will be closely monitored.
Development - Aggregate of other Variances	0.133	0.113	(0.020)	(0.025)	Commitment challenge successful in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible.
Portfolio Aggregate of other Variances	3.080	3.006	(0.074)	(0.071)	Commitment challenge successful in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible.
Total Planning & Environment	5.427	5.512	0.085	0.078		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	0.868	0.864	(0.004)	(0.004)	Minor Variances.	
Secondary, 14-19 & Continuing Education	1.067	1.073	0.006	0.005	Minor Variances.	
Inclusion Services	7.489	7.664	0.175	0.289	Following further reconciliation of the Out of County accounts and review of year end accruals, the final outturn has now been amended.	
Access (School Planning & Provision)	0.498	0.476	(0.022)	(0.022)	Variance change due to higher personal injury claims than predicted. Other minor variances also effect this.	
21st Century Schools	0.196	0.196	0.000	0.000	No Variance.	
Youth Services	1.475	1.462	(0.013)	(0.013)	Minor Variances.	
Commissioning & Performance	0.338	0.321	(0.017)	(0.016)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio.	
School Management & Information Team	0.214	0.149	(0.065)	(0.066)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio. Shared salary costs have now been agreed with Transportation.	
Total Education & Youth	12.145	12.205	0.060	0.173		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Schools						
Primary & Early Years Education	44.924	44.924	0.000	0.000	No Variance.	
Secondary, 14-19 & Continuing Education	36.112	36.112	0.000	0.000	No Variance.	
Inclusion Services	3.933	3.933	0.000	0.000	No Variance.	
Total Schools	84.969	84.969	0.000	0.000		
People & Resources						
HR&OD	2.263	2.230	(0.033)	(0.033)	A 2015/16 budget efficiency of £0.105m is being reported as not achievable, in addition to this there is an overspend on the Disclosure & Disbarring Service of £0.009m and Software of £0.020m. These overspends are being partially offset by workforce underspends of (£0.155m). There are minor underspend variances of (£0.012m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Corporate Finance	2.361	2.266	(0.095)	(0.096)	A 2015/16 budget efficiency is being reported as being partially achieved with a shortfall of £0.019m. This is being offset by temporary workforce underspends of (£0.123m). There are minor overspend variances of £0.009m.	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Total People & Resources	4.624	4.496	(0.128)	(0.129)		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Governance						
Legal Services	0.610	0.548	(0.062)	(0.061)	A grant from Welsh Government has been awarded for (£0.092m) as a contribution to costs incurred in dealing with claims from personal search companies for refunds of Local Land Charges Register (LLCR) search fees charges. There are minor variances of £0.030m.	Underspend is not expected to be recurrent.
Democratic Services	1.908	1.986	0.078	0.078	The overspend is due a delay in achieving an efficiency of £0.110m which was agreed within the 2014/15 budget. An underspend of (£0.032m) is due to minor variances.	The efficiency is expected to be achieved in full next year.
Internal Audit	0.416	0.410	(0.006)	(0.006)	Minor Variances.	Underspend is not expected to be recurrent.
Procurement	0.138	0.253	0.115	0.115	This overspend is due to the non-achievement of an efficiency of £0.116m within 2015/16 and a minor underspend of (£0.001m).	Overspend is not expected to be recurrent. The efficiency is expected to be achieved in full next year.
Business Support	0.739	0.711	(0.028)	(0.028)	Minor Variances.	Underspend is not expected to be recurrent.
Records Management	0.175	0.184	0.009	0.010	Minor Variances.	Overspend is not expected to be recurrent.
ICT	4.726	4.692	(0.034)	(0.034)	Minor Variances.	Underspend is not expected to be recurrent.
Total Governance	8.712	8.784	0.072	0.074		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.794	1.787	(0.007)	(0.007)	Minor Variances.	
Museums Service	0.064	0.064	0.000	0.000	No Variance.	
County Archives	0.266	0.266	0.000	0.000	No Variance.	
Leisure Services	4.038	4.033	(0.005)	(0.005)	£0.070m Deeside Ice Rink income pressure offset by premises & supplies cost savings of (£0.075m).	
Community Assets	0.018	0.023	0.005	0.005	Minor Variances.	
Valuation & Estates	(0.808)	(0.779)	0.029	0.030	£0.029m shortfall in industrial estate rental income.	
Property Design & Consultancy	1.828	1.711	(0.117)	(0.117)	(£0.072m) of Projected costs relating to the demolition of Connah's Quay office has been met through alternative funding. (£0.035m) of energy savings on Admin buildings. Underspend of (£0.010m) on statutory monitoring.	This financial year Maintenance and Design have exceeded income expectation, next year there will potentially be a shortfall as more feasibility works have been commissioned which are non chargeable. Also the service is subject to a restructure, resulting in a new method of fee charging.
Engineering Services	0.000	0.000	0.000	0.000	No Variance.	
Facilities Services	1.654	1.556	(0.098)	(0.095)	Careful monitoring of provisions and additional income anticipated over and above income target from increased uptake in school meals of (£0.069m). Additional income of (£0.033m) achieved on cleaning. Other minor variances of £0.004m.	
Total Organisational Change	8.854	8.661	(0.193)	(0.189)		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Chief Executives	3.087	2.965	(0.122)	(0.122)	The underspend is due to workforce savings of (£0.092m) and also a reduction in Core Funding Agreements of (£0.028m). There is an underspend of (£0.042m) relating to the budget required for performance related increments. There are minor overspend variances of £0.040m.	The employee savings of (£0.092m) are expected to be in-year only.
Total Chief Executives	3.087	2.965	(0.122)	(0.122)		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Central & Corporate Finance	23.109	22.000	(1.109)	(1.106)	There is no need to borrow this financial year, as capital expenditure is later than planned, resulting in short term savings from interest costs built into the budget. There has also been an increased return on Investment income of (£0.059m).	Review of CLIA has mitigated this position.
Central & Corporate Finance					Balance of unused Non Standard Inflation from previous year (£0.240m) and current year (£0.125m). Pension Actuarial Review (£0.912m) due to lower than anticipated costs of additional contributions. Projected under-recovery of contribution to pension fund £0.159m. Coroners projected 2015/16 overspend of £0.028m. Estimated Workforce Efficiency of £0.300m considered unachievable in year. One off identified efficiencies (£0.300m) in relation to the Independent Living Fund (ILF). Higher than projected income as a result of Rent Review for Unilever (£0.191m). External Audit Fees are anticipated to be lower than budget (£0.099m) - this is under review with Wales Audit Office. Received no charge on three quarters of the year in relation to corporate Bank Charges (£0.047m). Reduced Carbon Allowances as a result of reduced emissions in 15/16 of (£0.047m). One off / time limited, Unbudgeted costs of £0.336m in relation to former Euticals Ltd - Sandycroft site. Support Service Recharge, which is only known at year end £0.086m. Minor Variances of £0.002m.	Reviewed as part of Medium Term Finance Strategy, Corporate Financing Options. Addressed as part of 2016/17 budget process. Addressed as part of 2016/17 budget process. This income is non-recurring.
Total Central & Corporate Finance	23.109	22.000	(1.109)	(1.106)		
TOTAL	251.457	249.968	(1.489)	(1.372)		

2015/16 Efficiencies Month Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2015/16 £(m)	2015/16 £(m)	2015/16 £(m)
People & Resources			
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	0.081	(0.019)
Review of specialist human resources functions to identify efficiencies in process	0.105	0.000	(0.105)
Total People & Resources	0.375	0.247	(0.128)
Governance			
Procurement Supplier Charging	0.116	0.000	(0.116)
	0.116	0.000	(0.116)
Central and Corporate Finance			
Workforce efficiency proposal	0.300	0.000	(0.300)
Central Loans and Investment Review	1.830	1.230	(0.600)
Total Central & Corporate Finance	2.130	1.230	(0.900)
Social Services			
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
Develop a 'progression' model for Supported Living	0.250	0.145	(0.105)
Review commissioning with Action for Children	0.075	0.015	(0.060)
Regional approach to advocacy	0.053	0.000	(0.053)
Review and realign funding to voluntary sector	0.203	0.065	(0.138)
Total Social Services	0.806	0.335	(0.471)
Community & Enterprise			
Close the personal answering service for main switchboard telephone	0.099	0.125	0.026
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	0.090	0.060
Telecare Charging	0.200	0.139	(0.061)
Stopping sending remittance advices to Landlords	0.054	0.013	(0.041)
In-house bailiff service	0.100	0.070	(0.030)
Removal of Post Office as payment option	0.028	0.017	(0.011)
Review Single Person Discount	0.150	0.270	0.120
Senior Management Restructure	0.100	0.074	(0.026)
Total Community & Enterprise	0.829	0.929	0.100
Streetscene & Transportation			
Introduce non-generic Streetscene roles (3 year plan)	0.080	0.115	0.035
Rationalise HRC Sites	0.400	0.240	(0.160)
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)
Develop Energy Production at Landfill	0.050	0.000	(0.050)
Cease real time information system at bus stops	0.020	0.025	0.005
Charge Maintenance of Bus Shelters to Community & Town Councils	0.005	0.000	(0.005)
Remove Demand Responsive Transport & review all other subsidised 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)
Car Parking Charges	0.400	0.290	(0.110)
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
Reduce Cleansing standards zero tolerance litter	0.150	0.060	(0.090)
Total Streetscene & Transportation	1.705	1.193	(0.513)
Planning & Environment			
Staffing & Collaboration	0.024	0.048	0.024
Animal & Pest Control	0.030	0.007	(0.023)
Increased Planning Fees (15% WG increase)	0.135	0.050	(0.085)
Increase in number of Planning Applications	0.060	0.050	(0.010)
Additional elements of charging (discharge of conditions)	0.050	0.030	(0.020)
Pre-Planning Advice PDM111952P	0.020	(0.036)	(0.056)
Total Planning & Environment	0.319	0.149	(0.170)
		%	£
Total 2015/16 Budget Efficiencies		100	12.874
Total Projected 2015/16 Budget Efficiencies Underachieved		17	2.197
Total Projected 2015/16 Budget Efficiencies Achieved		83	10.677

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		4.746
Less - Allocation from the Contingency Reserve for the costs of the speed limit review		(0.210)
Less - Allocation from the Contingency Reserve for the contribution to meet the estimated increase in levy required to meet past and future claim liabilities in relation to the former Municipal Mutual Insurance company		(0.800)
Less - Allocation from the Contingency Reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Less - Allocation from the Contingency Reserve to renew invest to save finds to support organisational change		(0.750)
Plus final Outturn (Subject to Audit)		1.489
Total Contingency Reserve as at 31st March 2016 (Subject to Audit)		4.375

HRA Major Variance Report - Outturn

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Estate Management	1.634	1.521	(0.113)	(0.113)	(£0.067m) relates to an underspend on salary costs. (£0.012m) relates to an underspend on printing costs. Court costs and Giro Charges have contributed an underspend of (£0.055m). Rechargeable works create a pressure of £0.019m due to non payment of invoices. Tenants Incentive scheme has contributed a saving of (£0.017m). The remaining £0.019m relates to other minor variances.	
Rent Income	(29.377)	(29.600)	(0.223)	(0.223)	(£0.259m) relates to an adjustment in the expected bad debt provision for Rent Income based on the final outturn of aged debt as at year end compared to an earlier projection in quarter 3. The costs associated with the water surplus are expected to rise by £0.018m based on what has been recovered vs actual spend. £0.030m relates to additional expenditure on Garden Services. The remaining (£0.012m) relates to other minor efficiencies.	
Repairs & Maintenance	8.394	8.105	(0.289)	(0.276)	(£0.324m) of the projected underspend relates to salaries as a result of in-year vacancies and budgeting at the top of scale. (£0.087m) of the projected underspend relates to materials. £0.029m profit share relating to last year and careful monitoring has contributed to this underspend. £0.042m relates to a pressure on transport and fleet costs. £0.074m relates to unachieved income recharges. The remaining £0.019m relates to minor variances.	
Finance & Support	2.427	2.413	(0.014)	(0.246)	Removal of the projection for delivering the Handyman Service releases a (£0.038m) underspend. (£0.029m) of the projected underspend relates to consultancy and conferences. Redistribution of salaries across departments and services has realised a (£0.124m) underspend. Agile working equipment for HRA is projected to cost £0.027m. Insurance Reserve has increased by £0.065m. relates to a change to the reporting for Support Service Recharges which is offset by a saving below. £0.040m relates to an overspend on Support Service Recharges. The remaining (£0.031m) relates to other minor efficiencies.	A 2015/16 budget allocation of £0.244m will be carried forward to 2016/17 to fund the implementation of Job Scheduling. This is one of the priorities in the HRA Business Plan.

HRA Major Variance Report - Outturn

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Landlord Services	0.882	1.002	0.120	0.119	Cleaning charges and utility costs for the community centres brought into the HRA from Council Fund have received a charge in the amount of £0.096m which was an unexpected cost. Garden Charges have underspent by (£0.064m) due to staff vacancies and lower contractor costs. A review of communal area costs has resulted in an in-year pressure of £0.090m through contractor work. Vehicle hire has reduced by (£0.003m) on receipt of full year costs. Minor variances amount to £0.001m.	
HRA Subsidy	0.000	0.122	0.122	0.122	£0.122m relates to a post audit adjustment relating to Housing Subsidy.	
Other variances (aggregate)	16.274	16.730	0.456	0.524	£0.711m relates to the additional balance contributed towards capital expenditure. This will contribute towards demolition costs for the Walks and Leas sites in Flint. Funding costs this way delays borrowing for 12 months and avoids unnecessary interests charges. (£0.179m) relates to reduced Capital Financing recharges. (£0.076m) relates to a change in accounting for Support Services Recharges which offsets the pressure above.	
Total :	0.234	0.293	0.059	(0.093)		



CABINET

Date of Meeting	Tuesday 19 th July 2016
Report Subject	Revenue Budget Monitoring 2016/17 (Month 2)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This report is the first and early revenue budget monitoring report of 2016/17. The report provides information on the progress of achieving planned efficiencies against the targets set.

This initial revenue monitoring update does not provide the level of detail which will follow from month 3. This report reports by exception on significant variances which may impact on the financial position in 2016/17. Full detailed budget monitoring will commence from Month 3.

RECOMMENDATIONS

1	Cabinet is recommended to review the report
2	To agree a budget virement within Social Services to realign the budget to meet service needs (refer to paragraph 1.06)
3	To agree a contribution from the Contingency Reserve of £0.111m to meet the settlement costs from historic child abuse claims (refer to paragraph 1.20)
4	To approve a contribution from the Contingency Reserve of £0.076m to meet one off-costs for the Summer Play Schemes (refer to paragraph 1.21)

REPORT DETAILS

1.00	REVENUE BUDGET MONITORING 2016/17 (EXCEPTION REPORT)														
1.01	The Council practice is for full monthly budget monitoring to begin at month 3. The professional resources of the Corporate Finance Team have to be dedicated to the closure of the accounts for the previous financial year in the April – June period. Pending the resumption of full monthly reporting an interim report is presented at the end of month 2 with reporting by exception only. For information the draft Statement of Accounts are to be presented to the Audit Committee on 13 July 2016, and the 2015/16 revenue final outturn report is included on the agenda for this Cabinet Meeting.														
1.02	Work has already been undertaken to review the progress and risks with managing the pressures and efficiencies programmes included within the 2016/17 budget approved by Council.														
1.03	The 2016/17 budget includes £11.282m of efficiencies from Portfolio Business Planning and Corporate Financing. It has been fully understood by Council that the budget for this financial year would include a higher degree of risk than in the past out of necessity.														
1.04	Budget planning, monitoring and management is tightly controlled by accountable Service Managers and Finance Managers from the outset. Cabinet members are also fully involved in their respective portfolio areas.														
1.05	This initial revenue monitoring update does not provide the level of detail which will follow from month 3. This report reports by exception on variances which may impact on the financial position in 2016/17. Full detailed budget monitoring will commence from month 3.														
1.06	<p><u>Proposals for budget realignment – Social Services</u></p> <p>As referred to in the separate 2015/16 monitoring report there is a need to realign some budget provision in order that budgeted expenditure more accurately reflects current activity. The table below summarises the recommended changes arising from these considerations and paragraphs 1.07 – 1.10 provide further detail.</p> <p>It is recommended that the following permanent budget realignment adjustments are made within the revenue budgets for the Social Services portfolio.</p> <table border="1" data-bbox="284 1850 1401 2087"> <thead> <tr> <th data-bbox="284 1850 1031 1980">Service area :</th> <th data-bbox="1040 1850 1214 1980">Increase in budget : £(m)</th> <th data-bbox="1224 1850 1401 1980">Decrease in budget : £(m)</th> </tr> </thead> <tbody> <tr> <td data-bbox="284 1986 1031 2018">Adults Services (Locality teams) - Residential Care</td> <td data-bbox="1040 1986 1214 2018"></td> <td data-bbox="1224 1986 1401 2018">(0.600)</td> </tr> <tr> <td data-bbox="284 2024 1031 2056">Adults Services (Locality teams) - Domiciliary Care</td> <td data-bbox="1040 2024 1214 2056">0.600</td> <td data-bbox="1224 2024 1401 2056"></td> </tr> <tr> <td data-bbox="284 2063 1031 2087">Development & Resources - charging policy income</td> <td data-bbox="1040 2063 1214 2087"></td> <td data-bbox="1224 2063 1401 2087">(0.198)</td> </tr> </tbody> </table>			Service area :	Increase in budget : £(m)	Decrease in budget : £(m)	Adults Services (Locality teams) - Residential Care		(0.600)	Adults Services (Locality teams) - Domiciliary Care	0.600		Development & Resources - charging policy income		(0.198)
Service area :	Increase in budget : £(m)	Decrease in budget : £(m)													
Adults Services (Locality teams) - Residential Care		(0.600)													
Adults Services (Locality teams) - Domiciliary Care	0.600														
Development & Resources - charging policy income		(0.198)													

	Adults Services (Older People) - Supporting People	0.198	
	Total :	0.798	(0.798)
1.07	Social Services <u>Older People - Localities (Locality Teams) - Domiciliary</u> There remains a significant demand-led pressure for domiciliary care provision with the final outturn position for 2015/16 being an overspend of £0.559m. In 2016/17 early projections reflect a similar level of increased funding required. This reflects the increased priority for supporting as many people as possible at home.		
1.08	<u>Older People - Localities (Locality Teams) - Residential</u> As was the case in 2015/16 the significant overspend on domiciliary care is offset by a projected underspend on Residential Care of £0.750m. The underspend arises from the income received exceeding the projection, and also through more use of domiciliary care instead of residential care.		
1.09	<u>Business Units (Charging Policy Fee Income)</u> There is a projected excess of income above the level budgeted of £0.250m from charging policy fee income. Welsh Government increased the maximum charge cap to £60 per week with effect from 1st April 2015. This had a positive impact on the income recharged to service users throughout 2015/16 resulting in a final outturn excess of income above budget of £0.204m. This trend is expected to continue throughout 2016/17; early indications of income charged in the first quarter suggest further improvement on the 2015/16 position.		
1.10	<u>Adults Services (Older People) - Supporting People grant income</u> There is a permanent pressure of £0.198m within the Older People's budget for Supporting People grant subsidy. The service is no longer able to satisfy eligibility criteria to attract grant subsidy. As a consequence, it is recommended that this income target be met by way of a budget realignment from the fee income referred to in 1.10.		
1.11	<u>Children's Services (Family Placement)</u> There is currently a projected overspend of £0.250m on this service to meet service demand. There have been significant overspends on this service for each of the last five financial years. The final outturn for 2015/16 shows an overspend of £0.247m.		
1.12	Education & Youth <u>Out of County Placements</u> The Out of County budget was overspent by £0.175m in 2015/16 and based on current forecast, it is estimated that there may be a similar level of overspend in the current year. This remains a volatile area of spend to forecast due to the high cost of individual placements and the frequent changes of packages of care to meet the complex needs of individual children. An officer task and finish group is to be re-established to review the arrangements for procuring and managing out of county placements to ensure value.		
1.13	Community & Enterprise <u>Revenues & Benefits</u>		

	<p>Council Tax Reduction Scheme; an initial review of demand levels in the early part of the year lead to a projected underspend on the budgeted provision for the Council Tax Reduction Scheme of £0.150m.</p> <p>Council Tax Collection Fund; early projections on this account show an anticipated surplus on the Council Tax Collection Fund of £0.074m.</p>
1.14	<p>Streetscene & Transportation</p> <p>This portfolio has an adverse variance of £0.730m due to certain Business Planning Efficiencies not being achievable in 2016-17. This is principally from a further review of Household Recycling Centre's (HRC's) (£0.250m), delays in implementing car park charges in Flint due to town centre regeneration and lower than anticipated levels in some other car parks (£0.135m). Various individual variances of £0.050m and under make up the remaining £0.345m shortfall across the portfolio.</p>
1.15	<p>Organisational Change</p> <p><u>Leisure and Libraries</u></p> <p>Community Asset Transfers; Connah's Quay Swimming Pool and Holywell Leisure Centre are estimated to be achieved within the time periods set for transfer. As both are likely to be finalised towards the end of the estimated time period it is likely that this will result in a shortfall of the in-year planned efficiency. The original estimated efficiency was £544k. It is now estimated that £344k will be achieved in this financial year.</p>
1.16	<p>Central & Corporate Finance</p> <p>The 2016/17 budget includes an efficiency for three proposals for Workforce, Essential Car User (ECU) Allowance and Income.</p> <p>The efficiency of £0.500m for the ECU scheme is not anticipated to be achieved in full, although a partial in-year efficiency will be made once negotiations with Trade Unions are completed. Further information will be provided in the full Month 3 report.</p> <p>A further efficiency of £0.500m for a reduction in workforce costs is currently projected to achieve £0.283m with further work underway to meet the remaining £0.222m within the current financial year.</p> <p>The efficiency for additional income generating activities is currently anticipated to achieve £0.200m within this current financial year. An independent review of fees and charges income generating options is due to begin over the summer which will continue to explore additional income maximisation opportunities.</p>
1.17	<p>The emerging risks and issues identified in 1.06 – 1.16 are the significant items that have been raised at this early stage in the year. A full detailed budget monitoring position will be reported for the first quarter of the year to Cabinet in September.</p>
1.18	<p>Housing Revenue Account</p> <p>There are no significant variations identified at this stage within the Housing Revenue Account.</p>

1.19	<u>UNEARMARKED RESERVES</u> The final level of Council Fund Contingency Reserve brought forward into 2016/17 was £4.375m as detailed in the 2015/16 outturn report elsewhere on this agenda (subject to Audit).
1.20	Governance <u>Legal Services</u> A number of payments for the settlement of historic child abuse cases which pre-date Flintshire, have been paid in 2016/17. To date a total of £0.111m has been paid out. There is currently no funding available for these costs. Therefore it is recommended that these costs, along with any future costs, are met from the Contingency Reserve.
1.21	<u>Leisure</u> Summer Play Schemes; withdrawal of the Welsh Government Families First grant contribution towards Summer Play Schemes has resulted in a funding shortfall of £0.076m. The proposal is to provide one off support to communities for 2016/17 only. It is recommended that this is funded from the Contingency Reserve.

2.00	RESOURCE IMPLICATIONS
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.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None Required.

4.00	RISK MANAGEMENT
4.01	As identified within Section 1 of the report.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required Contact Officer: Sara Dulson Finance Manager Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Budget: 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.
7.02	Council Fund: the fund to which all the Council's revenue expenditure is charged.
7.03	Financial Year: the period of twelve months commencing on 1 April.
7.04	Housing Revenue Account: 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.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	Reserves: 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	Revenue: 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	Underspend: 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	Variance: 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	Virement: 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.



CABINET

Date of Meeting	Tuesday 19 th July, 2016
Report Subject	Prudential Indicators - Actuals 2015/16
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

Under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code), authorities are required to set a range of Prudential Indicators. This report provides details of the Council's actual Prudential Indicators for 2015/16 compared with the estimates set:-

- Prudential Indicators for Capital Expenditure
- Prudential Indicators for Affordability
- Prudential Indicators for Prudence
- Prudential Indicators for External Debt and Treasury Management

RECOMMENDATIONS

1	That members note and approve the report.
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REPORT DETAILS

1.00	EXPLAINING THE PRUDENTIAL INDICATORS
	Background
1.01	The background to this item is provided in the reports to; Cabinet 14 July 2015 - Prudential Indicators Actuals 2014/15, Cabinet 16 February 2016 - Prudential Indicators 2016/17 - 2018/19 and in the report to Council 14 June 2016 - Minimum Revenue Provision and Prudential Indicators - Policy Amendments.
1.02	The framework established by the Prudential Code is intended to support local strategic planning, local asset management planning and robust option appraisal. The objectives of the Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable , and that treasury management decisions are taken in accordance with good professional practice; the 2015/16 capital programme was prepared on this basis – affordable in terms of the implications for Council Tax and housing rents, prudent and sustainable in terms of implications for external borrowing.
1.03	The Prudential Code sets out the indicators that must be used, and the factors that must be taken into account in preparing such.
	CONSIDERATIONS
	General
1.04	<p>Actual (2015/16) Prudential Indicators have now been calculated in respect of the following:-</p> <ul style="list-style-type: none">• Capital expenditure• Ratio of financing costs to net revenue stream• Incremental impact of capital investment• Capital financing requirement• Authorised limit for external debt <p>The Code does not specify how the Council should have regard to these factors, but instead concentrates on the means by which it demonstrates that the proposals are affordable, prudent and sustainable.</p>

1.05	<p>Capital Expenditure</p> <p>The Prudential Indicators for capital expenditure are based on the Council's capital programme (that takes into account the Council's asset management and capital investment strategies), and are supplemented (for capital accounting purposes) by the value of finance leases held. The capital expenditure totals are the starting point for the calculation of the Prudential Indicators and essentially provide the base financial data from which all other indicators follow.</p>																																			
1.06	<p>Prior year (2014/15) actuals and 2015/16 estimate totals are included for information purposes, together with forward totals for 2016/17.</p>																																			
1.07	<p>Actual 2015/16 capital expenditure for the Council Fund (CF) and the Housing Revenue Account (HRA) is £140.287m as shown in Table 1 below.</p> <p>Table 1</p> <table border="1" data-bbox="331 792 1378 1205"> <thead> <tr> <th colspan="5">CAPITAL EXPENDITURE</th> </tr> <tr> <th></th> <th>2014/15</th> <th>2015/16</th> <th>2015/16</th> <th>2016/17</th> </tr> <tr> <th></th> <th>Actual</th> <th>Estimate</th> <th>Actual</th> <th>Estimate</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Council Fund</td> <td>28.378</td> <td>50.359</td> <td>40.661</td> <td>25.243</td> </tr> <tr> <td>Housing Revenue Account</td> <td>11.994</td> <td>100.259</td> <td>99.626</td> <td>25.933</td> </tr> <tr> <td>Total</td> <td>40.372</td> <td>150.618</td> <td>140.287</td> <td>51.176</td> </tr> </tbody> </table>	CAPITAL EXPENDITURE						2014/15	2015/16	2015/16	2016/17		Actual	Estimate	Actual	Estimate		£m	£m	£m	£m	Council Fund	28.378	50.359	40.661	25.243	Housing Revenue Account	11.994	100.259	99.626	25.933	Total	40.372	150.618	140.287	51.176
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1.08	<p>Capital expenditure and related funding issues are part of the agenda for meetings of the Assets Programme Board. Detailed analysis and commentary regarding 2015/16 actual expenditure is provided in the capital outturn report which is also on this agenda.</p>																																			
1.09	<p>Ratio of financing costs to net revenue stream</p> <p>The actual ratio of financing costs to net revenue stream for 2015/16 are as indicated in Table 2 below.</p> <p>Table 2</p> <table border="1" data-bbox="352 1677 1358 2033"> <thead> <tr> <th colspan="5">RATIO OF FINANCING COSTS TO NET REVENUE STREAM</th> </tr> <tr> <th></th> <th>2014/15</th> <th>2015/16</th> <th>2015/16</th> <th>2016/17</th> </tr> <tr> <th></th> <th>Actual</th> <th>Estimate</th> <th>Actual</th> <th>Estimate</th> </tr> <tr> <th></th> <th>%</th> <th>%</th> <th>%</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Council Fund</td> <td>6.0%</td> <td>5.7%</td> <td>5.9%</td> <td>6.1%</td> </tr> <tr> <td>Housing Revenue Account</td> <td>6.8%</td> <td>20.1%</td> <td>18.4%</td> <td>24.6%</td> </tr> </tbody> </table>	RATIO OF FINANCING COSTS TO NET REVENUE STREAM						2014/15	2015/16	2015/16	2016/17		Actual	Estimate	Actual	Estimate		%	%	%	%	Council Fund	6.0%	5.7%	5.9%	6.1%	Housing Revenue Account	6.8%	20.1%	18.4%	24.6%					
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1.10	The HRA ratio (2015/16 estimate and actual), reflects the increase in financing costs attributable to the settlement payment required to exit the HRA negative subsidy system. The ratio does not include the revenue savings as a result of no longer paying negative subsidy which outweigh the increase in finance costs.																														
1.11	<p>Incremental impact of capital investment</p> <p>The incremental impact of capital investment on the Council Tax reflects planned unsupported (prudential) borrowing charges. During 2015/16 £0.693m of charges were incurred. Table 3 below indicates that the impact of this would be a £11.19p increase in Council Tax levels, however these charges are funded from resources elsewhere within the Council Fund and so the actual effect on Council Tax levels was nil in 2015/16.</p> <p>Table 3</p> <table border="1" data-bbox="336 752 1374 1122"> <thead> <tr> <th colspan="5">ESTIMATED INCREMENTAL IMPACT OF CAPITAL INVESTMENT</th> </tr> <tr> <th></th> <th>2014/15</th> <th>2015/16</th> <th>2015/16</th> <th>2016/17</th> </tr> <tr> <th></th> <th>Actual</th> <th>Estimate</th> <th>Actual</th> <th>Estimate</th> </tr> <tr> <th></th> <th>£</th> <th>£</th> <th>£</th> <th>£</th> </tr> </thead> <tbody> <tr> <td>Council Fund</td> <td>11.08</td> <td>9.41</td> <td>11.19</td> <td>0.00</td> </tr> <tr> <td>Housing Revenue Account</td> <td>n/a</td> <td>n/a</td> <td>0.00</td> <td>0.00</td> </tr> </tbody> </table>	ESTIMATED INCREMENTAL IMPACT OF CAPITAL INVESTMENT						2014/15	2015/16	2015/16	2016/17		Actual	Estimate	Actual	Estimate		£	£	£	£	Council Fund	11.08	9.41	11.19	0.00	Housing Revenue Account	n/a	n/a	0.00	0.00
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1.12	Whilst the 2015/16 HRA capital expenditure total includes c£79m that is to be financed via Unsupported (Prudential) Borrowing, the revenue savings as a result of no longer paying negative subsidy outweigh the increase in finance costs as a result of the capital expenditure. This means that these investment decisions have not had a direct impact on the level of rent increases applied to council dwellings.																														
1.13	<p>Capital Financing Requirement</p> <p>The actual (average) capital financing requirement for 2015/16 is £235.356m, being the measure of the Council's underlying need to finance capital expenditure by borrowing or other long term liabilities during the year. The HRA debt outstanding total has increased as a result of the subsidy buyout as referred in section 1.04.2 above and is evidenced in Table 4 overleaf:</p>																														

Table 4

CAPITAL FINANCING REQUIREMENT				
	2014/15	2015/16	2015/16	2016/17
	Actual	Estimate	Actual	Estimate
	£m	£m	£m	£m
Council Fund	164.993	181.758	171.172	187.654
Housing Revenue Account	24.395	112.721	64.184	110.474
Total	189.388	294.480	235.356	298.128

1.14

Prudential Indicators for External Debt and Treasury Management

Actual external debt for 2015/16 was £257.900m, with separately identified limits for borrowing and other long term liabilities such as finance leases, as shown in Table 5 below.

Table 5

AUTHORISED LIMIT FOR EXTERNAL DEBT				
	2014/15	2015/16	2015/16	2016/17
	Actual	Estimate	Actual	Estimate
	£m	£m	£m	£m
All Borrowing (Cap/Rev)	172.113	324.100	251.400	303.400
Other Long Term Liabilities	7.060	20.100	6.500	24.100
Total	179.173	344.200	257.900	327.500

2.00 RESOURCE IMPLICATIONS

2.01 There are no resource implications as a result of this report.

3.00 CONSULTATIONS REQUIRED / CARRIED OUT

3.01 No consultation is required or carried out.

4.00 RISK MANAGEMENT

4.01 Decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications which carry a variety of risks. This report assesses the affordability, prudence and sustainability of the capital plans to manage those associated risks.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Various Welsh Government papers.</p> <p>Contact Officer: Liz Thomas - Finance Manager, Technical Accountancy Telephone: (01352) 702289 E-mail: liz.thomas@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset.
7.02	Council Fund - The fund to which all the Council's revenue and capital expenditure is charged.
7.03	Financing - The process of allocating resources to meet the cost of capital expenditure, which can be done on a project, asset or whole programme basis. This contrasts with making the invoice payments relating to capital expenditure, which should be managed within the authority's overall treasury management policy.
7.04	Housing Revenue Account - The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.
7.05	Prudential Code - The code of practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority's duty to determine the affordability, prudence and sustainability of its capital investment needs.
7.06	Prudential Indicators - Required by the Prudential Code , these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment.
7.07	Unsupported Prudential Borrowing - Borrowing administered under the Prudential Code , whereby authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.

CABINET

Date of Meeting	Tuesday 19 th July 2016
Report Subject	Review of Household Recycling Centre Provision
Cabinet Member	Cabinet Member for Waste and Public Protection
Report Author	Chief Officer, Streetscene & Transportation
Type of Report	Strategic & Operational

EXECUTIVE SUMMARY

Following publication of the Welsh Government (WG) review and subsequent report on the Councils Household Recycling Centres (HRC) provision, the Environment Overview and Scrutiny Committee was invited to consider the report and the future provision of HRC sites in the County at their meeting on 11 May.

The WG study concluded that the Councils HRC provision (in terms of the number of sites) was greater than was necessary and that the facilities offered at each site did not match the minimum requirements for the high quality sites, which regularly achieve high levels of recycling elsewhere in the Country. It recommended that the optimum solution for a County of the size and demographic features of Flintshire would be just three HRC sites, with each site offering good access and excellent recycling facilities to users.

At their meeting, the Scrutiny Committee challenged the findings of the review and the report has since been the subject of considerable public and media interest. In response, the Cabinet Member for Waste agreed that consideration would be given to other and more supportable options, including an option for two additional large or 'super sites' to supplement the two existing facilities at Sandycroft and Greenfield. The facilities would potentially be located in the Flint/Connah's Quay area and the Buckley/Mold area however this would be subject to the Council being able to identify suitable sites at these locations.

This report provides Cabinet with details of the progress made in identifying suitable sites

RECOMMENDATIONS

1	That Cabinet notes the progress made to review the HRC provision and request a full report on the preferred location and individual site layouts to be provided to Cabinet for approval in October 2016.
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REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE REVIEW
1.01	Approximately 30% of the total domestic waste currently produced in Flintshire is deposited at the HRC sites and the average recycling rate achieved at the sites is just approximately 70%. This is due to the lack of facilities and space at the sites to offer the full range of recycling containers for residents to recycle their waste.
1.02	Welsh Government have recently completed a review of the Councils waste service, which included a review of the Councils HRC provision. The study concluded that the Councils HRC provision was greater than was necessary (in terms of the number of sites provided) and that the facilities offered at each site did not match the minimum requirements for the high quality sites, which achieved high levels of recycling elsewhere in the Country.
1.03	<p>The WG study considered the optimum configuration and location of sites in the County and considered a number of factors, before making a recommendation on the number of sites that should remain after their review.</p> <p>The factors included:</p> <ul style="list-style-type: none"> • Percentage of residents within a 20 minute drive of the sites • Development potential of the site to meet the requirements of a high quality and high performing site <p>The report finally recommended just three sites at Nercwys, Greenfield and Sandycroft with the WG indicating that capital funding would be available to bring the Nercwys site up to the high standard of the other two facilities.</p>
1.04	<p>It was clear from feedback to the report that residents and elected members valued a more localised HRC provision and at the request of both the Cabinet Member and the Council Leader, officers were asked to provide other options which balanced the expectations of communities and the need for the Council to achieve higher levels of recycling performance, to meet very challenging statutory recycling targets set by WG.</p> <p>The expected outcome was a solution which would provide customers with modern local facilities to recycle their waste with reduced waiting times and improved safety arrangements.</p>

1.05	<p>Suitable land in the Mold/Buckley area has not been identified and as an alternative option to the single "super site", officers from the waste service are exploring options to improve the current facilities in Buckley and Mold, along similar lines to the new facility recently opened in Sandycroft.</p> <p>This would include:-</p> <ul style="list-style-type: none"> • Clear separation of operational and service user areas – removing the requirement to close the site when skips are emptied. • Easy step free access to skips • Clear entrance and exits and good traffic management arrangements
1.06	<p>Options to replace the existing Flint and Connah's Quay sites with a single facility, also with similar characteristics to the Sandycroft facility are being progressed, with a number of potential sites being considered and discussions with land owners (regarding possible land purchases) currently on-going. Until such time as we are able to provide a satisfactory solution in this area, the existing facilities in Connah's Quay and Flint will continue to operate in their current format.</p>
1.07	<p>Such a set of locally based solutions would balance the twin objectives of meeting the needs of communities whilst driving up recycling performance towards the recycling targets. Positive discussions are continuing with WG regarding the provision of capital grant to develop the network of local sites and the Council have received notification that funding will be made available to develop the Mold and Buckley sites to the same high standard as the existing facility in Sandycroft. Further discussions will now take place to seek WG support for funding for the full proposal.</p>
1.08	<p>All of the proposals will be brought to a conclusion in readiness for a final report to Cabinet in October 2016. The report will</p> <ol style="list-style-type: none"> 1. Provide details of the revised layouts at the Nercwys and Buckley facilities 2. Provide details of the preferred location of the replacement facility for the Flint and Connah's Quay facilities. 3. Provide estimate construction/remodelling costs for each of the sites. 4. Provide details of the funding arrangements and the level of WG contribution to the project. 5. Provide Cabinet with the construction sequence and timescales for the redevelopment work. 6. Provide clarity on the expected efficiency savings, generated by the improved recycling levels, which will support the business case for the project
1.09	<p>The original savings proposal consisted of two elements:</p> <ol style="list-style-type: none"> 1. Savings in operational costs from reduced site numbers 2. Savings from reduced landfill cost through improved recycling.

	<p>As the saving from the first element will be significantly reduced by the revised proposal, the second element will become critical if the majority of the projected Business Planning proposed saving are still to be delivered.</p> <p>The target of 90% recycling at all of the facilities is achievable and the support of all parties and a slogan of "TARGET 90%", together with a clear communications plan for launching the new proposals will be recommended within the October report.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	Reduction in HRC provision and improved recycling levels will partially achieve the savings identified in the Portfolio Business Plans. Full details will be provided in the October report.
2.02	The existing operational staff employed at the sites will be deployed into other areas of the service.
2.03	Overall Recycling Performance at the Councils HRC sites was approximately 70% in 2015-16 against the proposed target of 90%. Failure to achieve the 90% target, resulted in approximately 6,000 tonnes of material being sent to landfill, rather than being recycled at a cost of £0.5m.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The final proposals will be shared with Environment Overview and Scrutiny Committee in July.
3.02	A full EIA has been completed and the impact on the statutory protect groups was tested at stakeholders workshops. The assessment will be updated once the new configuration has been confirmed

4.00	RISK MANAGEMENT
4.01	The progress of the scheme development are monitored trough the portfolio Programme Board

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	HRC – Household Recycling Centre

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CABINET

Date of Meeting	Tuesday 19 th July 2016
Report Subject	Communal Heating Recharges 2016/17
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Community & Enterprise)
Type of Report	Operational

EXECUTIVE SUMMARY

To outline and seek the agreement of Cabinet for the proposed heating charges in council properties with communal heating systems for 2016/17.

RECOMMENDATIONS

1	Cabinet is asked to approve a decrease to the weekly heating charges for communal properties as outlined in the table below.
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REPORT DETAILS

1.00	EXPLAINING COMMUNAL HEATING RECHARGES
1.01	<p>Community & Enterprise Portfolio currently operates 9 communal heating schemes within Flintshire. The Council negotiates fuel costs 12 months in advance and tenants benefit from the Council's Industrial and Commercial Contract rate. The cost of fuel used within these schemes is paid for initially by the Authority and collected from tenants in addition to their weekly rent. The charges and income received are paid into a holding account, and it is anticipated this account should be in a break even position at each financial year end.</p>
1.02	<p>New communal heating charges are implemented in August each year to enable an accurate picture to be gathered on the previous year's costs and any corresponding surplus or deficit on the heating account.</p>
1.03	<p>Any proposed changes to charges are intended to ensure that each communal heating scheme recovers the full energy cost charged in respect of individual schemes and aims to keep a nil balance on the heating reserve account.</p>
1.04	<p>The Council charges tenants for the fuel consumed within each block. This is a basic flat rate charge irrespective of individual usage. The method of applying tenants heating charges is to apply heating increases/decreases to tenant's each year based on previous years usage plus energy rate increases/decreases.</p>
1.05	<p>A drop in Kwh usage has been evident in 2015/16 compared to the previous year. This could in part be due to the mild winter but is also likely to be due to the energy efficiency improvements to the properties (e.g. external insulation). This has resulted in an income surplus to the majority of the communal heating accounts and this surplus (ranging from £25 to £124) will be reimbursed to tenants affected in the coming weeks.</p>
1.06	<p>In addition, the Council has been able to purchase gas this year at a significantly reduced price (a reduction of approximately 30% per Kwh). As the gas price has fallen this year Members are asked to agree a decrease in the weekly heating charge across all 9 of the communal heating schemes for 2016/17. The 2016/17 surplus paid to date will be calculated and reimbursed to tenants in addition to their 2015/16 reimbursements.</p>
1.07	<p>The table below sets out recommended heating charge decreases for 2016/17, based on actual usage in 2015/16 and cost estimates for 2016/17.</p>

Communal Area	Avg. Weekly Charge 2015/16	Avg. Weekly Decrease 2016/17	Revised Avg. Weekly Charge 2016/17
Bolingbroke Heights, Flint	£ 6.12	-£ 1.62	£ 4.50
Richard Heights	£ 6.12	-£ 1.62	£ 4.50
Castle Heights, Flint	£ 9.07	-£ 2.78	£ 6.29
Llwyn Beuno, Holywell	£ 8.26	-£ 1.39	£ 6.87
Llwyn Aled, Holywell	£ 11.61	-£ 3.77	£ 7.85
Panton Place, Holywell	£ 7.20	-£ 2.49	£ 4.71
Acacia Close, Mold	£ 12.65	-£ 5.09	£ 7.55
Glan-y-Morfa Court, Connaahs Quay	£ 8.25	-£ 2.59	£ 5.66
Chapel Court, Connaah's Quay	£ 7.67	-£ 1.61	£ 6.05

N.B Please note this is an average charge and each property will pay a slightly different charge depending on the number of bedrooms.

2.00	RESOURCE IMPLICATIONS
2.01	As identified above.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No formal consultation required, however, the Cabinet Member for Housing supports the proposals.

4.00	RISK MANAGEMENT
4.01	Tenants cannot claim Housing Benefit for the cost of domestic heating. Any decrease in the charge will therefore have a positive impact on tenant's disposable incomes.
4.02	Estimates have been based on energy usage during 2015/16. A severe winter could lead to higher costs which could lead to an increased charge in 2017/18.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Sian H Jones, Accountant Telephone: 01352704080 E-mail: sian_h_jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Housing Revenue Account: records all revenue expenditure and income relating to the provision of council dwellings and related services.
7.02	Tenant: a person who occupies land or property rented from a landlord (in this instance Flintshire County Council).
7.03	Heating Reserve Account: the account which records all expenditure on communal heating and all income from tenants.



CABINET

Date of Meeting	Tuesday 19 July 2016
Report Subject	12 Month Review of Car Parking Strategy
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Environment
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Strategic and Operational

EXECUTIVE SUMMARY

In April 2015, Cabinet approved the County wide car parking strategy which introduced parking charges in all car parks within the County which were designated as being within scope of the strategy.

Cabinet requested that a review of the car parking strategy should be undertaken, 12 months after its introduction.

The review has now been completed and the outcome and recommended changes to the strategy are detailed in this report.

RECOMMENDATIONS

1	To seek Cabinet approval of the revised car parking strategy including the proposed charging arrangements for County Hall car park.
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REPORT DETAILS

1.00	BACKGROUND TO REVIEW OF THE CAR PARKING STRATEGY
1.01	<p>Following approval of the Council's car parking strategy in April 2015, car parking charges were introduced at the following locations within the County:</p> <p>Mold – Revised charging tariffs introduced in August 2015 Buckley – Introduced charging arrangements in August 2015 Talacre – Introduced charging arrangements (partial) in July 2015 Holywell – Introduced charging arrangements in September 2015 Connah's Quay – Introduced charging arrangements in November 2015 Shotton – Introduced charging arrangements in November 2015 Queensferry – Introduced charging arrangements in November 2015 Flint – Delayed due to town centre development work Mold, County Hall – Due to be implemented Autumn 2016</p>
1.02	<p>Prior to the implementation of the charges, projected income levels were assessed, based on the car park utilisation levels before the charges were introduced. The actual income levels at each of the car parks can be now compared against these projections and a summary of income levels against projections for each town are shown in Appendix 1.</p>
1.03	<p>The outcomes can be summarised as follows:</p> <ol style="list-style-type: none"> 1. Greater than expected monthly income levels in Buckley and Holywell (i.e. higher utilisation levels than expected). 2. Marginal variances from expected monthly income levels in Mold, Talacre, Shotton, and Queensferry. 3. Significantly lower than expected income levels in Connah's Quay* (i.e. lower utilisation levels than expected). <p>*The significantly lower income levels in Connah's Quay can partly be attributed to the high availability of off street parking in the immediate locality of the car parks within the town.</p>
1.04	<p>The introduction of car parking charges in Flint has been delayed due to the general unavailability of car parking spaces, resulting from the various town centre regeneration schemes which are in various stages of completion within the town centre. A decision on an implementation date for the charges has still to be made.</p>
1.05	<p>Since the introduction of the scheme a number of suggested amendments to the parking strategy have been received from various individuals, companies and public bodies. All of these suggestions have been assessed and considered and a number of changes to the car parking strategy are now proposed as a result of this review. The full list of suggested changes are detailed on Appendix 2, together with an assessment of their impact on the original proposals and therefore acceptability.</p>

1.06	<p>The changes that can be accommodated within the revised car parking strategy are as follows:</p> <ol style="list-style-type: none"> 1. Issue of parking permits in short stay car parks. This confirms the formal adoption of the pilot scheme which has operated in the Holywell area since September 2015 and allows those businesses and residents closest to a short stay car park to purchase annual permits in these car parks at the same rate as permits for the long stay facilities in the town. The maximum number of permits issued for any short stay car park will be restricted to 20% of the available spaces, which is the same level as long stay car parks and this will ensure the majority of spaces remain available for shoppers and general visitors. 2. Issue of 'double tickets' through the parking ticket machines. This will be introduced at the individual request of the Town Council or Town Trade forum and will allow the businesses in the town to offer a refund to their customers on receipt of one of the tickets. A sign could be placed in the car park, advertising which companies offer the refund within the town. 3. The rear of the tickets can be offered for advertising local businesses. 4. A review of the status of each car park (i.e. long stay or short stay) will be undertaken. This will be based on validated usage levels and comments received during the period since charges were introduced. 5. A review of the number of disabled spaces available in each car park will be undertaken to ensure the provision is appropriate and sufficient. Similarly a review of motorcycle space provision will also be carried out. 6. A review of the signage at each site will be considered to ensure the signage is sufficient to ensure users are aware of the need to pay and that sufficient ticket machines are also available at each location. 7. A review of the availability of short stay on street parking in the areas surrounding each town will be undertaken in order to provide some free short stay parking for quick visits to the town centres, if possible 8. The possibility of allowing the disabled spaces to become dual use, allowing drivers with young children to park in the spaces in some car parks, will also be considered. 9. Introducing parent and child spaces in some car parks will also be investigated
1.07	<p>The following suggestions which were been put forward cannot be accommodated within the revised car parking strategy :</p> <ol style="list-style-type: none"> 1. Remove car parking charges completely – not possible due to the impact on car parking availability in the town centres and the impact on income levels to the Authority, income that is used to partially offset car park maintenance costs.

	<ol style="list-style-type: none"> 2. Review the scope of car parking charging arrangements. Charging in some towns and not others would create inconsistencies and unfair advantages in those towns without charges. Extending the strategy to other villages and rural areas was also not considered appropriate at this time. 3. Reduced hours of application. This option cannot be considered, due to the unknown impact on car park usage within the remaining period of the day. For example, the provision of free parking after 3pm across all car parks would reduce income levels by a minimum of 13% or approximately £80k per annum. This figure does not take into account the cost of users moving from a currently charged periods in the day to a 'free parking' period. 4. Provision of a free parking period throughout the day e.g. 'first hour free'. This would have a detrimental effect on income levels and encourage visitors to restrict their stay in the towns to one hour. 5. Review the percentage of income above the 'core charging level' paid to Town Councils. The existing level (10%) provides the T&CC with a sustainable income which can be invested in local related projects and it is considered to be at an appropriate level and should therefore remain constant. 6. A request for Town Councils to receive a percentage of the income above the predicted income level cannot be taken forward as the initial projections did not take into account other considerations such as the availability of on-street parking alternatives and the arrangement would therefore be inequitable across all areas. If Town Councils accepted charges above the core level then they would receive a financial contribution based on the increased income - in accordance with the existing strategy. 7. A suggestion that disabled users should pay for their parking has been considered and discounted. Consequently disabled parking will remain free of charge - in disabled spaces in all Council car parks
1.08	<p>The level of parking charges were also considered, along with the suggestion that 3 hrs should be the minimum stay level at short stay car parks - for a charge of 50p. The conclusion that the charge of 20p for 2 hours (as core level) should continue to be applied in short stay car parks, was made for the following reasons:</p> <ol style="list-style-type: none"> 1. The charge is set at a minimal level, which achieves the desired effect of ensuring users do not abuse the facility by parking all day in the facility - with the spaces then being lost for shoppers and visitors. <p>and</p> <ol style="list-style-type: none"> 2. It provides a level of income for the Council to contribute to the overall maintenance costs of operating the car parks.

	The review concluded that the current overall charging levels and charging periods should be monitored and reviewed annually and that any change to the charges should be reported to Cabinet within delegations and through the portfolios annual review of charges.
1.09	<p>The 2015 report recommended introducing car parking charges to the car park surrounding the County Hall complex as an extension of the Mold town centre car parking strategy.</p> <p>This position has been clarified as part of the review process with the following outcome.</p> <ol style="list-style-type: none"> 1. Staff parking permits will be made available at a charge of £12 per year. The charge will allow parking in designated areas of the car park but cannot guarantee that a space will be available. 2. Member parking permits will be made available at a charge of £12 per year. The charge will allow parking in designated areas of the car park but cannot guarantee that a space will be available. 3. Other regular visitors to the complex may purchase an annual permit at the same annual rate as designated the long stay "out of town" car park in Love Lane, Mold. 4. Visitors will be able to park in designated spaces within the car park on a "pay and display" basis. <p>The new arrangement will be subject to a statutory consultation process and will be introduced in the early Autumn of 2016.</p>
1.10	All car parking charges will in future be reviewed on an annual basis and reported in the individual portfolio charging delegations report to Cabinet

2.00	RESOURCE IMPLICATIONS
2.01	<p>Total full year budgeted income from car parking charges (2016 - 17) is £716,000 - (£616,000+£100,000 County Hall)</p> <p>Projected income based on current utilisation levels projected to full year is £420,000*</p> <p>Projected income from County Hall (September 2016 to March 2017) is £18,000.</p> <p>Total Projected Income from all car parks - £438,000</p> <p>Total in year (2016 – 17) projected shortfall - £278,000</p> <p>*Figures include approx. £100k loss of income from the delayed introduction in Flint.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Suggested changes have been received during staff visits to Town Council meetings and from various correspondences received during the period since implementation of parking charges.
3.02	Consultation took place with the Cabinet Member on all of the amendments contained within the report.
3.03	The proposed changes to the strategy were discussed at the Environment Overview and Scrutiny Committee meeting in June. The Committee recommended the proposed changes to Cabinet.
3.04	A full EIA was undertaken prior to implementation of the strategy and the impact on the statutory protect groups was tested at stakeholder workshops. The assessment has recently been reviewed as part of the overall 12 month review process.

4.00	RISK MANAGEMENT
4.01	Further loss of car parking income will result in financial pressures within the service. Utilisation levels and income levels are monitored as part of the regular budget monitoring process
4.02	The introduction of car parking charges was intended to ensure the availability of parking within the town centre whilst providing a contribution to the overall cost of maintaining the facilities.

5.00	APPENDICES
5.01	Appendix 1 – Projected Utilisation levels in each town Appendix 2 – Summary of proposed amendments to the parking strategy and considerations

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	None.

CAR PARKING INCOME ACTUAL 2015/16

TOWN	BUDGET TARGET 15/16		APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	TOTAL
FLINT		RTC BUSINESS MODEL	-8,333.00	-8,333.00	-8,333.00	-8,333.00	-8,333.00	-8,333.00	-8,333.00	-8,333.00	-8,333.00	-8,333.00	-8,333.00	-8,333.00	-99,996.00
	-62,500	2015-16 ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
HOLYWELL		RTC BUSINESS MODEL	-3,625.00	-3,625.00	-3,625.00	-3,625.00	-3,625.00	-3,625.00	-3,625.00	-3,625.00	-3,625.00	-3,625.00	-3,625.00	-3,625.00	-43,500.00
	-27,500	2015-16 ACTUAL	0.00	0.00	0.00	0.00	0.00	-369.04	-5,032.88	-4,400.13	-3,748.80	-3,989.63	-4,254.88	-3,838.08	-25,633.44
MOLD		RTC BUSINESS MODEL	-25,000.00	-25,000.00	-25,000.00	-25,000.00	-25,000.00	-25,000.00	-25,000.00	-25,000.00	-25,000.00	-25,000.00	-25,000.00	-25,000.00	-300,000.00
	-289,037	2015-16 ACTUAL	-18,817.29	-20,290.96	-19,903.13	-20,196.17	-22,855.72	-22,736.54	-25,023.25	-25,394.25	-24,410.38	-17,592.04	-24,670.58	-22,259.75	-264,150.06
TALACRE		RTC BUSINESS MODEL	-1,250.00	-1,250.00	-1,250.00	-1,250.00	-1,250.00	-1,250.00		0.00	0.00	0.00	0.00	0.00	-7,500.00
	-9,500	2015-16 ACTUAL	0.00	0.00	0.00	-60.58	-1,095.58	-193.66	0.00	0.00	0.00	0.00	0.00	0.00	-1,349.82
BUCKLEY		RTC BUSINESS MODEL	-3,878.00	-3,878.00	-3,878.00	-3,878.00	-3,878.00	-3,878.00	-3,878.00	-3,878.00	-3,878.00	-3,878.00	-3,878.00	-3,878.00	-46,536.00
	-30,000	2015-16 ACTUAL	0.00	0.00	0.00	0.00	-2,177.80	-4,461.92	-4,934.83	-5,628.50	-4,624.29	-4,346.78	-4,851.25	-4,230.96	-35,256.33
QUEENSFERRY		RTC BUSINESS MODEL	-1,381.83	-1,381.83	-1,381.83	-1,381.83	-1,381.83	-1,381.83	-1,381.83	-1,381.83	-1,381.83	-1,381.83	-1,381.83	-1,381.83	-16,582.00
	-10,500	2015-16 ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-909.92	-801.58	-1,190.54	-882.08	-3,784.12
CONNAHS QUAY		RTC BUSINESS MODEL	-4,415.50	-4,415.50	-4,415.50	-4,415.50	-4,415.50	-4,415.50	-4,415.50	-4,415.50	-4,415.50	-4,415.50	-4,415.50	-4,415.50	-52,986.00
	-34,000	2015-16 ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-946.70	-875.94	-1,092.20	-1,034.75	-3,949.59
SHOTTON		RTC BUSINESS MODEL	-3,408.42	-3,408.42	-3,408.42	-3,408.42	-3,408.42	-3,408.42	-3,408.42	-3,408.42	-3,408.42	-3,408.42	-3,408.42	-3,408.42	-40,900.99
	-26,000	2015-16 ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-2,953.17	-2,731.58	-2,942.08	-3,056.42	-11,683.25

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Streetscene and Transportation Portfolio

12 Month Review of Parking Charges Strategy

Possible changes or alternative options for consideration	Advantages	Disadvantages	Financial Impact	Outcome of considerations
Complete removal of charges – County wide	<p>Reduce financial impact on car park users.</p> <p>Decrease parking displacement from car parks to on street areas.</p>	<p>Provide free of charge parking for commuters and shop workers to utilise town centre parking places reducing available spaces for visitors, decreasing vibrancy/vitality</p>	<p>Significant impact on budget requirement to cover management/maintenance/enforcement costs.</p>	<p>Charges will not be removed from county car parks</p>
Removal of car parking charges from some towns	<p>Support those town centres that are seeing a significant impact of decrease in footfall.</p> <p>Decrease parking displacement from car parks to on street areas.</p>	<p>Provide an inconsistent approach to car parking provision across the County</p> <p>Provides free of charge parking for commuters and shop workers to utilise town centre parking places reducing available spaces for visitors, decreasing vibrancy/vitality</p>	<p>Significant impact on budget requirement to cover management/maintenance/enforcement costs.</p>	<p>Charges to remain in all towns to which the policy applies.</p>
Review of status of individual car parks i.e. From short stay to long stay	<p>Better utilise car parking spaces to suit the need of the user in relation to the individual town centre.</p> <p>Ensure underutilised car parks are being used to their maximum potential.</p>	<p>Reducing the amount of short stay parking can encourage commuters or town centre staff to use long stay parking reducing the availability of proximity spaces for town centre visitors/shoppers</p>	<p>Potential decrease in predicted revenue as short stay increases turnover.</p> <p>Cost to reconfigure machine software.</p>	<p>All car parks will be reviewed for unitisation levels to ensure that they are being used to their maximum potential.</p>
Review permit scheme – is there a need for a short stay permit?	<p>Reduce the inconvenience to users having to ensure they have correct change and the time taken to use the machine</p>	<p>The permit would be difficult to enforce as there would be no way of the CEO knowing how long the vehicle had been in situ.</p> <p>Open to abuse form users using permit numerous times a day.</p>	<p>Reduce income from permit abuse</p>	<p>Short stay car park permits will only be available to businesses and residents in immediate proximity to the short stay car park. (see next item – Pilot area etc).</p>

<p>Confirm ongoing pilot and offer long term parking permits in short stay car parks</p>	<p>Residents and shop owners require parking in short stay car parks to park close to their home/business when they have no off street parking provision.</p>	<p>Short stay spaces will be utilised for all day parking reducing available proximity spaces for shoppers/visitors to the town centre</p>	<p>No significant impact.</p>	<p>The pilot to continue provided that detailed reasoning is given and an assessment carried out of the need for the permit</p>
<p>Offer 'free period' i.e. 'One hour free'</p>	<p>Shoppers/visitors can park for free reducing the inconvenience of purchasing a ticket.</p> <p>Encourage short stay shoppers to use a town centre for short trips</p>	<p>That people will require longer than 1 hour to park to undertake the purpose of their visit not returning within the allocated timeframe and be issued with a PCN.</p> <p>Visitors will restrict their activities within the town to 1 hour, reducing income levels and reducing visitor activities</p>	<p>Decrease in predicted revenue.</p> <p>Cost to re-programme machines</p>	<p>Not to offer a free period of parking</p>
<p>Reduce hours of charging e.g. 9am – 3pm or 10am – 5pm</p>	<p>Allow parents to drop off/collect children from school ensuring they do not park on the highway</p> <p>Allow shoppers/visitors to park without having to pay.</p> <p>Allow shoppers to park without the inconvenience of purchasing a ticket during the specified hours</p>	<p>Decrease in the level of income required to ensure full management and enforcement of the service.</p> <p>e.g. Introducing 'free after 3pm' will reduce income levels by 13% or £80k over all car parks in the County</p>	<p>Significant - Decrease in predicted revenue</p>	<p>Not to reduce the hours of charging</p>
<p>Free parking periods e.g. One day per week or Saturdays before Christmas etc.</p>	<p>Encourage shoppers / visitors to the town centre reducing financial impact.</p>	<p>Commuters and shop workers will utilise the car park on the free days reducing available spaces for visitors/shoppers.</p> <p>These periods normally coincide with the busiest periods of the year for traders and non-availability of parking at these times will detrimental to the town centres</p>	<p>Decrease in predicted revenue</p>	<p>No free periods to be offered</p>

<p>Free parking on Town /Community Council Event days.</p>	<p>Short Stay car parks can be utilised for additional all day parking.</p> <p>Discourage visitors parking on street causing congestion to highway network.</p> <p>Reduce risk of visitors receiving PCNs due to not buying P&D ticket</p>	<p>Commuters and shop workers will utilise the car park on the free days reducing available spaces for visitors/shoppers.</p> <p>These periods normally coincide with the busiest periods of the year for traders and non-availability of parking at these times will detrimental to the town centres</p>	<p>Reduce projected revenue</p>	<p>No free periods to be offered</p>
<p>Introduce ‘Double ticketing’ allowing businesses to reimburse costs to customers on receipt of second copy.</p>	<p>The refund process can be advertised in car park and in wider promotional literature produced by the business.</p> <p>Businesses can offer a refund on receipt of the second ticket</p> <p>No impact on income levels to the Council</p>	<p>Residents will discard their ticket before redeeming in a business.</p> <p>Small additional cost because double the amount of tickets need to be purchased.</p> <p>P&D machines have to be reprogrammed.</p>	<p>Small cost to change the P&D machine software.</p> <p>Purchase double the amount of tickets</p>	<p>Support the practice of double ticketing on receipt of an expression of interest from Town Council or Trade organisation.</p>
<p>Allow advertising on the reverse of the P&D ticket</p>	<p>Businesses can advertise their products or services offered, increasing the footfall to their premises or use of their service.</p>	<p>Businesses reluctance to pay for advertising</p>	<p>Income stream will potentially reduce the cost of P&D tickets to FCC.</p>	<p>Advertising on the reverse of a P&D ticket will be permitted for interested partner</p>
<p>Pay back a percentage of income above target level to T&CC.</p>	<p>T&CC can invest revenue into the town centre to improve vibrancy and vitality</p>	<p>Only some T&CC see benefit as charging is not above base level in majority of town centres.</p> <p>The arrangement will result in an unfair system across the County</p> <p>The projections were subject to a number of variables which are out of the control of the Town Councils.</p>	<p>Not significant</p>	<p>Not considered fair or viable and cannot be progressed.</p>
<p>Review percentage of income above base level currently paid to Town Councils (currently 10%)</p>	<p>Increased income for T&CC to invest in town centre</p>	<p>Reduced revenue for management and enforcement of the service impacting on budget</p>	<p>Significant – reduce projected revenue</p>	<p>Maintain 10% level</p>

Review short stay on Street parking arrangements (up to 30 minutes) and consider the option to reverse the pedestrian only areas in Buckley and Holywell	<p>Visitors/shoppers allowed 30 minutes free parking in proximity to shops. Free, convenient parking for those wanting to spend a short period of time in the town centre.</p> <p>Removing pedestrian zone could encourage shoppers to town centre</p>	<p>Impact on the high street health and safety.</p> <p>In adequate available space on street to support limited waiting parking.</p>	<p>Minimal financial impact regarding parking revenue.</p> <p>Cost to changing TRO / implementation</p>	<p>Consider areas for additional limited waiting on street and review the pedestrian zones in each town</p>
Review Charging levels County wide	<p>Increase revenue to support additional management and enforcement.</p>	<p>Impact on on-street parking while drivers avoid increased charges</p>	<p>Significant – increase/decrease revenue impacting on budget</p>	<p>Retain current charging levels for all town centres</p>
Review coverage definition currently All Towns in the County with more than 50 available spaces	<p>Provide a consistent approach to car parking charges reducing criticism from members of the public.</p> <p>Income to support the management and enforcement of service.</p> <p>Uniform approach to car parking provision, ensuring that effective charging best utilises parking places</p>	<p>Smaller car parks may become underutilised.</p> <p>Increase on street parking while avoiding charges</p>	<p>Provide minimal income to support the management of the service</p>	<p>Retain existing coverage</p>
Review the number of disabled parking spaces provided.	<p>Blue badge holders have adequate space to alight their vehicles.</p>	<p>Reduce the number of non-disabled spaces in car park.</p>	<p>Not significant - Reduce income as non disabled spaces being not chargeable</p>	<p>Review to ensure disabled spaces are provided in all car parks to standard number required</p>
Review the need for Motor cycle spaces	<p>Allow motorcycles an area to park without taking a whole parking place increasing the number of spaces available</p>	<p>Ensuring that the motor cycles have paid the valid tariff</p>	<p>Not significant – Additional income due to increased spaces</p>	<p>Review Motorcycle spaces in larger car parks</p>
Should the disabled spaces continue to be FOC	<p>All users of the car park are subject to charges reducing criticism for inequality</p>	<p>Location and accessibility of the P&D machines may be an issue for users</p>	<p>Increase revenue for improved management/enforcement.</p>	<p>Existing arrangements to remain</p>
Review the adequacy of Car Park Signage	<p>Ensure that car users are fully aware of the rules and contravention of using the car park.</p> <p>Reduce the number of PCNs issued by</p>	<p>N/A</p>	<p>Cost of providing additional signs.</p>	<p>A full review of car parking signs to be undertaken</p>

	increased awareness of P&D			
Review location / number of machines in car park	Ensure that machines are in correct location and accessible for users and that there are sufficient machines in each car park/per space available. Additional machines can be utilised to ensure a means to pay at all times	N/A	Cost to relocating machine. Cost to adding additional machine	Review suitability of machine number/location.

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CABINET

Date of Meeting	19 th July 2016
Report Subject	Holywell Extra Care
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer for Social Services
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides a comprehensive evidence base for the Extra Care development in Holywell.

The report gives details of the background to Extra Care and its cost effectiveness. It also provides details of how the Extra Care proposal for Holywell fits in to the Flintshire Extra Care provision and works with our existing Residential Care to address some of the demand concerns raised by the Flintshire Residential Care Review published in April 2016.

RECOMMENDATIONS

1	Cabinet accept the demand for Extra Care in Holywell as detailed in the report.
2	Cabinet approve the development of Extra Care in Holywell.

REPORT DETAILS

1.00	THE DEMAND FOR EXTRA CARE IN HOLYWELL
1.01	<p><u>Background of Extra Care</u> The extra care model is intended to provide a resident with a ‘home for life’, having accommodation that is intended to maintain a person’s independence but is flexible when their needs change. The presence of 24 hour care staff on site means that if a person’s needs change dramatically they can remain in the environment where they are comfortable and have developed networks.</p>
1.02	<p>Extra Care developments can provide an opportunity to increase housing choice for older people. Promoting choice and control also means empowering tenants to access primary health care and support services in their own homes, as their care and support needs increase.</p>
1.03	<p>Extra Care designs also ensure that developments have a variety of communal areas and facilities, which encourage interaction between residents and the development of communities. They can also function as community hubs/resources, but without compromising privacy and security of residents.</p>
1.04	<p>The model is now being recognised as an essential component of joint commissioning by health and social care services. It has an increasingly common role for intermediate care and rehabilitation helping to overcome delayed transfers of care in hospital beds by allowing patients to move to an extra care facility when they would otherwise be unable to leave hospital since their own home might no longer suit their care needs.</p>
1.05	<p><u>Cost Effectiveness of Extra Care</u> Extra Care can be a demand reduction strategy for institutionalised (residential/nursing) care. For those who are over 75 the chances of entering residential care are reduced by 47% in the first two years and by 35% in the first five years, when compared with a matched group in the community.</p>
1.06	<p>East Sussex council estimated that 63% of their residents in an extra care scheme would now require residential or nursing care if they had remained in the community. It is approximated that extra care with a care package is half the cost of a residential care placement.</p>
1.07	<p>A considerable advantage of extra care is the reduced chance of hospital admissions. It is estimated that reduced rate of hospitalisation, and a reduced number of days in hospital beds, saves £512 per person annually. The cost of provision of step down beds for social services would also inevitably reduce from the reduction in hospital admissions, which is not considered in that estimate.</p>
1.08	<p><u>Extra Care in Flintshire</u> The Extra Care Schemes in Shotton (Llys Eleanor) and Mold (Llys</p>

	Jasmine) have been very successful. They remain oversubscribed and are immensely popular. They are seen to provide a supported accommodation solution that exceeds other forms of provision such as residential care.
1.09	The proposed Flint development, is being delivered in partnership with Pennaf Housing Group. This will provide 73 units, including 15 specifically designed for people living with Dementia. Construction at Flint is due to commence in build in July 2016, with a target completion by January 2018. A project board has been established and working groups are set up.
1.10	To be eligible for Extra Care in Flintshire individuals will need to be assessed by Social Services for Adults in Flintshire as being <i>in need</i> of support or care. These support needs may, to some extent at least, be met by care and support staff who will be on site 24 hours a day, seven days a week ready to provide flexible care and support as the needs of individuals change.
1.11	The assessment of need can be a variety of reasons and circumstances and can include, but not limited to; some people in residential care or with intensive home care, those over 85 with limiting long term illness or who live alone, older people with mild to moderate dementia, and people whose mental or physical needs and housing situation do not allow manageable risks.
1.12	<u>Extra Care and Residential Care Demands in Flintshire</u> Flintshire's population of older people is expected to rise significantly over the next five years, with the numbers of those aged 80 and over projected to rise by 23%. The number of those aged 65-79 with dementia is also expected to rise by 22%. These groups are statistically the most likely of our populations demographic to need support in a residential care or nursing setting.
1.13	Projecting this increase against our current demand for residential care and EMI residential care would leave us with 119 more placements than we have currently in supply; 67 in residential care and 52 in EMI residential.
1.14	An increase in preventative and early intervention services is intended to reduce this demand by keeping people at home, however its impact is not expected to balance this deficit.
1.15	Extra care is seen as an appropriate alternative to residential care for those with low or moderate needs in this setting. Within a dementia unit, it is also possible to accommodate those who would typically be in an EMI placement, who have low or moderate social care needs.
1.16	However there is a need to show balance around creating an inappropriate community that required a higher level of care, supervision and management than is intended from the model. Success depends on balanced community with differing levels of need where true independent living is promoted and residents are able to support each other.
1.17	A Mori poll suggests that 12% of adults over 65 choose accommodation with some form of social care add on. Taking into account the population growth stated above, this could mean an extra 1,200 older people requiring accommodation with care in 2033, of which 400 maybe for extra

	care (as cited in the Extra Care Housing Strategy).
1.18	It is possible such projections are understated. As the public's expectations and requirements of accommodation with care change, and as the extra care model gains more publicity and popularity, it may be possible that demand will be even greater come 2033.
1.19	Holywell Extra Care The current supply of accommodation for older people in the Holywell vicinity is limited to sheltered accommodation, which is not always suitable, and residential care. An extra care development will broaden accommodation choice for our older population in this area
1.20	Holywell and the North West of Flintshire also has many rural communities, in which access to transport, services and community networks proves difficult. There are also concerns about the availability and efficiency of providing domiciliary care in these areas, due to the travel time required in between calls. Extra care in Holywell will allow residents to remain close to their original community, but be able to access everything described above within a 'home for life' that does not require them to move again when their needs change.
1.21	Flintshire County Council have worked in partnership with Wales and West Housing Association in order to identify an appropriate site for development, with planning and consultation processes now underway.
1.22	The proposed site is Ysgol Perth Y Terfyn primary school in Holywell, which is due to be vacated in July 2016 to move into the new Holywell school complex in September.
1.23	Wales and West have produced a design for a 4 storey, 50 unit development on this site, which will accommodate 60 residents in 39 1-bed apartments and 11 2-bed apartments. Due to its central location within Holywell, it has potential as a community resource and has excellent transport links. It will include a courtyard and garden for residents use. It will also include a limited amount of apartments for those under 60 with disabilities This is within Housing LIN's recommendations for developments to be over 40 units, without reaching large numbers of units due to the management challenges involved.
1.24	Subject to successful consultation and acceptance of required planning applications and disposal activities, the development of the Scheme will commence with an approximate demolition and construction programme of 18 months.

2.00	RESOURCE IMPLICATIONS
2.01	Revenue funding will be required to ensure the care and support elements. As with Flint Extra care the majority of the costs are staffing related and are currently estimated at £0.550m for a full year. The first full year for which funding will be required at this level is currently expected to be 2018/19 based on current timescales, however, it is expected that budget provision of £0.300m

	will be required from 2017/18.																																																
2.02	It is considered that most of the funding required for the revenue costs of the proposed facility can be met by a combination of utilisation of existing budgets through some realignment of savings elsewhere within Integrated Services, (£0.100m), and utilisation of anticipated additional income arising from charging policy income following recent changes to the application of disregards in respect of financial assessments as provided for within the Social Services & Wellbeing Act 2015 (£0.300m).																																																
2.03	This would leave an estimated funding gap of £0.150m, which would need to be a new pressure to be provided for within the Council's Medium Term Financial Plan (MTFP) - subject to Cabinet approval of this approach.																																																
2.04	The estimated costs and funding strategy for the five years from 2017/18 are illustrated within the table below:																																																
2.04	<table border="1"> <thead> <tr> <th><u>Holywell Extra care scheme :</u></th> <th><u>2017/18</u> <u>£(m)</u></th> <th><u>2018/19</u> <u>£(m)</u></th> <th><u>2019/20</u> <u>£(m)</u></th> <th><u>2020/21</u> <u>£(m)</u></th> <th><u>2021/22</u> <u>£(m)</u></th> </tr> </thead> <tbody> <tr> <td>Total estimated revenue costs</td> <td>0.300</td> <td>0.550</td> <td>0.550</td> <td>0.550</td> <td>0.550</td> </tr> <tr> <td><u>Sources of funding :</u></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Budget realignment - from within Social Services (Integrated Services budgets)</td> <td>0.100</td> <td>0.100</td> <td>0.100</td> <td>0.100</td> <td>0.100</td> </tr> <tr> <td>Extra charging policy income - arising from changes to former financial assessment disregards</td> <td>0.200</td> <td>0.300</td> <td>0.300</td> <td>0.300</td> <td>0.300</td> </tr> <tr> <td>Current potential funding</td> <td>0.300</td> <td>0.400</td> <td>0.400</td> <td>0.400</td> <td>0.400</td> </tr> <tr> <td>Estimated funding gap :</td> <td>Nil</td> <td>0.150</td> <td>0.150</td> <td>0.150</td> <td>0.150</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	<u>Holywell Extra care scheme :</u>	<u>2017/18</u> <u>£(m)</u>	<u>2018/19</u> <u>£(m)</u>	<u>2019/20</u> <u>£(m)</u>	<u>2020/21</u> <u>£(m)</u>	<u>2021/22</u> <u>£(m)</u>	Total estimated revenue costs	0.300	0.550	0.550	0.550	0.550	<u>Sources of funding :</u>						Budget realignment - from within Social Services (Integrated Services budgets)	0.100	0.100	0.100	0.100	0.100	Extra charging policy income - arising from changes to former financial assessment disregards	0.200	0.300	0.300	0.300	0.300	Current potential funding	0.300	0.400	0.400	0.400	0.400	Estimated funding gap :	Nil	0.150	0.150	0.150	0.150						
<u>Holywell Extra care scheme :</u>	<u>2017/18</u> <u>£(m)</u>	<u>2018/19</u> <u>£(m)</u>	<u>2019/20</u> <u>£(m)</u>	<u>2020/21</u> <u>£(m)</u>	<u>2021/22</u> <u>£(m)</u>																																												
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Estimated funding gap :	Nil	0.150	0.150	0.150	0.150																																												

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	A consultation process is currently underway to include local council members, residents and key stakeholders.

4.00	RISK MANAGEMENT
4.01	The planning application process may risk the design of the scheme or the proposed opening date.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Contact Officer: Susie Lund – Senior Manager Integrated Services, Lead Adults Telephone: 01352 701407 E-mail: susie.lunt@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
7.01	<p><u>SSIA</u> Social Services Improvement Agency is a specialist team dedicated to supporting improvement and transformational change within the social care system of Wales.</p> <p><u>CSSIW</u> Care and Social Services Inspectorate Wales ensure that services meet the standards the public expect. They regulate and inspect services to improve standards of care in Wales.</p>

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Organisational Change

- **Sale of Bare Land Adj. to Morfa Farm, Talacre**
The sale of a parcel of surplus bare land to the adjoining owner.
- **Sale of Bare Land Adj. Bryn Coch Hall Farm**
The sale of a parcel of surplus bare land to the adjoining owner.

Chief Executive

- **Welsh Church Acts Fund 2016/17**
To note the 5 applications considered by the Panel to the value of £1,500.00.

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
JULY 2016 TO DECEMBER 2016**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
July					
Education and Youth Overview & Scrutiny Committee Page 357	7 July 2016	Education and Youth	Regional School Effectiveness and Improvement Service (GwE) To receive an update on progress with the development of the regional school effectiveness and improvement service, to include a presentation from the Chief Officer of GwE.	Strategic	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	7 July 2016	Education and Youth	Council Fund Revenue Budget 2017/18 (Education & Youth) To update the Committee on the financial forecast for the 2017/18 financial year	Strategic	Cabinet Member for Education

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 July 2016	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Page 8 of 8 Community and Enterprise Overview & Scrutiny Committee	13 July 2016	Community and Enterprise	Discretionary Rate Relief To consult with the Committee on the proposed new policy for 2017-18 and future years following the review of the affordability of the current policy of rate relief for charities, voluntary groups and not for profits organisations.	Strategic	Cabinet Member for Corporate Management
Community and Enterprise Overview & Scrutiny Committee	13 July 2016	Community and Enterprise	Council Fund Revenue Budget 2017/18 (Community & Enterprise) To update the Committee on the financial forecast for the 2017/18 financial year	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)
Community and Enterprise Overview & Scrutiny Committee	13 July 2016	Community and Enterprise	Strategic Housing and Regeneration Project (SHARP) To review progress on the Strategic Housing and Regeneration Project (SHARP)	Strategic	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	13 July 2016	Community and Enterprise	Hardship Rate Relief Policy To consult with the Committee on the proposed Hardship Rate Relief Policy for 2016 - 17 and future years	Strategic	Cabinet Member for Corporate Management
Community and Enterprise Overview & Scrutiny Committee	13 July 2016	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.	Operational	
Audit Committee	13 July 2016	Governance	Consultancy Follow Up To inform members of the results of the audit into the new system for managing the use of consultants.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	13 July 2016	Governance	<p>Annual Governance Statement</p> <p>For the committee to consider and approve the draft Annual Governance Statement (AGS) for 2015/16.</p>		
<p>Page 360</p> <p>Audit Committee</p>	13 July 2016	Governance	<p>Internal Audit Annual Report</p> <p>To inform members of the outcome of all audit work carried out during 2015/16 and to give the annual Internal Audit opinion on the standard of internal control, risk management and governance within the Council.</p>		
Audit Committee	13 July 2016	Finance	<p>Asset Disposal and Capital Receipts Generated 2015/16</p> <p>Report provides a summary of assets disposed of during the financial year 2015/16 and the Capital Receipts generated as a result.</p>	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	13 July 2016	Finance	<p>Supplementary Financial Information to Draft Statement of Accounts 2015/16</p> <p>This report contains the information on salaries over £60,000 for all Council employees, non-permanent posts and short term professional advisors requested in a Notice of Motion approved by Council in January 2013 for financial year 2015/16.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	13 July 2016	Finance	<p>Draft Statement of Accounts 2015/16</p> <p>Presenting the draft Statement of Accounts 2015/16 for Members information only at this stage.</p>	Strategic	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)
Audit Committee	13 July 2016	Finance	Treasury Management Annual Report 2015/16; Treasury Management Update Quarter 1 2016/17 Presents the draft treasury management outturn report for 2015/16 for Audit Committee's recommendation to Cabinet, and an update of treasury management activity during the first quarter of 2016/17.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	13 July 2016	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit department.		
Audit Committee	13 July 2016	Chief Executive's	Risk Management Update To note the status of the end of year 2015/16 strategic risks within the Improvement Plan.	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)
Audit Committee	13 July 2016	Chief Executive's	Wales Audit Office - Regulatory Programme - Performance Work 2016/17 To note the regulatory programme for 2016/17 as published by the Auditor General for Wales.	Strategic	Cabinet Member for Corporate Management
Audit Committee	13 July 2016	Governance	Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.		
Audit Committee	13 July 2016	Finance	Certification of Grant Claims and Returns 2014/15 To inform Members of the grant claim certification for the year ended 31st March 2014.		
Audit Committee	13 July 2016	Governance	Forward Work Programme To consider the Forward Work Programme for the Audit 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 July 2016	Finance	<p>Revenue Budget Monitoring 2015/16 (Outturn) To provide Members with the latest revenue budget monitoring information for 2014/15 for the Council Fund and Housing Revenue Account based on actual income and expenditure (subject to Audit)</p>		
Corporate Resources Overview & Scrutiny Committee	14 July 2016	Finance	<p>Revenue Budget Monitoring 2016/17 (Month 2) This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 2, and projects forward to Year-End.</p>	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)
Corporate Resources Overview & Scrutiny Committee	14 July 2016	Overview and Scrutiny	2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Corporate Resources) To enable Members to fulfil their scrutiny role in relation to performance monitoring		
Corporate Resources Overview & Scrutiny Committee	14 July 2016	Overview and Scrutiny	Performance Report 2015/16 (Corporate Resources) To provide analysis of the Council's progress towards national indicators set by the Welsh Government.	Strategic	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	14 July 2016	Chief Executive's	Performance Appraisal Report & Progress Update Provide an update on the current levels of appraisal completion by portfolio	Operational	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)
Corporate Resources Overview & Scrutiny Committee	14 July 2016	Chief Executive's	Use of Consultants – update report To provide an update to the Committee on the use of Consultants	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14 July 2016	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	19 July 2016	Chief Executive's	Annual Improvement Report 2015/16 of Wales Audit Office To receive and respond to the Annual Performance Report of Wales Audit Office for 2015/16	Strategic	Cabinet Member for Corporate Management
Cabinet	19 July 2016	Chief Executive's	Annual Performance Report 2015/16 Part 2 To receive the 2015/16 Year End Improvement Plan monitoring reports for the periods 1 April 2014 to 31 March 2016	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 July 2016	Social Services	<p>Annual Council Reporting Framework To review final version of ACRF 2015/16 and approval publication of the FCC Website (deadline for publication is the 31st July).</p>	Strategic	Cabinet Member for Social Services
Cabinet	19 July 2016	Finance	<p>Revenue Budget Monitoring 2016/17 (month 2) '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 2 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 July 2016	Community and Enterprise	<p>Hardship Rate Relief Policy The report sets out the Hardship Rate Relief policy to be adopted for 2016 - 17 and future years.</p>	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 July 2016	Community and Enterprise	<p>Discretionary Rate Relief Policy To implement a new policy for 2017-18 and future years following the review of the affordability of the current policy of rate relief for charities, voluntary groups and not for profits organisations</p>	Strategic	Cabinet Member for Corporate Management
Cabinet	19 July 2016	Social Services	<p>Holywell Extra Care To provide an update on the Extra Care Scheme for Holywell Flintshire.</p>	Strategic	Cabinet Member for Social Services
Cabinet	19 July 2016	Streetscene and Transportation	<p>Review of Household Recycling Centre Provision To provide Cabinet with an update on the review of HRC provision.</p>	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Cabinet	19 July 2016	Community and Enterprise	<p>Communal Heating Recharges 2016/17 To outline and seek agreement of Cabinet for the proposed heating charges to the communal HRA properties in 2016/17</p>	Operational	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 July 2016	Community and Enterprise	SHARP - Phase 2 To approve Phase 2 New Build Housing Developments as part of the SHARP Programme.	Strategic	Cabinet Member for Housing
Cabinet	19 July 2016	Streetscene and Transportation	12 Month Reivew of Car Parking Strategy To seek Cabinet approval for the changes to the Parking Strategy following the 12 month review.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	19 July 2016	Planning and Environment	Flintshire Local Development Plan - Amended Delivery Agreement To seek a Cabinet resolution to send the amended Delivery Agreement to Welsh Government for their formal approval	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	19 July 2016	Finance	Capital Programme 2015/16 (Outturn) To provide Members with the outturn capital programme information for 2015/16.	Operational	Leader of the Council and Cabinet Member for Finance

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Cabinet	19 July 2016	Finance	Revenue Budget Monitoring 2015/16 (Outturn) To provide Members with the latest revenue budget monitoring information for 2014/15 for the Council Fund and Housing Revenue Account based on actual income and expenditure (subject to Audit)	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19 July 2016	Community and Enterprise	Prudential Indicators - Actuals 2015/16 To note the Prudential Indicators for 2015/16.	Operational	Cabinet Member for Corporate Management
Cabinet	19 July 2016	Organisational Change	Holywell Leisure Centre Community Asset Transfer To update members on progress with application for Holywell Leisure Centre and to decide on the next steps.	Operational	Cabinet Member for Education, Deputy Leader of the Council and Cabinet Member for Environment, Cabinet Member for Waste Strategy, Public Protection and Leisure

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 July 2016	Organisational Change	<p>Alternative Delivery Model for Child Care Provision in Deeside Proposals for the Flintshire Creche Service to establish a childcare social enterprise and to decide on the next steps.</p>	Operational	Cabinet Member for Social Services, Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee Page 371	19 July 2016	Planning and Environment	<p>Rogue Traders App To inform members of the rogue traders app available to members of the public in Flintshire</p>	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Environment Overview & Scrutiny Committee	19 July 2016	Streetscene and Transportation	<p>Review of Waste Collection Policy To consider the revised waste Collection Policy.</p>	Strategic	Cabinet Member for Waste Strategy, Public Protection and Leisure

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	19 July 2016	Overview and Scrutiny	<p>2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Environment)</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		
Environment Overview & Scrutiny Committee	19 July 2016	Overview and Scrutiny	<p>Forward Work Programme (Environment)</p> <p>To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.</p>		
Social & Health Care Overview & Scrutiny Committee	21 July 2016	Social Services	<p>Comments, Compliments and Complaints</p> <p>To receive a report on the compliments, representations and complaints received by Social Services for the year April 2015 – March</p>	Operational	

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	19 July 2016	Overview and Scrutiny	Performance Report 2015/16 (Environment) To provide analysis of the Council's progress towards national indicators set by the Welsh Government.	Strategic	Cabinet Member for Corporate Management
Environment Overview & Scrutiny Committee	19 July 2016	Planning and Environment	Council Fund Revenue Budget 2017/18 (Environment) To update the Committee on the financial forecast for the 2017/18 financial year	Strategic	Deputy Leader of the Council and Cabinet Member for Environment, Cabinet Member for Waste Strategy, Public Protection and Leisure
Organisational Change Overview & Scrutiny Committee	28 July 2016	Overview and Scrutiny	Q4/Year End Improvement Plan Monitoring Report 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	28 July 2016	Overview and Scrutiny	Performance Report 2015/16 (Organisational Change) To provide analysis of the Council's progress towards national indicators set by the Welsh Government.	Strategic	Cabinet Member for Corporate Management
August					
September					
Education and Youth Overview & Scrutiny Committee	8 September 2016	Overview and Scrutiny	Performance Report 2015/16 (Education & Youth) To provide analysis of the Council's progress towards national indicators set by the Welsh Government.	Strategic	Cabinet Member for Corporate Management

Pages 374

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	8 September 2016	Education and Youth	<p>2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Education & Youth)</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		
Education and Youth Overview & Scrutiny Committee	8 September 2016	Overview and Scrutiny	<p>Forward Work Programme (Education & Youth)</p> <p>The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.</p>	Operational	

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	12 September 2016	Overview and Scrutiny	<p>Forward Work Programme (Organisational Change) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.</p>	Operational	
Community and Enterprise Overview & Scrutiny Committee	14 September 2016	Community and Enterprise	<p>Housing Regeneration Programmes To update the Committee on the Housing Regeneration Programmes</p>	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	14 September 2016	Community and Enterprise	<p>Purchase of Ex Council Stock To consider proposals and criteria for the repurchase of ex council properties</p>	Strategic	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	14 September 2016	Overview and Scrutiny	<p>Performance Report 2015/16 (Community & Enterprise) To provide analysis of the Council's progress towards national indicators set by the Welsh Government.</p>	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)
Community and Enterprise Overview & Scrutiny Committee	14 September 2016	Overview and Scrutiny	<p>2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Community & Enterprise)</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		
Community and Enterprise Overview Scrutiny Committee	14 September 2016	Overview and Scrutiny	<p>Forward Work Programme (Community & Enterprise)</p> <p>The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.</p>	Strategic	
Environment Overview & Scrutiny Committee	14 September 2016	Streetscene and Transportation	<p>Review of Highway Inspection Policy and Highway Structures Inspection Policy</p> <p>To review the Council's policy on highway safety inspections, intervention criteria and response times.</p>	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)
Environment Overview & Scrutiny Committee	14 September 2016	Overview and Scrutiny	Forward Work Programme (Environment) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.	Operational	
Social & Health Care Overview & Scrutiny Committee	15 September 2016	Overview and Scrutiny	Quarter 4/Year End Improvement Plan Monitoring Report To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Social & Health Care Overview & Scrutiny Committee	15 September 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care 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	15 September 2016	Chief Executive's	LSB and Strategic Partnerships Performance – End of Year Report To provide a summary of performance for 2015/16 and an overview of priorities for the Public Service Board.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	15 September 2016	Chief Executive's	Welsh Language Standards Advise members of the proposed new Welsh Language Standards for Flintshire and seek endorsement of the Council's approach.		Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	15 September 2016	Finance	Revenue Budget Monitoring 2016/17 (Month 4) This regular monthly report provides the latest revenue budget monitoring position for 2016/17 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.	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)
Corporate Resources Overview & Scrutiny Committee	15 September 2016	Overview and Scrutiny	Forward Work Programme (Corporate Resources) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.	Operational	
Social & Health Care Overview & Scrutiny Committee	15 September 2016	Overview and Scrutiny	Performance Report 2015/16 (Social & Health Care) To provide analysis of the Council's progress towards national indicators set by the Welsh Government.	Strategic	Cabinet Member for Corporate Management
Social & Health Care Overview & Scrutiny Committee	15 September 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 September 2016	Chief Executive's	<p>Welsh language To agree the Welsh language annual monitoring report for the period 2015/16 prior to publication on the Council's website.</p> <p>To provide and update on progress to implementing the Welsh Language Standards</p>	Strategic	Cabinet Member for Corporate Management
Cabinet	20 September 2016	Chief Executive's	<p>Strategic Equality Plan 2016/2020 To agree the Council's equality objectives and Strategic Equality Plan (SEP) 2016/2020.</p>	Strategic	Cabinet Member for Corporate Management
Cabinet	20 September 2016	Community and Enterprise	<p>Purchase of Ex Council Stock To consider proposals and criteria for the repurchase of ex council property.</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	20 September 2016	Streetscene and Transportation	<p>Highways and Car Park Inspection Policy To review the Council's Policy on highway safety inspections, intervention criteria and response times.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	20 September 2016	Finance	<p>Revenue Budget Monitoring 2015/16 (month 4) 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 4 and projected forward to year-end based on the most up to date information available.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	20 September 2016	Community and Enterprise	<p>Business Rates Write-off Over £25,000 Needing Approval To approve a business rates write off in excess of £25,000 needing approval</p>	Operational	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)
Audit Committee	26 September 2016	Chief Executive's	Annual Improvement Report Purpose: to receive the Annual Improvement Report from the Auditor General for Wales and note the Council's response	Strategic	Cabinet Member for Corporate Management
Flintshire County Council	26 September 2016		Establishment Structure in Democratic Services To consider the proposed changes to the Democratic Services structure.		
Corporate Resources Overview & Scrutiny Committee	13 October 2016	Finance	Revenue Budget Monitoring 2016/17 (Month 5) 'This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5, and projects forward to year-end	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)
Corporate Resources Overview & Scrutiny Committee	13 October 2016	Overview and Scrutiny	Forward Work Programme (Corporate Resources) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.	Operational	
Education and Youth Overview & Scrutiny Committee	13 October 2016	Overview and Scrutiny	Forward Work Programme (Education & Youth) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education	Operational	
Organisational Change Overview & Scrutiny Committee	17 October 2016	Overview and Scrutiny	Forward Work Programme (Organisational Change) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 October 2016	Finance	<p>Revenue Budget Monitoring 2015/16 (month 5) 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 5 and projected forward to year-end based on the most up to date information available.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	19 October 2016	Community and Enterprise	<p>Deeside Plan To enable the Committee to consider the Deeside Plan</p>	Operational	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	19 October 2016	Overview and Scrutiny	<p>Forward Work Programme (Community & Enterprise) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.</p>	Strategic	

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	20 October 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.	Operational	
November					
Environment Overview & Scrutiny Committee	2 November 2016	Planning and Environment	Renewable Energy To receive a report outlining the developments to include the responses received following consultation.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	2 November 2016	Overview and Scrutiny	Forward Work Programme (Environment) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.	Operational	

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 November 2016	Finance	<p>Revenue Budget Monitoring 2016/17 (Month 6)</p> <p>'This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 6, and projects forward to Year-End.'</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	10 November 2016	Overview and Scrutiny	<p>Forward Work Programme (Corporate Resources)</p> <p>The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.</p>	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 November 2016	Finance	<p>Revenue Budget Monitoring 2016/17 (month 6) 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 6 and projected forward to year-end based on the most up to date information available.</p>	Strategic	
Education and Youth Overview & Scrutiny Committee	17 November 2016	Overview and Scrutiny	<p>Forward Work Programme (Education & Youth) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.</p>	Operational	

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	21 November 2016	Overview and Scrutiny	<p>Forward Work Programme (Organisational Change) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.</p>	Operational	
Public Accounts Committee Community and Enterprise Overview Scrutiny Committee	23 November 2016	Overview and Scrutiny	<p>Forward Work Programme (Community & Enterprise) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.</p>	Operational	
Social & Health Care Overview & Scrutiny Committee	24 November 2016	Overview and Scrutiny	<p>Forward Work Programme (Social & Health Care) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.</p>	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
December					
Environment Overview & Scrutiny Committee	7 December 2016	Overview and Scrutiny	Forward Work Programme (Environment) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	8 December 2016	Finance	Revenue Budget Monitoring 2016/17 (Month 7) 'This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.'	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)
Corporate Resources Overview & Scrutiny Committee	8 December 2016	Overview and Scrutiny	<p>Forward Work Programme (Corporate Resources) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.</p>	Operational	
Cabinet	13 December 2016	Finance	<p>Revenue Budget Monitoring 2016/17 (month 7) 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 7 and projected forward to year-end based on the most up to date information available.</p>	Strategic	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)
Community and Enterprise Overview & Scrutiny Committee	21 December 2016	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.	Operational	
Education and Youth Overview & Scrutiny Committee	22 December 2016	Overview and Scrutiny	Forward Work Programme (Education & Youth) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.	Operational	
Social & Health Care Overview & Scrutiny Committee	22 December 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.	Operational	

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