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Democrataidd



**TO: Councillor: Arnold Woolley  
(Chairman)**

Councillors: Helen Brown, Carol Ellis, Dennis Hutchinson,  
Nancy Matthews, Neville Phillips OBE, Tony Sharps,  
Nigel Steele-Mortimer, Matt Wright

Your Ref /  
Eich Cyf

ur Ref / Ein Cyf <sup>ST 0</sup>

Date / Dyddiad 15/06/2011

Ask for / Gofynner am Nicola Gittins

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Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD** on **TUESDAY, 21 JUNE 2011** at **09:30** to consider the following items.

Yours faithfully

Democracy and Governance Manager

#### **AGENDA**

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on 17/05/2011 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

**STRATEGIC REPORTS**

4. **IMPROVEMENT PLAN 2011/12**

Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management

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

5. **REGULATORY PROGRAMME**  
Report of the Chief Executive and Head of Finance - Portfolio of the Executive Member for Corporate Management
6. **FLINTSHIRE FUTURES - GOVERNANCE**  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
7. **REGIONAL ENVIRONMENT AND REGULATORY SERVICES PROGRAMME BOARD - PROGRESS REPORT**  
Report of the Chief Executive and Director of Environment - Portfolio of the Deputy Leader and Executive Member for Environment
8. **MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2011-15 UPDATE**  
Report of the Head of Finance and Chief Executive - Portfolio of the Leader and Executive Member for Finance and Asset Management
9. **CUSTOMER SERVICE STRATEGY 2010 2013 - PROGRESS REPORT**  
Report of the Head of ICT and Customer Services - Portfolio of the Executive Member for Corporate Management
10. **14-19 INSPECTION**  
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education

**OPERATIONAL REPORTS**

11. **QUARTER 4 / YEAR END PERFORMANCE REVIEW 2010/11**  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
12. **REVENUE BUDGET MONITORING 2010/11 (MONTH 12)**  
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
13. **SCHOOL MODERNISATION: SECONDARY REVIEW**  
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education
14. **DEESIDE LEISURE CENTRE: PHASE 4 SPA POOL**  
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education
15. **COMMUNITY HOUSE REVIEW**  
Report of the Member Engagement Manager - Portfolio of the Executive Member for Housing
16. **SECOND CHILDREN'S SAFEGUARDING MANAGER POST WITHIN SOCIAL SERVICES FOR CHILDREN**  
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services

17. MENTOR / VOLUNTEER PROJECT UPDATE (MAY 2011)  
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
18. RURAL DEVELOPMENT PLAN FOR WALES 2007 - 2013, BUSINESS PLAN 2  
Report of the Director of Environment - Portfolio of the Executive Member for Regeneration and Tourism
19. FLINTSHIRE FLOOD RISK ASSESSMENT  
Report of the Director of Environment - Portfolio of the Deputy Leader and Executive Member for Environment
20. SALARY OVERPAYMENTS  
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Management
21. FLINTSHIRE LEAN ACADEMY  
Report of the Head of ICT and Customer Services - Portfolio of the Executive Member for Corporate Management
22. EXERCISE OF DELEGATED POWERS  
Report of the Chief Executive enclosed
23. FORWARD WORK PROGRAMME  
A copy of the Executive Forward Work Programme (Months 06/11 to 10/11) is enclosed

**EXECUTIVE**  
**17 MAY 2011**

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 17 May 2011

**PRESENT: Councillor A. Woolley (Chairman)**

Councillors: H. Brown, H. D. Hutchinson, N. M. Matthews, N. Phillips, L. A. Sharps, N. Steele-Mortimer, M. G. Wright

**APOLOGY:** Councillor C. A. Ellis

**ALSO PRESENT:** Councillors K. Armstrong-Braun, J. B. Attridge, R. G. Hampson, P. G. Heesom, R. B. Jones, D. I. Mackie and C. A. Thomas

**IN ATTENDANCE:**

Chief Executive, Director of Environment, Director of Lifelong Learning, Head of Legal & Democratic Services, Head of Finance, Head of Human Resources & Organisational Development, Head of ICT & Customer Services, Head of Housing and Team Manager – Committee Services

**1. MINUTES**

The minutes of the meeting held on 12 April 2011 were confirmed as a correct record.

**2. DECLARATIONS OF INTEREST**

Councillors H. D. Hutchinson, N. Phillips and A. Woolley declared personal, non-prejudicial interests in agenda item number 19 – Buckley Masterplan.

**3. COUNCIL PLANNING FRAMEWORK**

The Executive Member for Corporate Management introduced the reviewed Council Planning Framework.

The Chief Executive explained that the Framework was a family of co-related documents which together stated ambition, priorities and targets within an overall governance framework.

The Framework comprised three main parts: the Council Plan (Governance) framework, annual statements and service and directorate planning. The timings of each of the three parts were outlined in the report.

**RESOLVED:**

- (a) That the Council Planning (Governance) Framework be endorsed; and

- (b) That the production and availability of the service and directorate plans be noted.

#### **4. DIRECTORATE PLANS**

The Executive Member for Corporate Management introduced the report which provided Members with an overview of the three renewed Directorate Plans for 2011/12 as part of the Council (Plan) Governance Framework.

The Chief Executive explained that the three Directorate Plans formed part of the Council (Plan) Governance Framework, the purpose of which was to set direction and purpose for the directorates, to connect to the corporate plans and to set a high level performance accountability framework.

All three Directorate Plans would be completed by the end of May 2011 which would enable the newly appointed Director of Community Services, Neil Ayling, to contribute to his Directorate Plan.

The Directorate Plans provided the link between the Corporate Priorities and the Medium Term Financial Strategy. They also described forecasted pressures and efficiencies and set out intended actions within the set of priorities.

A document was handed to Members which highlighted the County Priorities, Council Priorities and Directorate Priorities for each Directorate including one for Corporate Resources.

#### **RESOLVED**

That the content of the new Directorate Plans as part of the Council (Plan) Governance Framework be noted.

#### **5. COUNCIL PRIORITIES**

The Leader and Executive Member for Finance and Asset Management introduced the report which outlined the revised Council Priorities.

The Chief Executive explained that in 2010 the Executive adopted a set of 40 priorities. They had now been reviewed by Executive Members, with the advice and support of the Corporate Management Team with the aim of:

- Providing a reduced set of priorities to provide clarity and vision and direction.
- Giving guidance to directorates in the setting of their service / business plans for 2011/12 and
- Meeting the recommendations of the Wales Audit Office to adopt a set of 'Improvement Objectives' as required by the Local Government (Wales) Measure 2009

The Council drew its priorities from a number of sources. Four were corporate governance priorities and six were service policy and performance priorities. The 10 priorities were supported by more detailed secondary priorities set out in the three Directorate Plans and in the corporate governance plans.

**RESOLVED:**

That the revised set of 10 primary priorities be adopted and classed as the Council's 'Improvement Objectives'.

**6. MEDIUM TERM FINANCIAL STRATEGY**

The Leader and Executive Member for Finance and Asset Management introduced the draft Medium Term Financial Strategy (MTFS) which incorporated the Medium Term Financial Plan (MTFP).

The Head of Finance delivered a detailed presentation on the draft Medium Term Financial Strategy which covered the following:

- MTFS Contents
- MTFS Purpose and Development
- Governance Framework
- MTFS Includes the Financial Plan (MTFP)
- Key Financial Objectives of the MTFS
- Financial Planning & Operating Principles
- Forecasting Future Resource Levels & Needs
- Initial Forecast
- Monitoring & Delivering the Financial Strategy
- What Next?

The Chief Executive commented on the importance of forecasting. It was planned to have a first estimate of the update to forecast in the Medium Term Financial Plan which had been presented incorporating the major items from Directorate/Service Plans and the Flintshire Futures Programme by mid June. It was important that there were clear priorities with appropriate support provided throughout the rigorous work that would be required on forecasting.

**RESOLVED:**

- (a) That the draft Medium Term Financial Plan be noted;
- (b) That the report and the outcome of the WLGA Financial Peer Review be considered by the Corporate Resources Overview and Scrutiny Committee on 19 May 2011 and that feedback on the MTFS be reported to Executive on 21 June 2011; and
- (c) That the final draft document be approved for submission to County Council on 29 June 2011 with the Medium Term Financial Plan based on the initial forecasts set out in the report.

## 7. **MINISTERIAL REVIEWS**

The Executive Member for Corporate Management introduced the report which noted the outcomes and implications of three significant reviews commissioned by Welsh Assembly Government (WAG) Ministers.

In 2010 the then WAG Cabinet commissioned three significant reviews.

- Vision to Action of Social Services – the ‘Pearson Review’
- The Structure of Education Services in Wales - the ‘Thomas Review’
- Review of Local Authority Service Delivery - the ‘Simpson Review’

The formal response to the ‘Pearson Review’ was published prior to the recent election.

Summaries of the ‘Thomas’ and ‘Simpson’ reviews and their recommendations were appended to the report. No formal Welsh Assembly Government responses had yet been made to these reviews although the retiring Ministers, pre-election, had made supportive statements in welcoming the recommendations of the reviews.

The ‘Simpson Review’ built on the positive work of collaborative working at a regional level and made specific recommendations for greater and more consistent collaboration within and across regions with recommendations for some national level collaborations. This review was influenced by the aims for regional collaboration in North Wales to which the six Councils were committed.

The Director of Lifelong Learning said the ‘Thomas Review’ built on earlier commitments to regionalisation of key education support services, maximising investment in and delegation to schools, improving standards and improving school performance and governance. One of the recommendations in the Review was that a national target be set for school surplus places to be established at a maximum of 10% across Wales. The Executive Member for Education explained that work was underway on proposals for how that target could be met and would be presented to the Executive in June 2011.

The Executive Member for Environment asked if any schools in Wales were receiving European funding. The Director of Lifelong Learning explained that specific grants were provided only where there were specific issues and he would share information with Members on any projects that had been undertaken from such funding.

### **RESOLVED:**

- (a) That the recommendations and implications of the ‘Thomas’ and the ‘Simpson’ reviews be noted; and

- (b) That the commitment of the Executive to regional collaboration, school re-organisations, increased delegation of funding to schools and improved standards of education in response to the 'Thomas' review and its commitment to regional collaboration in response to the 'Simpson' review be repeated.

**8. LOCAL GOVERNMENT (WALES) MEASURE 2011**

The Executive Member for Corporate Management introduced the report which provided an overview of the Local Government Measure and its implications for Flintshire.

The Head of Legal and Democratic Services explained that the Measure had recently been granted Royal Assent and would now come into effect in stages. The day after Royal Assent was granted the provisions relating to Overview and Scrutiny, collaboration and amalgamation came into effect. Two months later provisions relating to governance arrangements, area committees and co-opted members of Overview and Scrutiny Committees would come into effect as would some of the provisions relating to communities and community councils.

**RESOLVED:**

That the provisions of the Measure and the implications for Flintshire be noted.

**9. COMMUNITY STRATEGY AND LOCAL SERVICE BOARD – MID YEAR REVIEW**

The Executive Member for Corporate Management introduced the report which sought endorsement of the ongoing work of the Flintshire Local Service Board (LSB).

The Chief Executive introduced the mid-year report and highlighted the work of two complex projects: Carbon Reduction and Adaptation and Maximising Opportunity – Preventing and Reducing Poverty and Disadvantage in Flintshire.

On 15 March 2011 the proposals and timescale for implementation of the outcomes of the North Wales Partnership Review were endorsed by the Executive. Changes being made as a result of that review were the introduction of a Regional Leadership Board (RLB), the development of a regional North Wales Safer Communities Board and sub-regional consolidation of Local Service Boards, Children and Young People's Partnerships, Health, Social Care and Well-being Partnerships and Local Safeguarding Children Boards with linked delivery roles for Community Safety Partnerships.

**RESOLVED:**

That the ongoing work of the Local Service Board be supported and endorsed.

**10. STRATEGIC PROCUREMENT OVERVIEW – NATIONAL, REGIONAL AND LOCAL DEVELOPMENTS**

The Executive Member for Corporate Management introduced the report which provided an update on the work being undertaken nationally, regionally and locally to improve Procurement practices, develop professional capacity and deliver efficiency savings.

The Head of ICT and Customer Services explained that the work highlighted in the report would contribute to more effective and innovative procurement which in turn would improve service delivery. It would also help the Council to realise the required efficiency savings, whilst at the same time delivering social, environmental and economic benefits.

As part of the Welsh Assembly Government's Efficiency and Innovation Programme a Procurement and Commissioning Taskforce was established to identify a national programme of improvement to public sector procurement within Wales. To deliver on the ambitious vision the taskforce produced a detailed report with 23 key recommendations under four main themes: Governance; Policy, Process and Technology; National Procurement Service and Category Management. The full recommendations were attached as an appendix to the report. The Leader and the Chief Executive had committed personally to adoption of the recommendations at national meetings.

**RESOLVED:**

- (a) That the work being undertaken at a local, regional and national level to radically improve procurement and deliver efficiency savings be noted and supported; and
- (b) That the recommendations of the National Procurement and Efficiency Taskforce detailed in the report be endorsed.

**11. REVENUE BUDGET MONITORING 2010/11 (MONTH 11)**

The Executive Member for Finance and Asset Management introduced the report which provided the most up to date revenue budget monitoring information (Month 11) for the Council Fund and the Housing Revenue Account in 2010/11.

The Head of Finance reported this was a pleasing position for the Authority with the projected year end position as estimated at Month 11 being:

- Council Fund – Net underspend of £0.037M (overspend of £0.389M at Month 10)

- Housing Revenue Account – Net underspend of £0.311M (underspend of £0.055M at Month 10)

Significant savings were reported across departments and corporate finance which resulted from the ongoing management action being taken to minimise the impact on the Council's overall financial position.

Various requests for carry forward funding had been received which were detailed in the report.

The Chief Executive commended the Director of Lifelong Learning and the Head of Children's Services for their work on reducing the budget pressure on Out of County Placements.

Movements to date on unearmarked reserves and the estimated level of contingency sum were detailed in the appendix to the report. As a result of the movements, the estimated amount currently projected in the Contingency Reserve was £1.045M. This was £0.754M more than the £0.291M anticipated when the 2011/12 budget was set.

Appendix 8 to the report detailed the reasons for significant variances occurring to date on the Housing Revenue Account, and actions planned to deal with them.

**RESOLVED:**

- (a) That the report be noted;
- (b) That the carry forward requests be approved;
- (c) That the estimated Council Fund Contingency Sum as at 31 March 2011 be noted; and
- (d) That the projected final level of balances on the Housing Revenue Account be noted.

**12. COUNCIL TAX HELP FOR PENSIONERS**

The Executive Member for Finance and Asset Management introduced the report which provided information on the continuation of the Assembly Government Pensioner Discount Grant Scheme in 2011-12 which provided financial assistance for pensioners to pay their Council Tax.

The Head of Finance explained that during 2010-11, £3.89M was made available across all 22 Authorities in Wales from a grant scheme to target funding to those pensioners most in need of financial help. The money was distributed on the older adults formula used in the calculation of the Standard Spending Assessment.

As part of the 'One Wales' policy commitment, the Welsh Assembly Government (WAG) had announced a further £3.89M funding package across Wales for 2011-12 to enable Local Authority pensioners discount schemes to continue and Flintshire County Council had been allocated grant funding of £163,990.

Details were provided on the proposed qualification criteria for a fixed grant award for eligible Flintshire residents.

**RESOLVED:**

- (a) That the Pensioner Discount Scheme in 2011-12 be adopted; and
- (b) That officers be authorised to accept the £163,990 grant from the Assembly Government and to administer the grant in line with proposals detailed in the report, seeking an equitable award in the payments made based on the total number of applications on the qualifying date whilst providing a 'ring fenced' contingency fund to support up to 100 additional applications on a 'first come first served basis'. All grants will be fixed at a level when the total numbers of applications are known after 30 September 2011 deadline date for new applications.

**13. COUNCIL TAX – SINGLE PERSON DISCOUNT REVIEW**

The Executive Member for Finance and Asset Management introduced the report which provided details of a collaborative project across North Wales to review Council Tax Single Person Discounts (SPD).

In the past, the Council had carried out yearly or biannual reviews to establish that the Council Tax SPDs were correct. This had usually been done in writing. This had always prompted some taxpayers to provide details of additional people who had joined the household, but there was no independent check or verification of the taxpayers' actual circumstances and therefore the Council accepted the review form on face value. If the taxpayer signed and returned the form, the discount would continue.

This method was resource intensive and costly. There had been several case studies cited by the Audit Commission as good examples where local Authorities, working together with private sector partners, had removed significant numbers of SPD claims where taxpayers had failed to notify of a change of circumstances.

The North Wales Revenues Practitioners Group, following an agreement to develop more effective ways of reviewing SPD claims, had undertaken a joint procurement exercise involving all Councils across North and Mid Wales, to establish an SPD review contract for the region that provided better value for money for taxpayers. Northgate Information Solutions successfully tendered for the project and would work in conjunction with each participating Council and with Experian UK, a leading credit

reference agency, to assist in identifying taxpayers who were claiming 25% SPD when they were not entitled to it.

**RESOLVED:**

- (a) That the regional SPD review taking place in May 2011 be noted; and
- (b) That a further report be presented to Members to consider the viability of future reviews being undertaken by external specialists once the outcomes of the SPD review are known.

**14. HOUSING AND COUNCIL TAX BENEFIT TAKE UP GRANT FROM WELSH ASSEMBLY GOVERNMENT (WAG)**

The Executive Member for Finance and Asset Management introduced the report which advised Members of the Benefit Take Up grant available to the Council for 2011/12 and provided information about previous years activity funded by the Benefit Take Up grant 2010/11.

Over the last five years WAG had offered grants to Welsh Authorities to encourage benefit take up. For 2011/12 Flintshire County Council had been offered and accepted £47,300 for this purpose.

**RESOLVED:**

That the report be noted.

**15. HOUSING AND COUNCIL TAX BENEFIT CHANGES 2011/12 - DISCRETIONARY HOUSING BENEFIT POLICY**

The Executive Member for Finance and Asset Management introduced the report which advised on the changes to the Housing and Council Tax Benefit which were being implemented during 2011/12, the impact on benefit administration and on claimants and landlords locally. Approval was sought of the draft Discretionary Housing payment policy that would be applied to future applications for Discretionary Housing payments.

From April 2011, Local Housing Allowance (LHA) rates would be reduced so that they were set at the 30<sup>th</sup> percentile of the list of levels for each property size rather than at the median figure. This would mean that approximately 3 in 10 properties for rent in the area should then be affordable to people on Housing Benefit rather than every 5 in 10 properties. In practice, some customers would not be affected until after January 2012.

Details on the Housing and Council Tax changes during 2011/12 and the Discretionary Housing Payments (DHP) were explained and full details were provided in the report.

Each year the Department of Work and Pensions (DWP) allocated DHP funding to Local Authorities, but allowed the Authority to top up the

amount. For 2011/12, Flintshire County Council has been allocated £81,620 and to ensure that the authority could meet the estimated additional demand as a result of the changes to Housing Benefit, the Authority would need to award the full overall limit of £204,050 which would mean that the Council's contribution would be £122,430.

**RESOLVED:**

- (a) That the changes, and impact of the welfare changes in April 2011 be noted;
- (b) That the Discretionary Housing Policy be approved; and
- (c) That it be noted that for the financial year 2011/12 Flintshire County Council have been allocated £81,620 by DWP for Discretionary Housing Payments and it is estimated that we will award our full overall limit of £204,050. This means that the Council's contribution to the overall total will be £122,430.

**16. WORKFORCE INFORMATION REPORT**

The Executive Member for Corporate Management introduced the report which provided an update for the fourth quarter and whole year 2010/11.

The Head of Human Resources and Organisational Development explained that the report provided details on: establishment, headcount, agency number, turnover, diversity and absence.

A piece of work was being undertaken to further analyse vacancies to identify which ones were to be recruited to and those that should be removed to allow a more accurate reflection of the establishment.

The overall turnover rate for 2010/11 was 11.94% compared to 10.70% in 2009/10. This increase was largely as a result of the data cleanse work that had been undertaken.

On sickness absence, the number of days lost had reduced in quarter 4 to 2.87 days compared to 3.32 days in quarter 3. Work was underway with the Occupational Health Unit to improve the support and interventions available to employees with the aim of employees returning to work as soon as possible.

The Chief Executive said for the whole year 2010/11, 40% of employees had attained 100% attendance and a way for recognising excellent attendance was being introduced during 2011/12.

Following a comment from the Leader and Executive Member for Finance and Asset Management, the Head of Human Resources and Organisational Development said appendices to future reports would be less

complex and headline commentary would be provided within the body of the report to further explain their content.

**RESOLVED:**

That the Workforce Information Report for the fourth quarter and whole year 2010/11 be noted.

**17. MATRIX CONTRACT UPDATE (MANAGED AGENCY STAFF SOLUTION)**

The Executive Member for Corporate Management introduced the report which provided an update on the contract for the provision of agency workers, quarter 4 of 2010/11 savings and an update on the development of procedures to maximise efficiencies and improve practice in relation to the use of agency workers.

The number of agency staff who had been in the organisation for longer than six months had decreased since the last quarter. However, this remained an area which required ongoing consideration.

The reduction in agency head count was reflected in the hours worked compared with the previous year. Overall, 39,487 fewer hours had been worked in 2010/11 which equated to a reduction of 13.80% with savings of £32,500.85 being achieved. The Authority was continuing to identify further options for improving efficiencies and reducing costs. This included reviewing the use of Matrix to assist in managing the use of consultants for one off projects to control the level of usage and spend. This would offer both direct and indirect cost savings and process efficiencies.

**RESOLVED:**

That the update be noted and the approaches being taken to manage the use of agency workers more closely and to explore further options for increasing efficiency savings for Flintshire be endorsed.

**18. BUCKLEY MASTERPLAN**

The Executive Member for Regeneration and Tourism introduced the report which provided details of the progress with the production of the Buckley Masterplan and the proposed next steps for delivering the Masterplan.

Following the Healthchecks Study by Roger Tym and Partners in 2008, a Town Partnership was established in Buckley the following year. The Buckley Partnership had developed an Action Plan which included the need for a Masterplan to provide a detailed guide for the future development of the town, in particular, the need to attract significant investment in new retail development. The Masterplan would set out a clear way forward for Buckley, providing a major step forward in securing the regeneration of the town and help to inform the proposed Flintshire Local Development Plan.

The Director of Environment explained that a major public consultation exercise had taken place in January 2011. A draft Masterplan for the whole of the town centre, together with three options for the key sites to the rear of The Precinct was presented. A large number of people attended the exhibition in Buckley Library. The report detailed the preferred way forward following that public consultation process.

A key action in developing options had been to soft market test the demand for, and viability of, any proposals put forward, which had been carried out. Full financial and soft market testing of all of the options had been undertaken which included detailed discussions with both developers and major retailers.

The Masterplan provided an evidence-based framework to guide future development for the town and contained a mix of short, medium and long term actions and aspirations designed to help create a strong, vibrant and sustainable town centre. Indicative timescales for the next stages of the project were:

- Preparation of a Development Brief for The Precinct and adjoining areas (completed by end of May 2011)
- Discussions with key landowners (mid August 2011)
- Send development package to interested parties (end of September 2011)
- Evaluation of proposals (mid November 2011)
- Selection of preferred scheme (Executive 13 December 2011)

The Executive Member for Environment expressed his concerns on land ownership, who would lead the project and who would be on the tender list. The Director of Environment explained that landowners would be contacted on developing a package of land for the proposals. Through soft market testing, a considerable amount of interest had been demonstrated by developers who would be invited to tender. The Chief Executive added that the Director of Environment would lead the project, supported by his team.

**RESOLVED:**

- (a) That the contents of the Buckley Masterplan be noted and agreed as providing key guidance for the Authority in considering future development proposals in Buckley Town Centre;
- (b) That the commencement of negotiations with necessary landowners in order to identify the potential site area(s) available for development be authorised;
- (c) That officers be authorised to identify interested developers capable of bringing forward a development scheme for Buckley in line with the Masterplan framework and Development Brief; and

- (d) That a further report be brought to Executive setting out the suggested development partner and identifying their proposals for Buckley.

## **19. SPONSORSHIP OF ROUNDABOUTS**

The Executive Member for Environment introduced the report which included a finalised policy for the sponsorship of and advertising on adopted highway roundabouts.

A well-managed highway roundabout sponsorship scheme could provide an opportunity to promote and strengthen links with local businesses, as well as improving the environment, particularly in 'gateways' and town centres. The term 'sponsorship' included the erection of works of art, landscaping or similar features on roundabouts, as well as the erection of signs.

The Director of Environment said advice had been sought from a Barrister for advice on whether the Council could lawfully permit the erection of signs on roundabouts and whether, in extreme conditions, this could result in the prosecution of Senior Council Officers for Corporate Manslaughter. A summary of the Barrister's Opinions was set out in the report, as was information from a Department of Transport Report – Road Safety Research Report No 95 'Scoping Study of Driver Distraction'.

In view of the advice and information, a series of safety-related and other principles had been established in conjunction with Consultant Traffic Engineers to assist Officers when considering individual requests for sponsorship signs and/or erection of features on roundabouts which were detailed in the report.

### **RESOLVED:**

- (a) That the policy, as set out in the report, be approved;
- (b) That delegated authority be given to the Director of Environment, following consultation with the Executive Member for Environment, to make amendments to the policy in the future; and
- (c) That the Regeneration Service Area administers the policy to optimise the revenue generated for the Authority.

## **20. SUPPORTING PEOPLE OPERATIONAL PLAN 2011/12**

The Executive Member for Finance and Asset Management introduced the Supporting People Operational Plan (SPOP) 2011/12.

The SPOP action plan for 2011/12 was split into three sections to reflect the three policy areas covered by housing related support services – Community Care, Community Safety and Homeless Prevention.

Details on what each section covered were provided in the report. In particular, new developments for 2011/12 in the Homeless Prevention section included the development of a Homeless Services Co-ordinator role within the Supporting People Team. This post would ensure the best use was made of existing resources and improve access to housing support provision. The aim of the post was to ensure that vulnerable people could access and receive services most appropriate to their need. The requirement to develop this post was also identified within the Flintshire Homelessness Strategy.

**RESOLVED**

- (a) That the Supporting People Operational Plan 2011/12 be approved;
- (b) That the creation of a Homeless Co-ordinator Post on a two year fixed term be approved; and
- (c) That a Member Workshop to update on new developments and outcomes achieved, planned for July 2011, be noted.

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

**RESOLVED:**

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

Minute 22 – Paragraph 17

Minute 23 – Paragraphs 12, 13 and 14

**22. FLINT MAISONNETTES**

The Executive Member for Housing introduced the report which sought approval for actions to support the development of long term solutions for the provision of high quality homes for the residents of Flint maisonettes.

A letter was being hand delivered to tenants that morning to inform them of a public meeting taking place the following evening to receive their views on the maisonettes.

A report would be submitted to Executive in the summer with firm proposals on the future of the maisonettes.

**RESOLVED**

- (a) That delegated authority to the Head of Housing to make decisions as to whether to re-let vacant maisonettes on the basis of a value for money assessment as each vacancy occurs be approved; and

- (b) That commencement of formal consultation about the long term future of the maisonettes with tenants and leaseholders be approved and that firm proposals be brought back to the Executive.

**23. DELIVERY OF THE NEIGHBOURHOOD RENEWAL AREA & PRIVATE SECTOR HOUSING RENEWAL ACROSS FLINTSHIRE**

The Executive Member for Housing introduced the report which provided an update on the delivery of the Connah's Quay, Shotton and Queensferry Neighbourhood Renewal Area.

Approval was also sought for opening negotiations in an attempt to acquire 4 properties, within a single ownership, to facilitate re-development for housing purposes in Connah's Quay.

Members were informed of a current review of the Empty Homes function, the aim of which was to create a holistic strategy which could bring about a reduction in Empty Homes across Flintshire.

**RESOLVED**

- (a) That the progress in delivery of the Connah's Quay, Shotton and Queensferry Renewal Area be noted;
- (b) That the proposal to acquire 4 properties in Connah's Quay, namely 231 & 233 (one retail property with self contained flat above), along with 235, 237 & 239 High Street for the purpose of facilitating housing development be approved. Any acquisition to be agreed by the Council's Valuation & Estates Service in line with legal requirements and within the pre-existing Council Fund element of the Housing Capital Programme; and
- (c) That the ongoing service review of the empty homes function, as a key component of supporting countywide Housing Renewal be noted and that a further update will be provided to Scrutiny in June and Executive in July.

**24. DURATION OF MEETING**

The meeting commenced at 9.30a.m. and ended at 11.55a.m.

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

There were three members of the press in attendance.

.....  
**Chairman**

**SUMMARY OF DECLARATIONS MADE BY MEMBERS  
IN ACCORDANCE WITH FLINTSHIRE COUNTY COUNCIL'S  
CODE OF CONDUCT**

|                  |                          |
|------------------|--------------------------|
| <b>EXECUTIVE</b> | <b>DATE: 17 MAY 2011</b> |
|------------------|--------------------------|

| <b>MEMBER</b>                                                  | <b>ITEM</b>        | <b>MIN. NO.<br/>REFERS</b> |
|----------------------------------------------------------------|--------------------|----------------------------|
| Councillors N. Phillips,<br>H. D. Hutchinson and<br>A. Woolley | Buckely Masterplan | 18                         |

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

**REPORT TO:**      **EXECUTIVE**  
**DATE :**            **21 JUNE 2011**  
**REPORT BY:**    **CHIEF EXECUTIVE**  
**SUBJECT :**        **IMPROVEMENT PLAN 2011/12**

### **1.00 PURPOSE OF REPORT**

1.01 To present the Improvement Plan 2011/12 for adoption by the Executive.

### **2.00 BACKGROUND**

2.01 It is a requirement of the the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

2.02 The Improvement Objectives were proposed as the set of Council Priorities at the last Executive meeting in May.

2.03 The Improvement Plan is audited by the Wales Audit Office as part of the annual Corporate Assessment.

### **3.00 CONSIDERATIONS**

3.01 The Improvement Plan builds upon the 10 Council Priorities and the Directorate priorities presenting them in a single document.

3.02 The 10 primary priorities are supported by the more detailed secondary priorities set out in the three Directorate plans for Community Services, Environment and Lifelong Learning and in the corporate governance plans. The corporate governance plans are the Improvement Plan, the Strategic Assessment of Risks and Challenges (SARC) and the four business plans for the corporate resources of the Asset Plan, the ICT and Customer Services Strategies, the Medium Term Financial Strategy and Plan and the People Strategy.

3.03 Additionally the Improvement Plan provides high level actions, milestones and targets against each of the priorities which can be monitored over time and will form the basis of our Annual Performance Report to be published by the end of October. As the priorities can mostly be referred to within the Directorate Plans and corporate governance plans these actions and targets are already established elsewhere.

3.03 The Plan will be presented to full Council on 29 June and then published on the infonet and available for public comment and feedback.

---

Date: 15/06/2011

**4.00 RECOMMENDATIONS**

4.01 That the Improvement Plan 2011/12 be adopted by the Executive.

**5.00 FINANCIAL IMPLICATIONS**

5.01 None directly related to this report.

**6.00 ANTI POVERTY IMPACT**

6.01 None directly related to this report.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None directly related to this report.

**8.00 EQUALITIES IMPACT**

8.01 None directly related to this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None directly related to this report.

**10.00 CONSULTATION REQUIRED**

10.01 The Improvement Plan will be available for public comment and feedback.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Consultation from a wide range of sources has been undertaken in informing the ten priorities and subsequently the Improvement Plan.

**12.00 APPENDICES**

12.01 Improvement Plan 2011/12 (to follow)

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

Directorate Plans, SARC, Outcome Agreements

Contact Officer: Karen Armstrong  
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E-Mail: karen\_armstrong@flintshire.gov.uk

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

**REPORT TO:** **EXECUTIVE**  
**DATE :** **21 JUNE 2011**  
**REPORT BY:** **CHIEF EXECUTIVE AND HEAD OF FINANCE**  
**SUBJECT :** **REGULATORY PROGRAMME**

### **1.00 PURPOSE OF REPORT**

1.01 To report for acceptance: the proposed Regulatory Programme for Performance Audit Plan of the Wales Audit Office (WAO) for the period April 2011 to March 2012; the 2010/11 Financial Audit Outline for Flintshire County Council ; the 2010/11 Financial Outline for the Clwyd Pension Fund.

### **2.00 BACKGROUND**

2.01 The Auditor General is responsible for preparing a programme of work under the Local Government (Wales) Measure 2009 (the Measure), the remaining functions of the Local Government Act 1999 and the Public Audit (Wales) 2004. The programme sets out the work to be delivered by and on behalf of the Auditor General for Wales and by his/her appointed auditors. It also covers the work of the Care and Social Services Inspectorate for Wales (CSSiW) and Estyn.

2.02 In the past a Regulatory Plan has included activity on:

- audit of financial accounts
- performance audit
- performance inspection.

Also included have been a number of national performance and local government studies.

2.03 The purposes of regulation are to provide assurance to the organisation, the public and government; to support the development of internal governance and assurance frameworks (e.g. risk management); to aid and support performance improvement (of governance and of public services). In addition the local Government Act 1999 places a requirement on those inspectorates named specifically in the legislation (Care and Social Services Inspectorate for Wales and Estyn) alongside the Wales Audit Office and its appointed auditor to work together to co-ordinate their activity within each authority.

### **3.00 CONSIDERATIONS**

---

Date: 15/06/2011

3.01 The Regulatory Plan now appears as three separate documents:

- the Regulatory Programme for Performance Audit
- the Financial Audit Outline for Flintshire County Council
- the Financial Audit Outline for Clwyd Pension Fund

All three plans have separately identified fees. In addition, the Auditor General has determined that for the financial audit, the audit of Pension Funds must be treated, as far as possible, as a separate audit from that of the Council, requiring separate audit plans, fees, ISA 260 reports and annual letters.

3.02 **Regulatory Programme for Performance Audit**

The Regulatory Programme for Performance Audit for 2011/12 is attached at Appendix 1. In response to the phasing in of the requirements of the Measure by the Assembly Government performance and audit work is now aligned to the Council financial year.

3.03 The range of performance audit work that the Auditor General and relevant regulators will carry out will be detailed in a Work Plan and Timetable. This will reflect the council's improvement planning arrangements and aligned to its improvement objectives. It will provide more detailed information on the nature and scope of improvement assessment activities. This will be reviewed at least every quarter and will be the subject of liaison between WAO, relevant regulators and council officers. We would wish to continue to ensure that each piece of regulatory work is clearly scoped (the type, purpose and value) provides timely and quality reports which balance minimising the fees and burden of regulation and appropriate regulation in the public interest.

3.04 In ongoing discussions with the regulators the council has stressed the need for value for money in regulation.

3.05 The Performance Audit is comprised of five workstreams:

- the Improvement Assessment - an annual exercise to determine if the council is likely to comply with the statutory duty to make arrangements to seek continuous improvement. It is separated into 2 parts: i) a Corporate Assessment (a review of arrangements to secure continuous improvement); and ii) a Performance Assessment; a retrospective review of performance, tracing improvement over time.
- auditing the council's Improvement Plan and related information - a review of the Council's 2011 Improvement Plan which will inform the Corporate Assessment. Improvement information that the council must publish before 31 October will help inform the Improvement Assessment.

- Local Government studies - the Auditor General has a duty to undertake studies of local authorities in relation to often, although not always all 22 local authorities. This work may form part of a wider cross-cutting or whole systems study.
- other Auditor General studies across the public sector; these are detailed in Appendix 5 of the appended document.
- work of "relevant regulators" through Estyn and the Care and Social Services Inspectorate Wales (CSSIW). This work is detailed below.

3.06 The planned work of Estyn and CSSIW includes the following:

|                                                                                                    |             |
|----------------------------------------------------------------------------------------------------|-------------|
| <b>Estyn</b>                                                                                       |             |
| An inspection of Local Education Authority Services for children and young people will be notified |             |
| <b>CSSIW</b>                                                                                       |             |
| Review of Director of Social Services report                                                       | Summer 2011 |
| Local work - to be notified                                                                        |             |
| Other elements of the CSSIW national programme (to be finalised)                                   |             |
| Local regulatory visits and inspections of care services                                           |             |

This and other work that may arise will be included in the Work Programme and Timetable.

- 3.07 The Welsh Language Board is also a "relevant regulator" monitoring the council's progress in delivering services to the public in Welsh. Every Council is expected to provide the Board with an annual monitoring report that explains how its Welsh Language Scheme has been implemented.
- 3.08 Following the audit of the Improvement Plan, the Auditor General will write to the Council to formally report the findings of both the audit and the corporate assessment work. In addition, an Annual Improvement Report will set out the findings of the audit of the Council's assessment of performance, a summary of any corporate or performance assessment work carried out by the Wales Audit Office and a summary of work carried out by relevant regulators.
- 3.09 Final reports, their findings, recommendations and subsequent actions are to be brought to Executive from Directors within three months. The role of both the Corporate Management Team and Executive is one of accountability; being accountable for the activity, its findings and the improvement actions presented.

- 3.10 The Council's Internal Audit Plan has been closely influenced by and integrated with the council's own Strategic Assessment of Risk and Challenges. The regular reviews with WAO in developing their Work Programme and Timetable will take our own audit activity into account to reduce duplication, maximise resources and ensure appropriate accountability for regulation.
- 3.11 Other roles within the Council in relation to the Regulatory Plan activities include that of check and challenge by Overview and Scrutiny Committees and assurance by the Council's Audit Committee. The terms of reference and adopted protocols of these bodies reflect the tripartite roles of Corporate Management Team/Executive, Overview & Scrutiny and Audit Committee in relation to regulation.
- 3.12 **Financial Audit Outline - Flintshire County Council and Clwyd Pension Fund**  
The Financial Audit Outline sets out the work to be undertaken by the Appointed Auditor at the Council under the Public Audit (Wales) Act 2004. The Appointed Auditor is Anthony Barrett who is supported by John Herniman.
- 3.13 The Appointed Auditor is required to examine and certify the accounts of the Council Pension Fund, satisfying himself that the accounts:-
- Give a true and fair view of the Council's financial position;
  - Comply with all the relevant legal requirements; and
  - Have been prepared in accordance with proper guidance.
- 3.14 In addition, the Appointed Auditor is required to:
- Satisfy himself that the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources; and
  - Certify that the audit has been completed in accordance with the Public Audit (Wales) Act 2004 (in particular in relation to electors' rights)
- 3.15 The key milestones of planned activity which will be reported to the Audit Committee and Council as appropriate are:
- Financial audit outline - June 2011
  - Financial statements report - September 2011
  - Opinion on the Financial Statements - September 2011
  - Annual Audit Letter - November 2011
- 3.16 The Financial Audit Outline for the Flintshire County Council element of the work is attached at Appendix 2.

3.17 The Financial Audit outline for the Clwyd Pension Fund is attached at Appendix 3.

3.18 The draft Statement of Accounts for 2010/11 will be presented to the Audit Committee on 13 July and the final position reported to Audit Committee and Council on 28 September following the WAO audit.

**3.19 Regulatory Fees**

The fee base for this year reflects a reduction in audit and inspection activity based on risk. The performance fee is equivalent to a 16.5% reduction on the fee for the previous year. The total reduction for the performance and financial audit work is 7.2% on the previous year and is identified as a result of; a reduction because of performance and level of assurance and the non passing on of inflation by the Wales Audit Office.

The proposed fees for both the financial and performance audit and inspection work and the relative reductions in year are shown below.

|                         | <b>Fee 2009-10 (£)</b> | <b>Planned fee 2010-11 (£)</b> |
|-------------------------|------------------------|--------------------------------|
| Accounts                | 215,978                | 215,978                        |
| Performance audit       | 167,888                | 140,195                        |
| <b>Flintshire Total</b> | <b>383,866</b>         | <b>355,173</b>                 |
| Clwyd Pension Fund      | 35,612                 | 35,000                         |

In addition to the accounts work, WAO carries out audits of a range of grants and returns and is required to recover the cost of that work. Although grant work fluctuates from year to year, it is estimated that the cost will be in the region of £125k to 130k.

**4.00 RECOMMENDATIONS**

4.01 The Executive is requested to receive for acceptance: the proposed Regulatory Programme for Performance Audit Plan of the Wales Audit Office (WAO) for the period April 2011 to March 2012; the 2010/11 Financial Audit Outline for Flintshire County Council; the 2010/11 Financial Audit Outline for the Clwyd Pension Fund.

**5.00 FINANCIAL IMPLICATIONS**

5.01 The proposed fee for this year's regulatory performance and financial activity is £355,173 which has been reduced from £383,866 representing a 7.2% reduction which includes the non passing of inflation from the Wales Audit Office. The fees for the Clwyd Pension Fund are charged directly to the Fund.

**6.00 ANTI POVERTY IMPACT**

6.01 There are no direct implications in relation to this report.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no direct implications in relation to this report.

#### **8.00 EQUALITIES IMPACT**

8.01 There are no direct implications in relation to this report.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no direct implications in relation to this report.

#### **10.00 CONSULTATION REQUIRED**

10.01 Consultation with relevant members and Audit or Overview and Scrutiny Committees will be undertaken as a result of the implementation of this programme.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Ongoing consultation on the status of the programme and its implications is undertaken with the regulators on a quarterly basis.

#### **12.00 APPENDICES**

12.01 Appendix 1: "Regulatory Programme for Performance Audit April 2011 to March 2012"

Appendix 2: "Financial Audit Outline - Flintshire County Council 2010/11"

Appendix 3: "Financial Audit Outline - Clwyd Pension Fund 2010/11"

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

#### **BACKGROUND DOCUMENTS**

As Appendix 1, 2 and 3

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WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

April 2011

Author: Alan Morris & Stephen Martin

Ref: 248A2011

# Regulatory Programme for Performance Audit April 2011 to March 2012

## **Flintshire County Council**

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## Status of this report

This document has been prepared for the internal use of Flintshire County Council as part of work performed in accordance with statutory functions, the Code of Audit and Inspection Practice and the 'Statement of Responsibilities' issued by the Auditor General for Wales.

No responsibility is taken by the Wales Audit Office (the Auditor General and his staff) and, where applicable, the appointed auditor in relation to any member, director, officer or other employee in their individual capacity, or to any third party.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000. The section 45 Code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales (and, where applicable, his appointed auditor) is a relevant third party. Any enquiries regarding disclosure or re-use of this document should be sent to the Wales Audit Office at [infoofficer@wao.gov.uk](mailto:infoofficer@wao.gov.uk).

### **Performance audit work at Flintshire County Council**

1. This section outlines work to be delivered by and on behalf of the Auditor General under the Local Government (Wales) Measure 2009 (the Measure), the remaining functions of the Local Government Act 1999 and Parts 2 and 3A of the Public Audit (Wales) 2004.
2. The range of performance audit work that the Auditor General and relevant regulators will carry out will be detailed in a Work Plan and Timetable (WP&T). The work will reflect Flintshire County Council's (the Council) improvement planning arrangements, be aligned to its improvement objectives, and be tailored accordingly. The WP&T will provide more detailed information on the nature and scope of improvement assessment activities. Staff of the Wales Audit Office will liaise closely with the Council and relevant regulators in developing the WP&T. It will be reviewed at least every quarter. Appendix 1 sets out the planned activity for the year.
3. The roles and responsibilities of Wales Audit Office staff for the Council, together with contact arrangements, are set out in Appendices 2 and 3.
4. Fees for the Auditor General's performance audit work at the Council are set out in Appendix 4.
5. Where the Auditor General identifies an issue of such importance that he considers a special inspection to be an appropriate response, he will charge an additional fee to conduct such an inspection.

### **The Improvement Assessment**

6. The Local Government Measure requires the Auditor General to carry out an annual Improvement Assessment for each improvement authority to determine whether the Council is likely to comply with the requirements of Part 1 of the Measure.

- 
7. Through his improvement assessment work, the Auditor General will be seeking to answer the question: Is the Council likely to comply with the statutory duty to make arrangements to secure continuous improvement? In order to answer this question, improvement assessment work will comprise:
- corporate assessment work to review arrangements that the Council has put in place to secure continuous improvement; and
  - performance assessment work to review performance, and to track improvement over time.

## **Auditing the Council's Improvement Plan and assessment of performance**

8. The Local Government Measure also requires the Auditor General to undertake an audit of whether the Council has discharged its duties in relation to improvement planning and the publication of improvement information, and has acted in accordance with Welsh Ministers' guidance.
9. The duty for improvement authorities to publish an Improvement Plan as soon as practicable after the start of the financial year came into force in April 2010. The Measure requires the Auditor General to carry out an audit of this plan under Section 17. The Auditor General will audit the Council's Improvement Plan shortly after it is published and his findings will inform his Improvement Assessment.
10. The duty that the Measure places upon authorities to undertake an assessment of performance and to publish improvement information by the end of October comes into force in 2011. The Measure also requires the Auditor General to carry out an audit of the assessment and publication under Section 17. This audit will also inform the Improvement Assessment.

## **Reporting**

11. The Auditor General will write to the Council following his audit of the Improvement Plan to formally report the findings of the audit and the findings of corporate assessment work.
12. The Auditor General will also publish an Annual Improvement Report that sets out his findings from the audit of the Council's assessment of performance, a summary of any corporate or performance assessment work carried out by the Wales Audit Office and a summary of work carried out by relevant regulators.

## **Local government studies**

13. The Auditor General has a duty to undertake studies of local authorities under Sections 41 and 42 of the Public Audit (Wales) Act 2004. Before undertaking such studies, he must consult associations of local authorities and associations of employees that appear to him to be concerned. The Auditor General's studies in local government will often, although not always, include all 22 local authorities and may form part of a wider cross-cutting or whole systems study. The Auditor General will consult on his study proposals.

---

## Other work the Auditor General uses to inform his performance audit work at the Council

14. This part of the Regulatory Programme briefly summarises the other work the Auditor General draws on in reaching his conclusions in relation to the Council. This work includes:
- the financial audit work of the Appointed Auditor;
  - the work of relevant regulators, particularly the Care and Social Services Inspectorate Wales (CSSIW), Estyn and the Welsh Language Board;
  - the Auditor General's other studies across the public sector.

### The financial audit work of the Appointed Auditor

15. The Auditor General appoints auditors under the Public Audit (Wales) Act 2004 to audit and report on the accounts of local authorities. Audit reports include an opinion on:
- whether the financial statements give a true and fair view of, or present fairly, the state of affairs of the body;
  - whether the financial statements have been prepared properly in accordance with relevant legislation, directions and applicable accounting standards; and
  - the regularity of the transactions, at bodies where this is required.
16. Auditors will also examine the Council's governance statement or statement on internal control and report if it is not in accordance with relevant requirements or where it may be misleading or inconsistent with other information of which they are aware.
17. The Public Audit (Wales) Act 2004 also requires Appointed Auditors to satisfy themselves that an audited body has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. Auditors will apply criteria specified by the Auditor General and will place reliance on the improvement assessment and other work carried out by the Auditor General or relevant regulators.

### The work of relevant regulators

18. Estyn and the CSSIW also undertake work in relation to councils in Wales. The nature of that work and the legislative functions supporting it are described in Appendix 2. Exhibit 3 sets out the planned regulatory activity of Estyn and CSSIW. This and other work that may arise will be included in updates of the WP&T.

---

**Exhibit 3: Other planned regulatory activity**

| <b>Estyn</b>                                                                                         |             |
|------------------------------------------------------------------------------------------------------|-------------|
| Any inspection of Local Authority Education Services for children and young people will be notified. |             |
| <b>CSSIW</b>                                                                                         |             |
| Review of Director of Social Services report                                                         | Summer 2011 |
| Local work – to be notified                                                                          |             |
| Other elements of the CSSIW national programme (to be finalised)                                     |             |
| Local regulatory visits and inspections of care services                                             |             |

19. The Welsh Language Board (the Board) monitors councils/authorities progress in delivering services to the public in Welsh. The Board works with councils to help them develop their statutory Welsh Language Schemes that outline the way in which they provide services to the public in Welsh. The primary responsibility for the range and standard of services rests with the authorities which provide them, working in accordance with the statutory framework and guidelines of the Board. Every council is expected to provide the Board with an annual monitoring report that explains how its scheme has been implemented. This report allows the Board to offer advice as to how a council might improve its local arrangements. The Board also undertakes its own reviews to assess the provision of Welsh language services and to promote improvement.
20. Other organisations have powers of regulation and inspection of services provided by council, on their own or in collaboration with partners. These are not 'relevant regulators' under the Local Government (Wales) Measure 2009 and are therefore not included in the Regulatory Programme. However, wherever possible, information about such inspections will be included in the Work Plans and Timetables.

### **Other Auditor General studies across the public sector**

21. The Auditor General undertakes other work which will sometimes inform his work in relation to councils.
22. He has a substantial programme of work that relates to the Assembly Government and its related bodies, and to NHS bodies. Reports on such work are usually laid before the National Assembly for consideration by its Public Accounts Committee. As many of these studies cut across the boundaries between different parts of the Welsh public sector, they will often be relevant to his work in local government. The Auditor General's programme of activity for presentation to the National Assembly is set out in Appendix 5.
23. As auditor of NHS bodies in Wales the Auditor General also has a programme of financial audit and performance work in relation to individual local health bodies. As collaboration in health and social care becomes more prevalent, this work will have increasing relevance to his Improvement Assessment work.

- 
24. The Auditor General also undertakes data matching exercises involving local authorities and other public bodies under Part 3A of the Public Audit (Wales) Act 2004. The main example of this is the National Fraud Initiative done jointly with the Audit Commission, Audit Scotland and the Comptroller & Auditor General of Northern Ireland.
  25. Under the Public Audit (Wales) Act 2004 and the Government of Wales Act 2006, the Council may commission work from the Auditor General. The Council should discuss this in the first instance with the Wales Audit Office Improvement Assessment Lead (IAL) or, in the case of financial audit work, with the Appointed Auditor.

## Appendix 1

**Wales Audit Office performance work planned for 2011-12\***

|                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------|
| Annual Improvement Assessment 2011, including:                                                                                       |
| • Audit of the Improvement Plan and Improvement Objectives 2011                                                                      |
| • Corporate Assessment Update Letter, Spring 2011                                                                                    |
| • Themed study – Information governance                                                                                              |
| • Themed study – ICT Technology                                                                                                      |
| • Themed study – HR and workforce planning                                                                                           |
| • Themed study – Medium Term Financial Planning                                                                                      |
| • <i>Public Engagement (as part of the 2010-11 all-Wales study)</i>                                                                  |
| • Assessment of progress with improvement objectives, including testing and validation of authority's self-assessment of performance |
| • Audit of assessment of performance publication                                                                                     |
| • Progress check areas for improvement identified in previous assessment                                                             |
| • Performance Indicator audit                                                                                                        |
| Local Government all Wales study 2011-12 – (tbc)                                                                                     |
| Housing and Council Tax benefit risk assessment                                                                                      |
| Annual Improvement Assessment 2012, initial planning                                                                                 |
| Ongoing engagement with the Council and preparation for the Corporate Assessment 2012                                                |

*\* Each year's work programme and fee covers one cycle of corporate and performance assessment work. However, this work may not fit neatly within a period starting on 1 April and ending on 31 March. The delivery of our annual work programme may therefore overlap financial years.*

## Appendix 2

### **Roles and responsibilities**

The Wales Audit Office comprises the Auditor General and his staff. The Auditor General's main functions are set out in Government of Wales Acts 1998 and 2006, the Local Government Act 1999, the Public Audit (Wales) Act 2004 and the Local Government (Wales) Measure 2009.

#### **Performance Group Director**

The Performance Group Director is accountable to the Auditor General for overseeing the delivery of all performance audit work at the Council.

#### **Improvement Assessment Lead**

The IAL is the primary point of contact for the improvement assessment work at a senior officer and political level in local government bodies. The IAL represents the Auditor General and the Wales Audit Office and presents reports of the improvement assessment to the Council.

#### **Improvement Assessment Co-ordinator**

The Improvement Assessment Co-ordinator (IAC) manages and co-ordinates inputs to the improvement assessment at each council.

#### **Appointed Auditors**

The Auditor appointed by the Auditor General must carry out audits that discharge the statutory duties placed upon them by the 1999 and 2004 Acts. The Auditor General publishes a Code that prescribes the way in which auditors are to carry out their functions.

#### **Relevant regulators**

The principal functions of the CSSIW are contained in Chapter 6 of the Health and Social Care (Community Health and Standards) Act 2003.

Estyn conducts inspections of Local Authority Education Services for Children and Young People under Section 38 of the Education Act 1997. These inspections form part of a three-year cycle that began in 2010-11. Estyn will also conduct follow-up inspections as necessary.

Estyn also has powers under the Education Act 2005 and Section 86 of the Learning and Skills Act 2000. Other Estyn inspections that may involve council provision are carried out under the Teaching and Higher Education Act 1998 and an agreement between Estyn and Jobcentre Plus. The period of notice for all Estyn inspections has been established by agreement between Estyn and the service providers in each sector. As this period is often quite short (normally three months), it is not possible to publish at the beginning of the financial year details of any inspections for which the provider has not received notification. In these cases, as soon as the provider is notified of the inspection, the details will be made available to the Wales Audit Office, to update the WP&T.

The Welsh Language Board is a statutory body sponsored by the Assembly Government. It was established in December 1993 by the Welsh Language Act. Its main function is to promote and facilitate the use of the Welsh language.

The Welsh Language Act 1993 establishes the principle that, in the conduct of public business and administration of justice in Wales, the English and Welsh languages should be treated on a basis of equality. Public bodies, notified by the Board, have a duty to prepare a statutory Welsh language scheme to specify the measures they propose to take in order to realise the principle of equality in the Act. The Board has a statutory function to approve Welsh language schemes and to monitor their implementation using professional expertise and statutory powers. It also has relevant regulator status under the terms of the Local Government (Wales) Measure 2009.

## Appendix 3

**Wales Audit Office performance audit team**

| Name           | Role                                  | Phone                         | Email                                                                    |
|----------------|---------------------------------------|-------------------------------|--------------------------------------------------------------------------|
| Alan Morris    | Group Director                        | 02920 320514<br>07818 427 472 | <a href="mailto:Alan.Morris@wao.gov.uk">Alan.Morris@wao.gov.uk</a>       |
| Stephen Martin | Improvement<br>Assessment Lead        | 01244 525970<br>07811 180523  | <a href="mailto:Stephen.Martin@wao.gov.uk">Stephen.Martin@wao.gov.uk</a> |
| Karen Lees     | Improvement<br>Assessment Coordinator | 01244 525979<br>07799 343071  | <a href="mailto:Karen.Lees@wao.gov.uk">Karen.Lees@wao.gov.uk</a>         |

## Appendix 4

## Fees

The proposed net fee for April 2011 to March 2012 is £140,195 (plus VAT) and will be charged in equal instalments between April 2011 and March 2012. Our fee is set out below. The Wales Audit Office receives a grant from the Assembly Government for delivering the Wales Programme for Improvement. Part of this grant is used to subsidise fees for improvement assessment work. This year the subsidy has been allocated on an equal basis across the 22 unitary authorities.

### The fee

|                                                 | Fee April 2011 to March 2012*<br>£ |
|-------------------------------------------------|------------------------------------|
| Total fee for Improvement Assessment and audits | 176,280                            |
| Less WPI subsidy                                | 36,085                             |
| <b>Fee charged to the authority</b>             | <b>140,195</b>                     |

*\*The fee is for performance audit only and does not cover the financial audit work of the Appointed Auditor.*

The performance fee is equivalent to a 16.5 per cent decrease on the fee for the previous year. The fee for financial audit is £215,978, the same as for 2009-10. The total fee for the performance and financial audit work is £356,173, which represents a reduction of 7.2 per cent on the previous period.

## Appendix 5

**The Auditor General's programme of work for presentation to the National Assembly to commence in 2011-12**

|                                                          |
|----------------------------------------------------------|
| National Fraud Initiative                                |
| Welsh Housing Quality Standard                           |
| Nutrition in schools                                     |
| Continuing healthcare                                    |
| Picture of Public Services (2)                           |
| LHB disaster recovery / business continuity arrangements |
| Maternity services follow up                             |
| Procurement and use of consultants                       |
| Review of Care and social Services Inspectorate Wales    |
| Medicines Management                                     |
| Young People not in education, employment or training    |
| Assembly Government relocation strategy                  |



WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

Audit 2010/11

May 2011

Author: John Herniman

Ref: 208A2011

# Financial Audit Outline

## **Flintshire County Council**

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### Financial Audit Outline

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## Status of this report

This document has been prepared for the internal use of Flintshire County Council as part of work performed in accordance with statutory functions, the Code of Audit Practice and the 'Statement of Responsibilities' issued by the Auditor General for Wales.

No responsibility is taken by the Wales Audit Office (the Auditor General and his staff) and, where applicable, the appointed auditor in relation to any member, director, officer or other employee in their individual capacity, or to any third party.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000. The section 45 Code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales (and, where applicable, the appointed auditor) is a relevant third party. Any enquiries regarding disclosure or re-use of this document should be sent to the Wales Audit Office at [infoofficer@wao.gov.uk](mailto:infoofficer@wao.gov.uk).

## Roles and Responsibilities

1. This Financial Audit Outline has been prepared to meet the requirements of auditing standards and proper audit practices. It provides Flintshire County Council (the Council) with an outline of the financial audit work required for the 2010-11 financial statements.
2. Since 1 April 2005, under the Public Audit (Wales) Act 2004, the Auditor General's functions have included the appointment of external auditors (Appointed Auditors) for local government bodies.
3. As Appointed Auditor, I am required by the Public Audit (Wales) Act 2004 to examine and certify the accounts of the Council, satisfying myself that the accounts:
  - give a true and fair view of the Council's financial position;
  - comply with all relevant legislative requirements; and
  - have been prepared in accordance with accounting proper practices.
4. I am also required to:
  - satisfy myself that the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources; and
  - certify that the audit has been completed in accordance with the Public Audit (Wales) Act 2004.
5. The audit does not relieve the Council of its responsibility to:
  - put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
  - maintain proper accounting records;
  - prepare a Statement of Accounts in accordance with relevant requirements; and
  - establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.
6. The Public Audit (Wales) Act 2004 sets out the rights of the public and electors to inspect the Council's financial statements, to ask me, as the Appointed Auditor questions about the accounts and, where appropriate, to challenge items in the accounts.
7. The key requirements of the Auditor General and the Appointed Auditor are set out in Appendix 1.
8. A separate document, the Auditor General's Regulatory Programme for Performance Audit, setting out the work to be delivered by the Auditor General under the Local Government Measure 2009 will be issued. In addition, a separate Financial Audit Outline for the audit of the 2010-11 accounts of the Clwyd Pension Fund will be issued.

9. The Auditor General is required to certify certain grant claims and returns. The Appointed Auditor, acting as an agent of the Auditor General, undertakes the audit work relating to those claims and returns.

## The audit approach

10. Information regarding the financial audit team is provided in Appendix 2.

### Audit of financial statements

11. Internal controls are designed, implemented and maintained to address identified business risks that threaten the achievement of an audited body's objectives regarding:
  - the reliability of its financial reporting;
  - the effectiveness and efficiency of its operations; and
  - its compliance with applicable laws and regulations.
12. I will:
  - assess the effectiveness of high level internal controls and key system level internal controls in preventing and detecting material errors in the accounting statements;
  - assess the effectiveness of Internal Audit;
  - review and seek to place reliance upon work undertaken by Internal Audit, as appropriate; and
  - develop substantive procedures to respond to specific significant risks.
13. I do not seek to obtain absolute assurance that the financial statements and related notes are true and fair, but adopt a concept of materiality. In planning and conducting the audit, I seek to identify material misstatements in the accounting statements and related notes, that is, those that might result in a reader of the accounts being misled.

### Key audit risks

14. Exhibit 1 provides information regarding the key audit risks that have been identified during the initial audit planning process, based upon information currently available, and the actions proposed to address them. Our audit work on all these risk areas will be used to inform my opinion on the financial statements.
15. Changes to the audit may be required if any new risks emerge. No changes will be made without first discussing them with officers and, where relevant, those charged with governance.

**Exhibit 1: Key audit risks**

| <b>Control environment risks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Action proposed</b>                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Overall</b></p> <p>A number of general risks to the Council's overall control environment exist which will require careful management, these include:</p> <ul style="list-style-type: none"> <li>• the need to have clear arrangements in place to manage financial risks (eg, job evaluation, equal pay and single status);</li> <li>• significant changes to staffing structures as a result of the finance function review, including the internal audit function, which could potentially impact on, amongst other things, financial controls and governance risks; and</li> <li>• increasing financial pressures with the requirement to achieve significant savings, both in 2010/11 and future years.</li> </ul> | <p>I will continue to review the overall control environment and ascertain the position in respect of each of the developments listed.</p> <p>I will assess the impact on the financial statements, including accounting and disclosure requirements.</p>                                           |
| <p><b>De-consolidation of AD Waste</b></p> <p>At the start of 2010/11 AD Waste, which had previously formed part of the Council's group accounts, was de-consolidated and re-integrated into the Council's activities.</p> <p>There are risks around the de-consolidation process, the legal requirements and the treatment of any liabilities associated with process.</p>                                                                                                                                                                                                                                                                                                                                                   | <p>I will review:</p> <ul style="list-style-type: none"> <li>• the process for the de-consolidation of AD Waste;</li> <li>• whether all legal requirements have been met; and</li> <li>• how liabilities have been treated.</li> </ul>                                                              |
| <b>Financial systems risks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Action proposed</b>                                                                                                                                                                                                                                                                              |
| <p><b>Issues arising from my previous audits</b></p> <p>The audit of the 2009-10 financial statements identified some areas in which improvement was required to system controls.</p> <p>The most significant issues related to the controls in respect of the journal raising process, an imbalance in the Statement of Recognised Gains &amp; Losses (STRGL), issues relating to the Housing Benefit system and salary overpayments. There is a risk of material misstatement to the financial statements should the issues identified during our previous audits not be addressed.</p>                                                                                                                                     | <p>I will:</p> <ul style="list-style-type: none"> <li>• assess the controls in place during 2010-11 and conduct audit testing to consider their design, existence and maintenance; and</li> <li>• conduct follow-up work in respect of recommendations arising from our previous audits.</li> </ul> |

| Preparation of the accounts risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Action proposed                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>International Financial Reporting Standards (IFRS) and the Code of Practice for Local Authority Accounting</b></p> <p>The Statement of Accounts for 2010-11 will be the first to be prepared in accordance with IFRS. The Statement of Accounts for 2010-11 is also required to be prepared for the first time in accordance with the Code of Practice on Local Authority Accounting (the Code).</p> <p>The Code, which replaces the Statement of Recommended Practice for Local Government, is based on IFRS but also introduces other changes to accounting and disclosure requirements.</p> <p>The requirement to comply with IFRS and the Code will require preparation and disclosure of the 2010-11 transactions and balances but also conversion of:</p> <ul style="list-style-type: none"> <li>• the opening 1 April 2009 balance sheet; and</li> <li>• the conversion of the full 2009-10 Statement of Accounts.</li> </ul> | <p>I have already audited the restatement of the Council's opening balances and I am currently auditing the restated 2009-10 Statement of Accounts. I will report the results of this exercise in due course.</p> <p>I will also review the draft Statement of Accounts for 2010-11 to ensure that it has been prepared, in all material respects, in accordance with IFRS and the Code.</p> |
| <p><b>Other changes to impact on accounting for 2010-11</b></p> <p>The Statement of Accounts for 2010-11 will also need to reflect other changes to accounting and disclosure requirements, including those made in respect of the Capital Financing and Accounting Regulations 2010.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>I will review the draft Statement of Accounts for 2010-11 to ensure that they have been prepared in accordance with other accounting developments and guidance.</p>                                                                                                                                                                                                                       |
| <p><b>Other matters</b></p> <p>I have identified the following risks that are inherent in the preparation of the Statement of Accounts for 2010-11:</p> <ul style="list-style-type: none"> <li>• its preparation will involve the estimation of a number of account figures, such as provisions for the Council's liabilities and for amounts to be paid or received where the actual amount is not yet known; and</li> <li>• the Statement of Accounts will also reflect judgements made by officers in terms of how to account for or fund items.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                             | <p>I will review:</p> <ul style="list-style-type: none"> <li>• the annual assessment made by officers of the basis on which estimates are made and revised in line with the latest information; and</li> <li>• documentation held to support estimates derived and judgements made, and refer to papers provided in support of them.</li> </ul>                                              |
| Financial statements risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Action proposed                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>Landesbanki Investment</b></p> <p>I have identified risks around the frozen deposit, of £3.7 million invested in Landesbanki bank that went into liquidation in 2008.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>I will verify the latest position on this investment and review any calculations for impairment.</p>                                                                                                                                                                                                                                                                                      |
| <p><b>Capital projects</b></p> <p>The Council continues to undertake a wide range of capital projects that often have complex funding and accounting arrangements (eg, Deeside leisure centre).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>I will continue to review the accounting treatment applied and disclosures made in respect of capital projects.</p>                                                                                                                                                                                                                                                                       |
| <p><b>Overall</b></p> <p>There is an inherent risk of material misstatement in the financial statements arising from error or omission of transactions, balances and disclosure.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>We will undertake a series of audit tests and procedures to seek to identify any material misstatements.</p>                                                                                                                                                                                                                                                                              |

## Use of resources

16. To discharge my responsibilities regarding the arrangements that the Council has in place to secure economy, efficiency and effectiveness in its use of resources, I shall place reliance upon:
- the results of the audit work undertaken on the financial statements;
  - the audited body's system of internal control, as reported in its governance statement and my report thereon;
  - the results of work carried out by the Auditor General, including work carried out under the Local Government (Wales) Measure 2009, certification of claims and returns and data matching exercises;
  - the results of the work of other external review bodies, where relevant to our responsibilities; and
  - any other work that addresses matters not covered by the above, and which I consider necessary to discharge my responsibilities.

## Reporting

17. The Code of Audit Practice issued by the Auditor General requires Appointed Auditors to comply with auditing and ethical standards. International Standards on Auditing (ISAs) require formal reporting at various stages during the audit to those charged with governance.
18. In particular, auditors must report:
- relationships that may bear on the auditor's independence;
  - audit planning information; and
  - certain matters to those charged with governance (as distinct from management) before they give an opinion on the financial statements.
19. Appendix 1 highlights the key elements of the audit engagement at the Council, and confirms that there are no known threats to the independence of the Appointed Auditor or other audit staff.
20. This document provides information regarding the planning of the audit.
21. I will submit reports to the Audit Committee and where necessary to the Council in a timely manner, prior to the completion of audit.
22. I will provide reports, or other output as agreed. The key milestones are set out in Exhibit 2.

### Exhibit 2: Key milestones

| Planned output                                               | Target date    |
|--------------------------------------------------------------|----------------|
| Financial Audit Outline                                      | April 2011     |
| Financial statements report to those charged with governance | September 2011 |
| Opinion on the Financial Statements                          | September 2011 |
| Annual Audit Letter                                          | November 2011  |

## Audit fee

- 23.** The proposed fee for 2010/11 financial audit work is £215,978 (plus VAT) and will be charged in equal instalments between November 2010 and October 2011. This fee is in line with the Auditor General's fees letter and is based on the new zero-based fee model for financial audit. This represents a nil per cent increase on the equivalent element for 2009/10.
- 24.** I am required to undertake additional audit work arising from the change to IFRS. Subject to the Council providing satisfactory working papers for audit, I have decided to bear the cost of this work without passing it on to the Council.
- 25.** In previous years, there have been no formal objections to the Council's financial statements. However, I do receive a number of queries and items of correspondence from members of the public and other interested parties. A small amount of time has been included within the fee to deal with minor queries, as part of the overall management of the audit.
- 26.** Any detailed investigations or other work required to respond to queries and objections will result in an additional fee. Any such additional fee will be charged at daily rates based on the specific grade or skill mix required for the work, but will be discussed with Head of Finance prior to undertaking the work.
- 27.** The Auditor General is required to recover, in respect of each grant or return, an amount that covers the full cost of the relevant work undertaken. Grant and return certification work is charged on a daily basis in line with the skill-related fee scales set out in the Auditor General's local government fees letter. The fees will reflect the size, complexity and particular issues relating to the specific grants.
- 28.** Although grant work fluctuates from year to year, based on past experience and initial indications of changes in grant schemes and conditions, I estimate that the total fee for grant work will be in the range of between £120,000 and £135,000.

## Appendix 1

## Key elements of the audit engagement

| Key elements                                    | Requirements                                                                                                                                                                                                                                                                                                                                                                             | Position at Flintshire County Council                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Engagement activities</b>                    |                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                |
| Terms of the audit engagement                   | The Public Audit (Wales) Act 2004 sets out responsibility for appointment of local government external auditors in Wales.                                                                                                                                                                                                                                                                | Roles and responsibilities of appointed auditors outlined above and in Appendix 1.<br>The full statement of responsibilities can be found at:<br><a href="http://www.wao.gov.uk/assets/englishdocuments/statement_of_responsibilities_of_auditors_eng.pdf">http://www.wao.gov.uk/assets/englishdocuments/statement_of_responsibilities_of_auditors_eng.pdf</a> |
| Appointment of auditors and engagement partners | It is the Auditor General's responsibility to appoint local government external auditors and to assign responsibility for each engagement to an engagement partner.                                                                                                                                                                                                                      | Details of the Appointed Auditor and the Engagement Partner are provided in Appendix 2 of this document.                                                                                                                                                                                                                                                       |
| 'Non-statutory' work                            | The Auditor General has set out clear criteria for approval of any 'non-statutory' work requested by audited bodies.                                                                                                                                                                                                                                                                     | No 'non-statutory' work has been requested or is proposed.                                                                                                                                                                                                                                                                                                     |
| Limitations on audit work                       | I am required to advise you of any limitations on the work that I propose to undertake, including limitations imposed by management.                                                                                                                                                                                                                                                     | No limitations have been placed on the work that I propose to undertake.                                                                                                                                                                                                                                                                                       |
| <b>Ethical considerations</b>                   |                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                |
| Independence                                    | Appointed auditors are required to consider the following: <ul style="list-style-type: none"> <li>• threats to auditor independence (including litigation);</li> <li>• family and other personal relationships;</li> <li>• long association with the audited body, based on the Wales Audit Office rotation of audits policy; and</li> <li>• contentious or difficult issues.</li> </ul> | I can confirm that there are no known threats to the independence of the Appointed Auditor or other audit staff and I have complied with the Wales Audit Office rotation policy.                                                                                                                                                                               |
| Engagement performance                          | Engagement partners need to consider what level of quality assurance and review levels are appropriate.                                                                                                                                                                                                                                                                                  | Wales Audit Office quality control review mechanisms are in place for all audits, and the Engagement Partner has established appropriate review levels based on the experience of the staff undertaking the audit work.                                                                                                                                        |

## Appendix 2

**Financial audit team**

**The Appointed Auditor is Anthony Barrett, the audit team are:**

| <b>Name</b>   | <b>Role</b>     | <b>Contact Number</b> | <b>E-mail address</b>    |
|---------------|-----------------|-----------------------|--------------------------|
| John Herniman | Engagement Lead | 02920 320566          | john.herniman@wao.gov.uk |
| Amanda Hughes | Audit Manager   | 07969 919986          | amanda.hughes@wao.gov.uk |
| Ron Parker    | Team Leader     | 01352 702181          | ron.parker@wao.gov.uk    |



WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

Audit 2010-11

May 2011

Author: John Herniman

Ref: 264A2011

# Financial Audit Outline

## **Clwyd Pension Fund**

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### Financial Audit Outline

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## Roles and responsibilities

1. Flintshire County Council (the Council) is the administering authority of the Clwyd Pension Fund (the Pension Fund). This Financial Audit Outline has been prepared to meet the requirements of auditing standards and proper audit practices. It provides the Council with an outline of the financial audit work required for the 2010-11 pension fund accounts.
2. Since 1 April 2005, the Public Audit (Wales) Act 2004 the Auditor General's functions have included the appointment of external auditors (Appointed Auditors) for local government bodies.
3. As Appointed Auditor, I am required by the Public Audit (Wales) Act 2004 to examine and certify the pension fund accounts, satisfying myself that the accounts:
  - give a true and fair view of the financial transactions of the pension fund during the year and the amount and disposition of the fund's assets and liabilities;
  - comply with all relevant legislative requirements; and
  - have been prepared in accordance with proper accounting practices.
4. I am also required to:
  - satisfy myself that the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources; and
  - certify that the audit has been completed in accordance with the Public Audit (Wales) Act 2004.
5. The audit does not relieve the Pension Fund of its responsibility to:
  - put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
  - maintain proper accounting records;
  - prepare accounts in accordance with relevant requirements; and
  - establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.
6. The key requirements of the Auditor General and the Appointed Auditor are set out in Appendix 1.

## The audit approach

7. Information regarding the financial audit team is provided in Appendix 2.

### Audit of pension fund accounts

8. Internal controls are designed, implemented and maintained to address identified business risks that threaten the achievement of an audited body's objectives regarding:
  - the reliability of its financial reporting;
  - the effectiveness and efficiency of its operations; and
  - its compliance with applicable laws and regulations.
9. I will:
  - assess the effectiveness of high level internal controls and key system level internal controls in preventing and detecting material errors in the accounting statements;
  - assess the effectiveness of Internal Audit;
  - review and seek to place reliance upon work undertaken by Internal Audit, as appropriate; and
  - develop substantive procedures to respond to specific significant risks.
10. I do not seek to obtain absolute assurance that the pension fund accounts and related notes are true and fair, but adopt a concept of materiality. In planning and conducting the audit, I seek to identify material misstatements in the pension fund accounts and related notes, that is, those that might result in a reader of the accounts being misled.

### Audit risks

11. Exhibit 1 provides information regarding the audit risks that have been identified during the initial audit planning process, based upon information currently available, and the actions proposed to address them. Our audit work on these risk areas will be used to inform my opinion on the pension fund accounts.
12. Changes to the audit may be required if any significant new risks emerge. No changes will be made without first discussing them with officers and, where relevant, those charged with governance.

**Exhibit 1: Audit risks**

| <b>Control environment risks</b>                                                                                                                                                                                                                                                                                                   | <b>Action proposed</b>                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Overall</b><br/>Risk that financial management and governance controls are insufficient, or are not operating as intended.</p> <p>In particular, the latest actuarial valuation shows that the funding deficit of the pension fund has increased from £294 million as at 31 March 2007 to £376 million at 31 March 2010.</p> | <p>We will assess the robustness of the Pension Fund's arrangements for:</p> <ul style="list-style-type: none"> <li>• financial management and investment strategy;</li> <li>• governance;</li> <li>• risk management, including anti-fraud and corruption; and</li> <li>• internal audit scope and quality.</li> </ul> |
| <b>Financial systems risks</b>                                                                                                                                                                                                                                                                                                     | <b>Action proposed</b>                                                                                                                                                                                                                                                                                                  |
| <p><b>Overall</b><br/>Risk that the Council's high level financial controls are not designed or operating effectively to prevent and detect material misstatements in the financial statements.</p>                                                                                                                                | <p>We will review the design and test the operation of high level controls in the:</p> <ul style="list-style-type: none"> <li>• main accounting system;</li> <li>• budgetary control system; and</li> <li>• the accounts preparation process.</li> </ul>                                                                |
| <b>Preparation of the accounts risks</b>                                                                                                                                                                                                                                                                                           | <b>Action proposed</b>                                                                                                                                                                                                                                                                                                  |
| <p><b>International Financial Reporting Standards (IFRS) and the Code of Practice for Local Authority Accounting</b></p> <p>The Statement of Accounts for 2010-11 will be the first to be prepared in accordance with IFRS and with the Code of Practice on Local Authority Accounting (the Code).</p>                             | <p>We will review the pension fund accounts to ensure that it has been prepared, in all material respects, in accordance with IFRS and the Code.</p>                                                                                                                                                                    |

| <b>Preparation of the accounts risks (continued)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Action proposed</b>                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009</b></p> <p>The regulations introduce a number of changes in relation to how the Council may invest pension fund assets. The new provisions apply in stages from 1 January 2010.</p> <p>In addition, our 2009/10 audit identified weaknesses in the Council's cash management arrangements relating to the Pension Fund. These issues are inter-related to the requirements of the regulations.</p> | <p>We will review:</p> <ul style="list-style-type: none"> <li>the Council's arrangements to ensure compliance with the new provisions; and</li> <li>conduct follow-up work in respect of our previous recommendations.</li> </ul> |
| <b>Financial statements risks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Action proposed</b>                                                                                                                                                                                                            |
| <p><b>Overall</b></p> <p>There is a risk of material misstatement in the financial statements arising from error or omission of transactions, balances and disclosure.</p>                                                                                                                                                                                                                                                                                                                     | <p>We will undertake a series of audit tests and procedures to seek to identify any material misstatements.</p>                                                                                                                   |
| <p><b>Changes to Fund Structure</b></p> <p>The Fund's structure is being changed to address areas which could be strengthened; in particular to reduce the exposure to equities; increase weightings on tactical asset allocation; create new asset groupings; and, create an allocation for new opportunities.</p> <p>It is intended that this will be completed by 1 April 2011, which means that investment holdings will be in transition at the year end.</p>                             | <p>We will:</p> <ul style="list-style-type: none"> <li>review the arrangements for the reallocation and transfer of investments; and</li> <li>obtain external confirmations of fund manager holdings at the year end.</li> </ul>  |
| <p><b>Unquoted Investments</b></p> <p>There is an inherent uncertainty in the valuation of unquoted investments because they rely on forward looking estimates and judgements.</p> <p>In 2009/10 we identified that the Council's arrangements for obtaining assurance on the valuation of unquoted investments needed to be strengthened.</p>                                                                                                                                                 | <p>We will:</p> <ul style="list-style-type: none"> <li>conduct follow-up work in respect of our previous recommendation; and</li> <li>consider the reasonableness of unquoted investment valuations.</li> </ul>                   |

## Reporting

13. The Code of Audit Practice issued by the Auditor General requires Appointed Auditors to comply with auditing and ethical standards. International Standards on Auditing (ISAs) require formal reporting at various stages during the audit to those charged with governance.
14. In particular, auditors must report:
  - relationships that may bear on the auditor's independence;
  - audit planning information; and
  - certain matters to those charged with governance (as distinct from management) before they give an opinion on the financial statements.

15. Appendix 1 highlights the key elements of the audit engagement at the Pension Fund, and confirms that there are no known threats to the independence of the Appointed Auditor or other audit staff.
16. This document provides information regarding the planning of the audit.
17. I will submit reports to the Audit Committee and, where necessary, to the Council in a timely manner, prior to the completion of the audit.
18. I will provide reports, or other output as agreed. The key milestones are set out in Exhibit 2.

### Exhibit 2: Key milestones

| Planned output                                                              | Target Date    |
|-----------------------------------------------------------------------------|----------------|
| Financial Audit Outline                                                     | May 2011       |
| Financial statements report to those charged with governance                | September 2011 |
| Opinion on the financial statements                                         | September 2011 |
| Consistency audit statement for inclusion in the Pension Fund annual report | September 2011 |
| Annual Audit Letter                                                         | November 2011  |

## Audit fee

19. The proposed fee for 2010-11 financial audit work is £35,000 (plus VAT) and will be charged in equal instalments between November 2010 and October 2011. This fee is in line with the Auditor General's fees letter and is based on the new zero-based fee model for financial audit. This represents a 1.7 per cent decrease on the 2009/11 fee (£35,612).
20. I am required to undertake additional audit work arising from the change to IFRS. I have decided to bear the cost of this work without passing it on to the Pension Fund.

## Other matters

### Pension fund annual report

21. Administering authorities are required to publish a pension fund annual report which must include the Pension Fund accounts.
22. I am required:
  - to read the Pension Fund annual report and consider whether the information it contains is consistent with the Pension Fund accounts; and
  - to issue an audit statement confirming the consistency of the accounts included in the annual report with the audited Pension Fund accounts included in the administering authority's Statement of Accounts.

## Appendix 1

## Key elements of the audit engagement

| Key elements                                    | Requirements                                                                                                                                                                                                                                                                                                                                                                             | Position at Clwyd Pension Fund                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Engagement activities</b>                    |                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                           |
| Terms of the audit engagement                   | The Public Audit (Wales) Act 2004 sets out responsibility for appointment of local government external auditors in Wales.                                                                                                                                                                                                                                                                | Roles and responsibilities of appointed auditors outlined above. The full statement of responsibilities can be found at:<br><a href="http://www.wao.gov.uk/assets/englishdocuments/statement_of_responsibilities_of_auditors_eng.pdf">http://www.wao.gov.uk/assets/englishdocuments/statement_of_responsibilities_of_auditors_eng.pdf</a> |
| Appointment of auditors and engagement partners | It is the Auditor General's responsibility to appoint local government external auditors and to assign responsibility for each engagement to an engagement partner.                                                                                                                                                                                                                      | Details of the Appointed Auditor and the Engagement Lead are provided in Appendix 2 of this document.                                                                                                                                                                                                                                     |
| 'Non-statutory' work                            | The Auditor General has set out clear criteria for approval of any 'non-statutory' work requested by audited bodies.                                                                                                                                                                                                                                                                     | No 'non-statutory' work has been requested or is proposed.                                                                                                                                                                                                                                                                                |
| Limitations on audit work                       | I am required to advise you of any limitations on the work that I propose to undertake, including limitations imposed by management.                                                                                                                                                                                                                                                     | No limitations have been placed on the work that I propose to undertake.                                                                                                                                                                                                                                                                  |
| <b>Ethical considerations</b>                   |                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                           |
| Independence                                    | Appointed auditors are required to consider the following: <ul style="list-style-type: none"> <li>• threats to auditor independence (including litigation);</li> <li>• family and other personal relationships;</li> <li>• long association with the audited body, based on the Wales Audit Office rotation of audits policy; and</li> <li>• contentious or difficult issues.</li> </ul> | I can confirm that there are no known threats to the independence of the Appointed Auditor or other audit staff and I have complied with the Wales Audit Office rotation policy.                                                                                                                                                          |
| Engagement performance                          | Engagement Leads need to consider what level of quality assurance and review levels are appropriate.                                                                                                                                                                                                                                                                                     | Wales Audit Office quality control review mechanisms are in place for all audits, and the Engagement Lead has established appropriate review levels based on the experience of the staff undertaking the audit work.                                                                                                                      |

## Appendix 2

**Financial audit team**

**The Appointed Auditor is Anthony Barrett, the audit team are:**

| <b>Name</b>   | <b>Role</b>                     | <b>Contact Number</b>        | <b>E-mail address</b>    |
|---------------|---------------------------------|------------------------------|--------------------------|
| John Herniman | Financial Audit Engagement Lead | 07776 163851<br>02920 320566 | john.herniman@wao.gov.uk |
| Amanda Hughes | Audit Manager                   | 07969 919986<br>01286 679974 | amanda.hughes@wao.gov.uk |
| Ron Parker    | Team Leader                     | 07854 896508<br>01352 702185 | ron.parker@wao.gov.uk    |

## FLINTSHIRE COUNTY COUNCIL

### AGENDA ITEM NUMBER:

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **21 JUNE 2011**  
**REPORT BY:**      **CHIEF EXECUTIVE**  
**SUBJECT :**         **FLINTSHIRE FUTURES - GOVERNANCE**

### **1.00 PURPOSE OF REPORT**

1.01 To endorse the developing arrangements for governance of the Flintshire Futures Programme.

### **2.00 BACKGROUND**

2.01 The Council has developed the Flintshire Futures Programme as its corporate programme for modernising and transforming the organisation and to make best use of its resources and secure efficiencies. The Programme, which has been developed over the past year, has recently been re-reported to full Council (Minute 16 refers 19th April).

2.02 The Flintshire Futures Programme has four sub-programmes each of which involves a number of co-ordinated projects. The four sub-programmes are:-

- Corporate Change
- Service Change
- Regional Collaboration
- Local Collaboration

2.03 The Flintshire Futures Programme is maturing with effective programme co-ordination and leadership at professional level, consistent and effective project management (using the Council's corporate project management methods), resourcing for projects depending on their resource, needs and clarity of timescales and expectations for project outcomes and efficiency targets.

2.04 This report sets out the governance arrangements for reporting on the progress of the Flintshire Futures Programme, for making decisions on key projects and for projecting benefits and efficiencies at Member level.

### **3.00 CONSIDERATIONS**

3.01 The Flintshire Futures Programme is overseen internally and at professional level by the Corporate Management Team. The Chief Executive is the overall lead and each project is led by a nominated and accountable senior

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Date: 15/06/2011

officer with the support of a nominated project officer. Each project follows the Council's adopted project planning methodology and each accordingly has a project scope and plan. The four sub-programmes of Flintshire Futures are programme managed and co-ordinated as sets.

3.02 For democratic leadership and decision-making the following arrangements are now in place.

3.03 **Regional Collaboration:** The regional collaboration sub-programme is governed as follows:-

- the Regional Leadership Board oversees all regional activity and brings together all six Council Leaders supported by their Chief Executives
- there are four Regional Programme Boards with portfolios of functions and services which bring together the respective Executive/Cabinet portfolio Members and the respective directors. These Boards guide priorities for collaboration and oversee the progress of projects. All four Boards report periodically on their activities. In Flintshire, these reports are made both to the Executive and Overview and Scrutiny and shared with the Trade Unions
- no committal decisions are made to specific collaboration without the formal individual approval, at Member level, of the participating councils. On the larger projects interim reports are made on progress where intermediate approvals are sought, as necessary, at the key stages of the project. In Flintshire, these reports are made to the Executive and Overview and Scrutiny.
- on some larger projects regional or local Member briefing sessions are arranged

3.04 **Local Collaboration:** The local collaboration sub-programme is governed as follows:-

- the Local Service Board oversees all local activity. The Board brings together the professional leaders of the local partner organisations and the Leader of the Council
- the work of the Local Service Board is reported twice yearly to Executive and to Overview and Scrutiny
- no committal decisions are made to specific collaborations without the formal individual approval of the participating partner bodies.

3.05 **Corporate Change:** the Corporate Change sub-programme is broad-based and complex. It is governed as follows:-

- a full report will be made on the progress of the programme and its projects at least twice yearly to both Executive and Overview and

Scrutiny - once at the mid stage of the year and once as part of the annual budget setting process as part of our efficiency forecasting work. The first full report will be made in July 2011

- individual project reports will be made on the larger projects at key stages and at the point of decision-making prior to implementation
- where there are pre-existing Member governance arrangements twin reporting will be made e.g. the Procurement Board receives reports on the procurement projects
- Member briefing sessions and workshops will be held on the more complex and important projects as required or as requested

3.06 **Service Change:** the service change sub-programme involves a number of service reviews and is governed as follows:-

- each service review is reported to Executive and to Overview and Scrutiny at inception and scoping
- each service review will have staged reports on progress and final reports on decision-making prior to implementation
- service reviews will have specialist Overview and Scrutiny Task and Finish Groups as needed e.g. the review of public conveniences

3.07 The option is open to any Committee, Political Group or individual Member to receive an update on any part of the programme at any time on request

3.08 The Flintshire Future Programme is entirely compliant with Welsh Government policy on collaboration.

3.09 The emerging efficiency forecasts for each sub-programme will be included in the 'long-range' forecasts as part of the Medium Term Financial Plan (MTFP) and the 'short-range' and more precise forecasts for the next annual budget setting cycle.

#### **4.00 RECOMMENDATIONS**

4.01 The Executive is requested to endorse the developing governance arrangements for the Flintshire Futures Programme.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The Flintshire Futures Programme is the principal programme for achieving efficiencies for 2011/12 onwards and is critically important.

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

6.01 None directly arising from this report.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None directly arising from this report.

**8.00 EQUALITIES IMPACT**

8.01 None directly arising from this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None directly arising from this report.

**10.00 CONSULTATION REQUIRED**

10.01 The Flintshire Futures Programme has developed and matured over time and the governance arrangements have been influenced by Member and officer suggestions and the advice of external advisors including the Welsh Local Government Association peer review team and the Wales Audit Office.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None directly arising from this report.

**12.00 APPENDICES**

12.01 Appendix 1 - Flintshire Future Projects

Contact Officer: Chief Executive  
Telephone:  
E-Mail: chief\_executive@flintshire.gov.uk

## Flintshire Futures

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b><u>CORPORATE CHANGE</u></b></p> <p><b>Ongoing Projects</b></p> <ul style="list-style-type: none"> <li>• Lean</li> <li>• Administration Review</li> <li>• Assets</li> <li>• Agile</li> <li>• Facilities (Soft and Hard)</li> <li>• Procurement</li> <li>• P2P</li> <li>• Exchange Wales</li> <li>• Transactional Costs</li> <li>• Costs of Employment</li> <li>• Interims/Consultants/Agency</li> <li>• Consultancy Costs</li> <li>• Release of Hours</li> <li>• Performance and Productivity</li> <li>• Part III Terms and Conditions</li> <li>• Customer Access</li> <li>• Channel Shift</li> <li>• Flintshire Connects</li> <li>• Medium Term Financial Strategy</li> </ul> <p><b>New Projects</b></p> <ul style="list-style-type: none"> <li>• Methods of Payment</li> <li>• Corporate Debt Review</li> <li>• Fees and Charges Policy</li> <li>• Review of Core Overhead Costs</li> <li>• Fleet/Transport</li> <li>• Procurement</li> <li>• Maximising Assets</li> <li>• Direct/Leasing</li> <li>• Travel costs/routing</li> <li>• HRMIS (Self-service) Phase II</li> </ul> | <p style="text-align: center;"><b><u>REGIONAL COLLABORATION</u></b></p> <p><b>Programme Boards</b></p> <ul style="list-style-type: none"> <li>• Education Board Programme</li> <li>• Health and Social Care Board Programme</li> <li>• Environment Board Programme</li> <li>• Support Services Board Programme</li> </ul> <p><b>Potential and On-going Bi-lateral Projects with WCBC and DCC</b></p> <ul style="list-style-type: none"> <li>• LSCB (WCBC)</li> <li>• Youth Justice (WCBC)</li> <li>• Children's Disability Services (WCBC)</li> <li>• Community Safety (WCBC)</li> <li>• Occupational Health (WCBC)</li> <li>• Learning and Development (WCBC)</li> <li>• Legal (DCC)</li> <li>• Procurement (DCC)</li> <li>• ICT (WCBC)</li> </ul> <p><b>Other Projects</b></p> <ul style="list-style-type: none"> <li>• Emergency Planning</li> <li>• Regional Procurement for Mailing Distribution</li> </ul> |
| <p style="text-align: center;"><b><u>SERVICE CHANGE</u></b></p> <p><b>Community Services</b></p> <ul style="list-style-type: none"> <li>• Transforming Social Services for Adults</li> <li>• Social Services Fees and Charges</li> </ul> <p><b>Life Long Learning</b></p> <ul style="list-style-type: none"> <li>• Education Funding Formula Review</li> <li>• Inclusion Services</li> </ul> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Public Toilets</li> <li>• Business Centres</li> <li>• Public Car Parks/Civil Parking Enforcement</li> </ul> <p><b>Corporate</b></p> <ul style="list-style-type: none"> <li>• Theatre Clwyd</li> <li>• HR Service Review</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                               | <p style="text-align: center;"><b><u>LOCAL COUNTY COLLABORATION</u></b></p> <ul style="list-style-type: none"> <li>• Carbon Reduction (LSB)</li> <li>• Maximising Opportunities (LSB)</li> <li>• Training and Development</li> <li>• Voluntary Sector alternative provision</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

## FLINTSHIRE COUNTY COUNCIL

### AGENDA ITEM NUMBER:

**REPORT TO:**        **EXECUTIVE**  
**DATE :**            **21 JUNE 2011**  
**REPORT BY:**     **CHIEF EXECUTIVE AND DIRECTOR OF ENVIRONMENT**  
**SUBJECT :**        **REGIONAL ENVIRONMENT AND REGULATORY SERVICES**  
                              **PROGRAMME BOARD - PROGRESS REPORT**

### **1.00 PURPOSE OF REPORT**

1.01 To provide a progress report on the work of the Regional Environment and Regulatory Services Programme Board for information and endorsement.

### **2.00 BACKGROUND**

2.01 The Environment and Regulatory Services Programme Board is one of four Boards appointed by the six Councils in North Wales to promote and achieve collaboration on Local Government functions and services.

2.02 The Board has been in existence for one year and oversee a series of new projects and several "legacy" projects which predate it.

2.03 The Terms of Reference and Membership is attached at Appendix 1.

### **3.00 CONSIDERATIONS**

3.01 The new projects are:-

- Fleet Management
- Technical Consultancy
- Planning
- Public Protection
- Highways and Transport
- Economic Development

3.02 The "legacy" projects are:-

- Transforming Transport - ongoing
- Planning (Minerals and Waste) - completed
- CCTV - due for completion in 2011

3.03 The Board has also accepted the lead for collaboration in Housing.

3.04 The Bulletin provide at Appendix 2 provides an update on progress on projects.

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Date: 15/06/2011

- 3.05 No new projects can be implemented without:  
A full and robust business case  
Local adoption by all participating Councils through a final decision-making process

#### **4.00 RECOMMENDATIONS**

- 4.01 That Executive notes the progress and endorses the work of the Board.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 All projects are designed to have financial benefits, either cost reduction or cost avoidance.

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

- 6.01 None arising from this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None arising from this report.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None arising from this report.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 Each project may have specific Human Resources implications. Some projects will provide workforce development opportunities and assist with succession planning.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 None arising from this report.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 The Board is a cooperative arrangement amongst all six regional councils with Member and Officer consultation stage by stage. The regional Trade Unions are also given regular updates.

#### **12.00 APPENDICES**

- 12.01 Appendix 1 - Terms of Reference and Membership of the Board  
Appendix 2 - Bulletin June 2011

Contact Officer: Colin Everett  
Telephone: 01352 702100  
E-Mail: colin\_everett@flintshire.gov.uk

## Programme Boards – Terms of Reference

### Context

The North Wales Regional Partnership Board has adopted a Vision Statement to support joint working that will simultaneously deliver: -

- Service Improvement and efficiencies
- Cashable Savings

The delivery of the Board's Vision will require wide engagement in the discussion of how and where to deploy the tools available to simultaneously drive service improvement and efficiencies: -

- Alternative Service Delivery Models:
  - Partnership with external bodies including the private sector
  - Collaborative service delivery with other local authorities
  - User controlled services
- BPR and Lean Review of services
- Sharing of Best Practice
- Joint Procurement/Commissioning
- Succession Planning for Joint Senior Appointments which will provide a framework for developing shared services

The Board resolved to establish four Programme Boards to achieve greater ambition and political “buy in” through wider engagement of Chief Officers and Cabinet Members in how to deliver the Vision.

### Purpose

Programme Boards will enable the development of a political mandate and raise the level of ambition with regard to joint-working for service improvement, cashable savings and delivery of change. They will: -

- Discuss the strengths, weaknesses and challenges facing the services in their scope and identify and share best practice.
- Discuss the application of the tools of change (as above): -
  - Alternative service models including joint, collaborative service delivery to the services in scope
  - The opportunities for joint BPR and Lean Service Reviews
  - The opportunities for joint procurement and commissioning of externally sourced services
  - The opportunities for succession planning for Joint Senior Appointments to provide a framework for developing shared services
- Develop a programme of projects that will jointly deliver service improvement and efficiencies (project selection)
- Define and identify the resources necessary to manage the programme of priorities identified by the Programme Board
- Select, resource, launch and manage projects that meet the priorities identified by the project board.
- Set targets for service improvement and efficiency to be delivered by each project along with milestones and timescales for each project

## Principles of Operation

- Ambition
- Pace and timely delivery of proposed programmes
- Every Council will be heard and be respected
- A high level, strategic approach
- Joint working can be regional or sub-regional
- Open and frank communication
- Be open to new ideas and approaches
- Be prepared to compromise
- Bi-lingualism and a commitment to retaining Welsh language working environments in the design of joint service deployment.
- Consistency with other Programme Boards in deployment of Programme Management methods and terminology

## Membership

Programme Boards will consist of: -

- A lead and/or supporting Chief Executive
- A nominee from each Council drawn from the Cabinet Members whose services are in scope
- A nominee from each Council drawn from Chief Officers or Heads of Service whose services are in scope

Programme Boards may: -

- Co-opt chief officers and members to assist with particular service areas and deliver specific projects
- Invite scrutiny members to participate in particular discussions and projects.
- Invite representatives of other public services to participate e.g. police, fire and NHS.
- Include WLGA officers who work on the services in scope or within the region

## Scope

| Education                                                                                                                                                                                                                       | Social Services                                                                                                                                          | Environment and Regulatory                                                                                                                                                                                                                                                                                                          | Other Services<br>(inc. Support Services)                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| School Improvement<br>Curriculum Support<br>SEN<br>Schools Planning<br>Schools Admissions<br>Adult Education<br>Careers<br>The Youth Service<br>Careers/Skills<br><br>Museums<br>Libraries and Arts<br>Leisure<br>Commissioning | Children's Social Services<br>Adult Services<br>Supporting People<br>NHS Interface and Health Care and Well Being<br>Social Services<br>Support Services | Waste Collection & Disposal<br>Highways & Engineering<br>Transport Policy & Commissioning<br>Street Scene<br>DSOs: Vehicle, Road Maintenance, Housing<br>Repairs,<br>Leisure and Grounds<br>Planning<br>Public Protection: Building Control<br>Trading Standards<br>Environmental Health<br>Parks and Countryside, public footpaths | Finance<br>Legal<br>HR<br>Policy and Performance<br>IT<br>Procurement<br>Property and FM<br>Architects and QS, Building Services<br>Valuation<br>Committee Services, Scrutiny<br>Partnership and Community Planning<br>Customer Interface (Contact Centres) |

North Wales Regional Partnership Board  
*Collaborating, Connecting, Improving*

| <b>Environment Programme Board – Membership</b> |                             |                         |                                                                                                                                                          |
|-------------------------------------------------|-----------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Local Authority</b>                          | <b>Members</b>              | <b>Telephone Number</b> | <b>e-mail address</b>                                                                                                                                    |
| <b>Flintshire</b>                               | Colin Everett (Lead)        | 01352<br>702101         | <a href="mailto:Chief.executive@flintshire.gov.uk">Chief.executive@flintshire.gov.uk</a>                                                                 |
|                                                 | Carl Longland               | 01352<br>704551         | <a href="mailto:Carl.longland@flintshire.gov.uk">Carl.longland@flintshire.gov.uk</a>                                                                     |
|                                                 | Councillor Tony Sharps      | 01352<br>702103         | <a href="mailto:hayley.selvester@flintshire.gov.uk">hayley.selvester@flintshire.gov.uk</a>                                                               |
| <b>Ynys Mon</b>                                 | Commissioner Alex Aldridge  | 01248<br>751919         | <a href="mailto:aaxco@anglesey.gov.uk">aaxco@anglesey.gov.uk</a>                                                                                         |
| <b>Conwy</b>                                    | Councillor Philip Evans     | 01492<br>877696         | <a href="mailto:Cllr.philip.evans@conwy.gov.uk">Cllr.philip.evans@conwy.gov.uk</a>                                                                       |
|                                                 | Geraint Edwards             | 01492<br>575241         | <a href="mailto:Geraint.edwards@conwy.gov.uk">Geraint.edwards@conwy.gov.uk</a><br><a href="mailto:Gill.hensey@conwy.gov.uk">Gill.hensey@conwy.gov.uk</a> |
| <b>Denbighshire</b>                             | Councillor Sharon Frobisher | 07748<br>631710         | <a href="mailto:Sharon.frobisher@denbighshire.gov.uk">Sharon.frobisher@denbighshire.gov.uk</a>                                                           |
|                                                 | Alan Smith                  | 01824<br>706246         | <a href="mailto:alan.smith@denbighshire.gov.uk">alan.smith@denbighshire.gov.uk</a>                                                                       |
| <b>Gwynedd</b>                                  | Councillor Gareth Roberts   | 01758<br>760478         | <a href="mailto:williamgarethroberts@gwynedd.gov.uk">williamgarethroberts@gwynedd.gov.uk</a>                                                             |
|                                                 | Dafydd Lewis                | 01286679468             | <a href="mailto:davidplewis@gwynedd.gov.uk">davidplewis@gwynedd.gov.uk</a>                                                                               |
| <b>Wrexham</b>                                  | Councillor David Bithell    | 01978<br>781422         | <a href="mailto:davidabithell@wrexham.gov.uk">davidabithell@wrexham.gov.uk</a>                                                                           |
|                                                 | Lee Robinson                | 01978<br>292401         | <a href="mailto:Lee.robinson@wrexham.gov.uk">Lee.robinson@wrexham.gov.uk</a>                                                                             |
|                                                 | Phil Walton                 | 01978<br>297002         | <a href="mailto:Philip.walton@wrexham.gov.uk">Philip.walton@wrexham.gov.uk</a>                                                                           |

# Working Together

## Environment and Regulatory Services Regional Programme Board - Update Report

The Environment and Regulatory Services Regional Programme Board is one of four boards set up by the six councils in North Wales to promote collaboration.

The Board, which brings together portfolio elected members and directors and senior officers from all six councils and is facilitated by Colin Everett, Chief Executive of Flintshire, has met four times over the last year. The Board reports to the North Wales Regional Leadership Board and to the six constituent councils directly.

This briefing brings you up to date on the work of the Board.

As you would expect from its title the Board has a broad portfolio. The Board has sponsored a number of new collaboration projects over the past year and has taken over responsibility for several projects where collaboration was already well established.

It is important to stress that the Board does not promote collaboration only to save money. Making financial efficiencies is critical to cope with reductions in public sector finances and to re-invest in services and must be a primary aim of every collaboration project. However, the following benefits of collaboration are also important:-

- making improvements to services for example setting higher collective standards, learning from the leading practice we have between us and investing in service change and modernisation
- being more consistent in the way we provide services to customers and clients for example by adopting common entitlement policies
- making best use of our resources to make our service resilient to changes and peaks in demand across the region
- making best use of our combined workforce and providing opportunities for career development and succession planning
- making best use of our commissioning and procurement spend by managing the market place and using our collective 'buying power'



The collaborations we are working on should be seen as an opportunity and not a threat.

The new projects we have sponsored as a Board since coming together in 2010 are set out below. We have encouraged each member council to lead at least one project.

**Fleet Management** (Lead Authority Wrexham): this project is reviewing the three areas of vehicle workshops, fleet operation management and fleet vehicle procurement and use.

The priority action is recommending common local practices, based on most efficient practice, to improve vehicle use and deployment to save costs council by council (July 2011). This project is being supported by Weir consultancy.

**Economic Development** (Lead Authority Gwynedd): this is an ambitious project which aims to make better use of our collective resources and expertise in the fields of economic development and regeneration, including the resources within Welsh Government and other partners, to make a bigger impact on achieving objectives such as inward investment, business growth and skills and worklessness.

The project has made quick progress in 'mapping' the resources we have and where we deploy them and consulting on the priorities the region shared across the public and private sectors for economic development. The next critical stage will be proposing options for change such as introducing a regional inward investment and business support team. This project, which has high level support across the region, is being supported by ESYS consultancy.

**Taith and Highways** (Lead Authority Flintshire): Taith, the regional transport consortium which has a formal joint committee and is funded by Welsh Government and all six councils, will be expanding its role to take on more of the functions which have traditionally sat in each one of the six councils and to improve the impact and the cost-effectiveness of those services. A first priority is Road Safety.

**Public Protection:** (Lead Authority Denbighshire): the Board supports an approach whereby pairs of councils in the West, Central and East explore and decide locally the scale of collaboration at the sub-regional level.

Conwy and Denbighshire in the Central area had committed already to a joint regulatory function are in progressing with implementation. Gwynedd and Ynys



Mon in the West are exploring options on similar lines and beginning to share management capacity. Flintshire and Wrexham are in early discussion and recently held a joint workshop for their teams.

Over and above this regional capacity and expertise is being 'mapped' to help decide whether some councils could act as leads or centres of expertise in specialist areas. A further report on developing plans will be made in September.

**Planning** (Lead Authority Denbighshire): similarly to Public Protection (above) the councils are reviewing arrangements at the sub-regional level - West, Central and East - and the scope for collaboration. Additionally, regional capacity and expertise is being 'mapped' to help decide whether some councils could act as leads or centres of expertise in specialist areas.

A further report on developing plans will be made in September. The Board has already implemented the combined regional Minerals and Waste Planning Service (from 2011/12) for which Flintshire is the lead.

**Consultancy Services** (Lead Authority Conwy): the remit of this project is municipal engineering consultancy, highway consultancy, property consultancy (not management) and energy and water management and conservation.

The project, which is in its early stages, has the broad aims of collaborating on workflow amongst the six properties; making better collective use of our specialist capacity across the region; the shared use and development of our workforce around our core business where we will provide direct services; shared partnering/contracting arrangements with the private sector for non-core business and peaks in core business which need to be tendered where we will not provide direct services; collective procurement and using our 'buying power'. We need to have a resilient service to cost-effectively manage work demands with a reducing capital programme as capital allocations are reduced nationally.

Key projects which pre-date the Board and now fall under its remit are set out below.

**Transport** (Lead Authority Flintshire): this project is reviewing three areas if transport - individual 'quick win' improvements in transport management and cost reduction in each of the six councils, common policies for entitlement to transport (e.g. schools transport) to manage demand and reduce costs, and the most effective use of transport management personnel across the region.



The first stage report will be proposals for 'quick wins' in each of the six councils for local adoption (June 2011). This project is being supported by WYG consultancy.

**Waste** (Lead Authority for Residual Waste is Flintshire): there is a well established consortium of five local authorities to procure a solution to the treatment of residual waste for operation by 2016, and several sub-regional consortia for procuring solutions for the treatment of food waste. These consortia have formal joint committees and are all recognised and joint funded by the Welsh Government. Regular bulletins on the work of the consortia are issued.

The Environment and Regulatory Services Regional Programme Board will also take on responsibility for the housing function and will be in contact with the North Wales Housing Network to assess opportunities and lend support for emerging ideas.

If you would like more information on the work of the Board or any of the specific projects please contact Sharron Jones by email [Sharon.jones@flintshire.gov.uk](mailto:Sharon.jones@flintshire.gov.uk).

A further briefing on the work of the Board will be issued in September/October.



## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

**REPORT TO:** **EXECUTIVE**  
**DATE :** **21 JUNE 2011**  
**REPORT BY:** **HEAD OF FINANCE AND CHIEF EXECUTIVE**  
**SUBJECT :** **MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2011-15**  
**UPDATE**

### **1.00 PURPOSE OF REPORT**

1.01 To provide the Executive with:-

- (a) An update on the developing Medium Term Financial Strategy (MTFS) 2011-15.
- (b) Feedback from Corporate Resources Overview & Scrutiny.
- (c) Proposals for the adoption of the MTFS by Council.

### **2.00 BACKGROUND**

2.01 The Medium Term Financial Strategy is a critical part of the Council's overall Governance Plan. It sets out the financial resourcing strategy by which the Council will deliver its vision and strategic objectives over the medium term. Its purpose is to enable the Council to plan ahead by identifying where new investment is required, where activity will increase or decrease and which new policies or targets (externally or internally set) will affect the organisation and so be prepared and able to meet change and turn strategic objectives into outcomes.

### **3.00 CONSIDERATIONS**

3.01 The draft Medium Term Financial Strategy was considered by Executive on 17th May 2011 and Corporate Resources Overview & Scrutiny Committee on 19th May 2011.

3.02 At the Corporate Resources Overview & Scrutiny Committee, Members considered the MTFS and also the recommendations and actions from the WLGAs Financial Peer Review undertaken in early 2012. This review had been commissioned to provide advice, guidance and impetus to the developing MTFS and the Organisational Change Strategy, Flintshire Futures.

3.03 Scrutiny members had received the report of the Peer Review Team and the response which showed all of the actions in place in progress or planned and, in particular, had considered those of direct relevance to the MTFS or MTFP.

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Date: 15/06/2011

- 3.04 The discussion at Corporate Resources Overview & Scrutiny was very helpful in identifying how the draft MTFS document could be enhanced, particularly in Section 6, on Financial Planning and Operating Principles to more fully describe the intent to examine existing budgets and reduce costs as well as examining new proposals in detail.
- 3.05 The main points at Corporate Resources Overview & Scrutiny Committee were:-
- Explain how Council priorities are set but not include them in the document
  - A better explanation of Value for Money (VFM) and a simplified VFM model
  - More emphasis on reviewing core budgets to identify wastage/efficiency opportunities
- 3.06 Officers have continued to develop the MTFS and a final document which takes account of the comments from Corporate Resources Overview & Scrutiny is attached as Appendix 1.
- 3.07 As previously reported The Medium Term Financial Plan section sets out the forward forecast of:-
- (a) Funding from Welsh Assembly in 2012/13 and 2013/14 in accordance with the latest forward indications.
  - (b) Funding from Council Tax in accordance with the Council's policy of rises between 3% to 3.5%.
  - (c) The "roll forward" of the 2011/12 budget updated for the full year effects of items in 2012/13 and inflation assumptions.
- 3.08 This identifies that there is:-
- (a) A projected revenue funding gap of £13M over the next three years before the inclusion of new pressures and the financial impacts of efficiencies to be achieved from the work being undertaken under the Flintshire Futures Programme and other efficiencies in the day to day delivery of services.
  - (b) Available capital resources over three years of £12M before the inclusion of major capital projects, e.g. school modernisation and asset rationalisation.

- 3.09 Directorate Plans have been produced for 2012/13 for Community Services, Environment and Lifelong Learning which are underpinned by service plans for each area led by a Head of Service along with service plans for the Corporate Group. These plans identify the new pressures which need to be considered for funding within the plan. These could be ongoing base budget pressures or be time limited, possibly to fund investment to make service change.
- 3.10 Directorate Plans also identify those areas within the Flintshire Futures Programme which are being led by the Directorate or Corporate Service and the efficiencies to be achieved from them and the timescales, along with any required investment costs to achieve change.
- 3.11 Detailed work is now in progress to forecast the financial implications of pressures and efficiencies and to include them in an update to the Medium Term Financial Plan.
- 3.12 The revised timescale for the first estimate of the forecast incorporating the major items from Directorate/Service Plans and the Flintshire Futures Programme (as set out in 3.05 and 3.06) is mid July. It is important to recognise that at this stage, many figures will still be estimates which require further work to refine them. However, it is critical that those estimates are made so that, with caveats, the Council can be in a position to understand collectively its financial position and to be able to plan ahead accordingly. This will provide the starting position to planning the 2012/13 budget. It will also be an important point at which the revenue budget and the capital programme can be brought together to consider the availability of and/or the opportunities to create revenue provision to fund prudential borrowing in order to advance the need for investment in capital assets.
- 3.13 In future years, the Medium Term Financial Strategy and Plan will be updated each year as part of the annual budget process. The ongoing review of the strategy will be in large part informed by the Medium Term Financial Plan which will identify the degree to which there is a gap between anticipated resources and expenditure levels.
- 3.14 Updates on the forecasts will be provided to Members through Executive and Scrutiny over the summer and early autumn as costs and savings and/or efficiencies options are refined and will be incorporated into a revision of the Medium Term Financial Strategy and Medium Term Financial Plan in the late autumn in preparation for the 2012/13 budget round.

#### **4.00 RECOMMENDATIONS**

- 4.01 Members are asked to recommend the Medium Term Financial Strategy, attached as Appendix 1, to Council for adoption as part of the Council's Budget and Policy Framework under the Constitution.

## **5.00 FINANCIAL IMPLICATIONS**

5.01 None directly as a result of this report.

5.02 The Medium Term Financial Strategy will set the financial strategy by which the Council will deliver its vision and strategic objectives sustainably over the medium term.

## **6.00 ANTI POVERTY IMPACT**

6.01 None directly as a result of this report.

## **7.00 ENVIRONMENTAL IMPACT**

7.01 None directly as a result of this report.

## **8.00 EQUALITIES IMPACT**

8.01 None directly as a result of this report.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 None directly as a result of this report.

## **10.00 CONSULTATION REQUIRED**

10.01 None directly as a result of this report.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 None directly as a result of this report.

## **12.00 APPENDICES**

12.01 Appendix 1 - Medium Term Financial Strategy 2011-15.

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

Medium Term Financial Strategy 2011-15

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# **FLINTSHIRE COUNTY COUNCIL**

## **MEDIUM TERM FINANCIAL STRATEGY 2011-2015 (Council Fund)**

**June 2011**

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## 1. Foreword and Executive Summary

The financial situation is extremely challenging, for the national economy, the public sector and local government.

2011/12 saw the first year in which funding from the Welsh Government decreased from the previous year. The decrease of 1.7% in Flintshire's main grant, combined with the impacts of no provision for inflation and other changes to national funding, plus the costs of funding new pressures, resulted in an initial "budget gap" of £10.5m needing to be addressed. Whilst that sum represented a huge challenge, savings, efficiencies and economies were found and the annual budget was agreed in March 2011.

The approach we adopted was twofold. Firstly, by maximising efficiencies through changing the organisation and the way it works, reducing overheads; administration and management costs and reforming the way we work by being less bureaucratic. Secondly, by choosing to reform some key services including, in some cases, how customers become eligible to receive a service and whether they should make a payment for that service.

Whilst the economic climate remains uncertain, it is certain that expenditure within the public sector will continue to reduce in real terms over the medium to longer term. This will impact on the level of financial support available to us to deliver services and support capital investment.

The Council has ambitious long term plans through its Flintshire Futures Programme to modernise and re-shape services and respond to the challenging financial future. This strategy sets out how we will manage our finances in order to deliver our vision for the future.

Planning for 2012/13 and beyond is already well under way. Updates on the forecasts within the Medium Term Financial Plan will be provided to Members over the coming months, with a review of the strategy in the Autumn as part of the detailed consideration of the revenue budget and capital programme.

Cllr Arnold Woolley  
Leader and Executive  
Member for Finance

Colin Everett  
Chief Executive

Kerry Feather  
Head of Finance

## **2. Introduction – Purpose, Benefits and Links to Other Strategies**

### **What is a Medium Term Financial Strategy?**

A Medium Term Financial Strategy (MTFS) is a key tool for any large public services organisation to plan its revenue and capital finances effectively to support its strategic priorities and secure the sound financial health of the organisation. The core principles on which a MTFS is founded are:-

- The full integration of financial planning with strategic and service planning and decision-making for Council Fund services on a medium to longer term basis
- Engagement with key stakeholders in the financial planning process
- Management of spending within available resources
- Recognition of individual and collective responsibilities for financial management and values

### **Why does the Council need a Medium Term Financial Strategy?**

The Council needs a MTFS to structure and manage its finances to achieve its vision and strategic objectives over the medium term. The principles on which the Council's financial strategy is founded have evolved since they were first adopted in 2008 and have underpinned successive annual budget cycles.

The development of the Governance Planning Framework, the adoption of priorities for the Council and the maturing Flintshire Futures Programme, which bring together the Council's plans for transformation and organisational change, provide the background against which the Medium Term Financial Strategy can be set.

Integral to the MTFS is the Medium Term Financial Plan (MTFP) which forecasts available resources, financial pressures (which arise from conscious choice or uncontrollable demand), and opportunities for efficiencies / savings for both revenue services and the capital programme. This Plan builds on the current financial year 2011/12 and forecasts forward three years to 2014/15.

The MTFS is set for Council Fund services only. Services for the management and maintenance of the Council's housing stock are funded from the Housing Revenue Account which is ring fenced and the subject of its own specific financial strategy. Any costs falling to the Council Fund as a result of the forthcoming Housing Ballot will be included within the Council Fund financial plan.

## **The wider benefits of the Medium Term Financial Strategy**

The MTFS will help the Council to:-

- Meet its corporate strategic objectives and priorities
- Improve financial planning and financial management of the Council's revenue and capital resources
- Maximise the use of internal and external resources available to the Council
- Ensure provision of value for money and deliver budget efficiencies
- Develop longer term budgets in support of strategic planning
- Align financial resources to the Council's spending priorities
- Ensure that the level of reserves is at an appropriate level
- Respond to external pressures
- Develop a sustainable budget over the medium term
- Highlight financial risks and mitigate controls

The MTFS sits within the Governance framework as one of a number of complementary strategies.

### 3. The Council Planning Framework

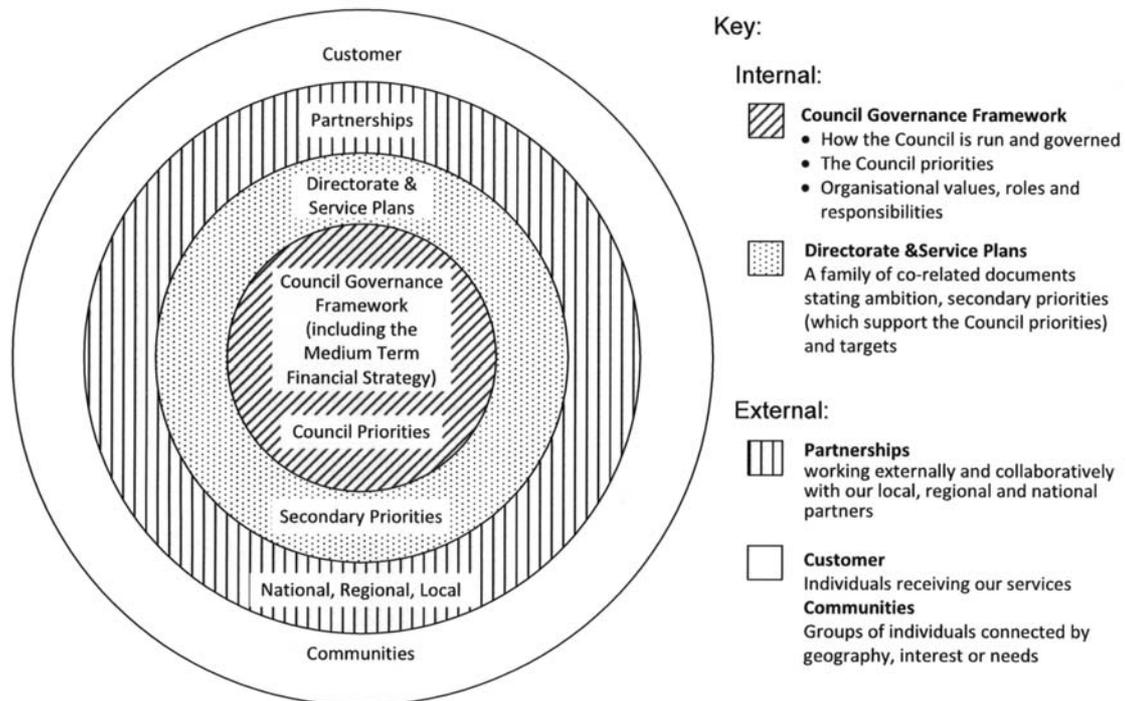
#### How does the MTFS fit in with the Council Planning Framework?

The Council Planning (Governance) Framework is a family of documents which state ambition, priorities and targets within an internal governance framework of values, roles and responsibilities.

The Framework is made up of three parts:-

- **Council (Plan) Governance Framework:** May 2011
- **Service and Directorate plans:** Directorate plans - May 2011; Service plans - May 2011
- **Annual statements:** quarterly performance reports; full year summary performance report - October

The illustration below shows the Council planning framework.



## **The Council (Plan) Governance Framework**

This describes how the Council is run and governed and explains organisational values, roles and responsibilities. It ties together the governance and business planning systems the Council has adopted. The key governance and business systems are:-

### **The Council and Democracy**

- annual corporate governance self assessment
- ongoing constitutional review
- ongoing review of the delegation scheme
- roles and responsibilities
- the accountability frameworks within the Council

### **Organisational Vision and Values**

- development of the County Vision
- development of more specific Council priorities
- organisational values for high performance

### **Resources**

- development of the **Medium Term Financial Strategy**, People Strategy, Asset Management Plan and ICT Strategy as the four principal resources of the council
- programme and project management methods
- change management policy and practice

### **Business Processes**

- service and resource planning at Divisional and Directorate levels
- categorisation of performance targets
- target setting methodology and action planning
- Outcome Agreement with Welsh Assembly Government (WAG)
- risk management including the Strategic Assessment of Risks and Challenges
- regulation and assurance

### **Partnerships**

- national, regional and local partnership working and collaboration
- strategic partnership commitments and governance arrangements
- governance arrangements for collaborative projects

## **Service and Directorate Planning**

The three public service directorates produce annual Directorate Plans which summarise the critical performance, risk, resource management, improvement and partnership activities for each Directorate. The corporate services are reflected in the Divisional Service Plans for ICT and Customer Services, Finance, Human Resources and Legal and Democratic Services.

The Directorates forecast their pressures and efficiencies within their plans to inform the Medium Term Financial Plan.

In addition all Council Divisions produce their supporting Service Plans at Head of Service level. These are annual plans with a longer term view to reflect sustainability in planning, business continuity and longer term performance and improvement

commitments. Plans are reviewed and refreshed periodically throughout the year; at least quarterly to inform ongoing budget and resource planning.

### **Annual Statements**

The annual statements have both a historical (backward-looking) and predictive (forward-looking) context. Some of these statements are required by statute, for example the Improvement Plan; others we have developed as good practice e.g. quarterly reporting on risk and challenges.

The predictive (forward-looking) documents will be available around the start of the financial year; including the budget, risks and challenges, and performance targets both in-year and aspirational longer term improvement targets. Other statements made throughout the year will be on quarterly assessment of risks and challenges and historical reporting of our previous year's performance as required as part of the Improvement Plan.

DRAFT

## 4. Setting a Vision and Priorities for the Council

The Council sets a vision for the future state of society and public services at three levels - the regional level as a partner, the County level as a partner and the local level as a provider and a commissioner of public services.

### **The Regional Vision**

The regional vision is set with the five neighbouring local authorities and the key statutory partner agencies in North Wales. The regional vision is based on:-

- improving the quality of life and opportunity in the region
- improving public services in the region
- promoting collaboration for the most efficient and effective use of the resources of the partners
- promoting the interests of the region, nationally and internationally

The vision and priorities are set and managed by a Regional Leadership Board.

### **The County Vision**

The County Vision and Priorities are set by the Flintshire Local Services Board (LSB) for the aspirations of the County partners for the future state of Flintshire and its public services.

The current County Vision has five priorities:-

- economic prosperity
- health improvement
- learning and skills for life
- living sustainably
- safe and supportive communities

## **The Council's Priorities**

The priorities which guide the aims and activities of the Council and give clarity of vision and direction to service provision are set by the Council.

The Council draws its priorities from a number of sources:-

- Local democratic choice
- Customer feedback
- The priorities of local partner organisations
- The priorities of regional partner organisations
- Welsh Assembly Government policy
- Statutory requirements
- The recommendations of regulatory bodies
- Welsh Local Government Association collective decisions
- The standards set of comparative performance
- Good practice and peer influence

The Council's primary priorities are supported by the more detailed secondary priorities set out in the three Public Service Directorate plans and the four Corporate Resources plans. A revised set of Council priorities have been considered during May and June 2011.

The priorities, once adopted, will be classed as the 'Improvement Objectives' of the Council as required by the Local Government (Wales) Measure 2009. The priorities will be set out within the Improvement Plan and performance against them will be evaluated and reported on twice yearly.

The priorities are open to continuous review and partner organisations and the communities and stakeholders will be consulted on the relevance of priorities and the adequacy of our action plans and ambitions periodically.

## 5. The Organisation We Aspire To Be

### **We aim to be an organisation which:-**

- achieves excellence in corporate governance and reputation
- achieves excellence in performance against both our own targets and against those of high performing peer organisations
- is modern and flexible, constantly adapting to provide the highest standards of public, customer, and client service and support
- uses its resources - money, assets, people and information - strategically, effectively and efficiently
- operates the leanest, least bureaucratic, efficient and effective business systems and processes

### **We work to achieve these aims by:-**

- showing strategic leadership both of the organisation and our partnerships
- continuously challenging, reviewing, changing and modernising the way we do things
- being as lean and un-bureaucratic as possible
- using new technology to its maximum advantage
- using flexible working to its maximum advantage

## 6. A Financial Strategy to Deliver Our Aims and Objectives

The Flintshire Futures programme adopted in March 2010 set out a whole-scale, ambitious and challenging programme for the Council to modernise and re-shape service delivery and respond to the challenging financial future facing local government. The aims of the Flintshire Futures Programme are to:-

- Set out how we will manage the financial challenge both as an individual public service organisation and with our partners
- Provide a framework for concerted and effective action for organisational change
- Enable the organisation to manage a number of parallel projects within a co-ordinated and corporately led programme
- Provide options for choice over priorities
- Enable us to make the best use of our capacity and to be clear about what resources we need, from within and nationally, to meet the challenge

Over the last year, significant work has gone into developing and shaping the Flintshire Futures Programme at local and regional level. At the same time, the Council set a balanced budget for 2011/12 which saw the first year that WAG funding to local government was reduced. With this achieved, the Council is in a positive position to plan its Financial Strategy for the future.

**The Medium Term Financial Strategy** provides a framework for the financial principles through which revenue and capital resources will be forecast, organised and managed to deliver the Council's vision and strategic objectives.

**The Medium Term Financial Plan** forecasts funding levels and resource requirements over the medium term, identifies the gap between the two, and enables specific actions to be identified to balance the budget and manage resources.

The Council's organisational strategies and plans and its financial strategies and plans must work in tandem to inform each other of resource demand and availability.

### **Financial Strategy**

The key financial objectives of the MTFS are to:-

- Ensure revenue and capital resources are targeted to achieve the Council's priorities and strategic objectives
- Fully integrate revenue and capital expenditure plans
- Maintain Council Tax increases to affordable levels
- Optimise opportunities for income generation from fees, charges and grants
- Maintain an appropriate level of reserves and provisions
- Provide strong financial services, systems and processes to deliver and support the strategy and balanced annual budgets

## **Financial Planning and Operating Principles**

The financial principles which provide the framework for the MTFs, as set out below, have developed since first adoption in 2008 and have underpinned successive annual budget processes.

### **1. Funding**

- Council Tax
  - The Council aims to be a modern, efficient and cost effective public organisation whilst ensuring our local taxes are fair and affordable
  - The strategy is to achieve an annual Band D increase of between 3.0% to 3.5 %
- Transfers into/out of Local Government settlement (including from grant) to be passported to/from the relevant service area
- New responsibilities identified in Local Government settlement to be passported to the relevant service area

### **2. Reserves and Provisions**

- Base Level of Reserves to be maintained at 2 % of turnover
- Contingency reserve to be maintained to cover unforeseen short term pressures
- Specific provisions – to be reviewed annually to determine ongoing need

### **3. Balanced Annual Budgets**

- Distinction is made between resources for ongoing expenditure and that which is one-off or time limited
- Utilisation of reserves is limited to one-off or time limited expenditure only and not to finance recurring expenditure

### **4. Value for Money (VFM)**

- The Council will review the base budget on an ongoing basis and will progress this by:-
  1. Service Reviews – looking at why and how we do things and the resource requirements of those functions.
  2. Identifying specific cross-cutting areas to focus on e.g. the Cross Directorate Expenditure Review.
  3. Ensuring that all managers see VFM within budgets under their direct control as a key part of the 'day job'.
- Wherever possible the Council will strive to provide an optimum service (see section 9)

## 5. **Financial Pressures**

- Distinction to be made between pressures which are:
  - Demand led
  - Choice led

## 6. **Efficiencies**

- Efficiencies to be identified through:-
  - Flintshire Futures Programme
  - Operational Management “business as usual”
- All efficiencies will contribute to the funding gap. The allocation of any resources released will be in accordance with corporate priorities
- A clear distinction will need to be drawn between:-
  - Efficiencies - the same or better outcomes for less cost
  - Savings - reduction or removal of services
  - Additional income generated
- Efficiencies to be identified as:-
  - Cashable
  - Non cashable
- Consideration will be given to funding requirements to achieve efficiencies
- All efficiencies identified must be sustainable. Where budget reductions are agreed, service budgets will be reduced either in year or at the start of the new financial year to which they apply (full or part year effect)

## 7. **Income Generation**

- A fees and charges policy is currently being developed which will achieve the following outcomes:-
  - An updated and comprehensive corporate fees and charges and income maximisation policy
  - Benchmarked data and recommended methods of setting and maintaining comparable fees, charges and income
  - Specific recommendations for setting / adjustment of current fees, charges and income streams
  - Specific recommendations for setting new fees and charges, to include how / who needs to be involved
  - Specific recommendations on opportunities for income maximisation

- Additional Grants
  - Opportunities to seek additional funding from grants will be maximised so long as they match with Council aims and objectives

## **8. Financial Policies and Strategies**

- The Treasury Management Policy is fully established and adopted by Council
  - All treasury management decisions are taken in accordance with the policy
  - Annual reviews of the policy will be aligned to updates of the MTFS
- A Corporate Debt Policy is currently being developed which will achieve the following outcomes:-
  - An updated and comprehensive corporate sundry debt minimisation policy
  - Benchmarked data and recommended methods / principles for collecting appropriate sundry debt
  - Specific recommendations on opportunities for maximisation of income due, positive cash flow and reduced bad debt provision
- Prudential Borrowing Policy
  - All prudential borrowing must pass the tests of being prudent, sustainable and affordable Prudential borrowing will only be utilised to fund items of strategic importance to the delivery of the Council's transformation programme
- Capital Receipts Policy
  - All capital receipts generated will be utilised on a corporate basis for consideration for funding across the capital programme

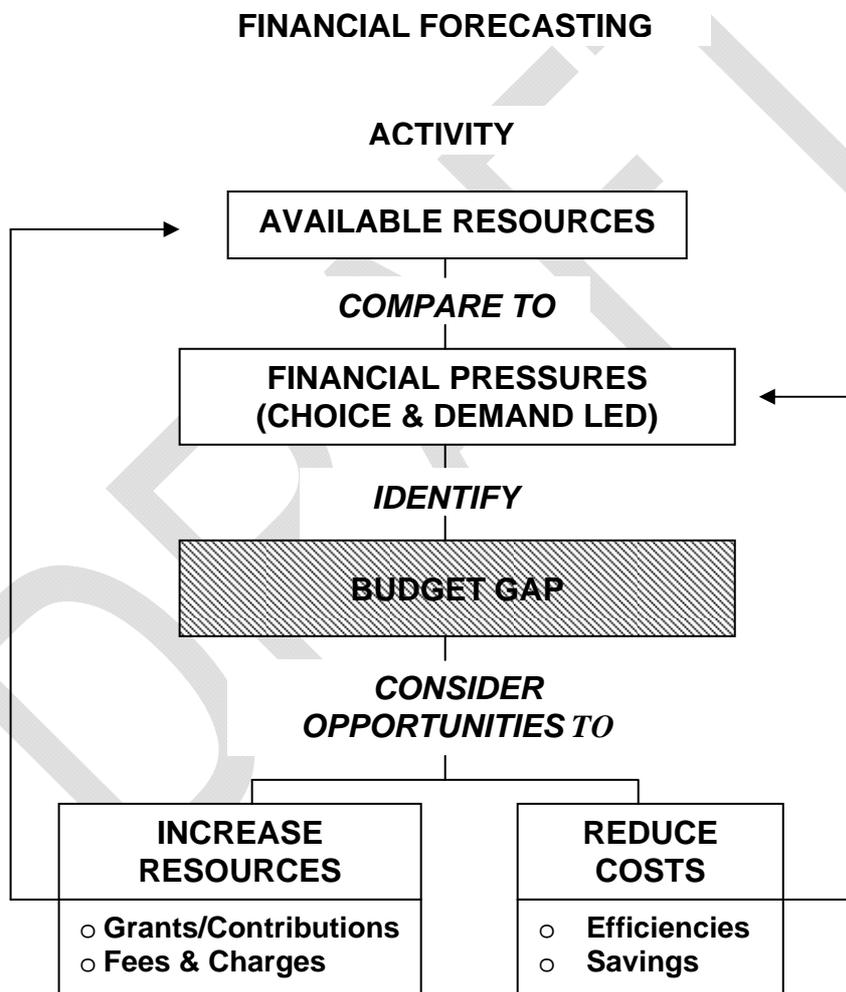
## **9. Revenue Budget and Capital Programme Management**

- All budget holders are accountable for and will manage budgets in accordance with these principles which underpin the Medium Term Financial strategy and the Council's financial procedure rules and contract standing orders

## 7. Medium Term Financial Plan – Forecasting Future Resource Levels and Needs

Section 6 sets out the key objectives of the Financial Strategy and the financial principles which underpin the way we manage our finances. These financial principles provide a sound basis for developing the Medium Term Financial Plan.

The Medium Term Financial Plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two, and enables specific actions to be identified to balance the budget and manage resources, as set out in the diagram below.



## Financial Forecasting

Financial forecasting is the process by which we build up a financial picture of potential resource availability, demands on those resources and opportunities to meet the shortfall. We do this by projecting the financial impact of what is known to us and by assessing the impact of the variables in:-

- Available Resources i.e the level of potential resource availability
- Financial Pressures (costs) i.e. to assess the demands on those resources from either conscious choice or uncontrollable demand
- Opportunities available to :-
  - Reduce costs through
    - Efficiencies - the same or better outcomes for less cost, or
    - Savings - reduction or removal of services
  - Increase resources through
    - New sources of grants or other contributions
    - Introducing new or increased fees and charges

Integral to accurate forecasting for the future is the in year management of the revenue budget and capital programme which will identify areas of over or underspend, slippage into following years and the impact on levels of reserves. See Section 9 on Monitoring and Delivering the Financial Strategy.

The following information sets out the basis on which the forecasts in the Medium Term Financial Plan shown in Section 8 are made.

### 1. Assessment of Available Resources

#### Revenue Funding

The core sources of revenue funding can be split into those that are externally set and those that can be determined locally as set out below:-

#### Externally Determined Resources

##### **Aggregate External Finance (AEF)**

The level of aggregate external finance is determined annually by Welsh Assembly Government (WAG) in advance of each new financial year as part of the Local Government Financial Settlement and is made up of a combination of Revenue Support Grant (RSG) and the redistribution of the Non Domestic Rates Pool. At this stage, forward indications of AEF have been provided by WAG up to 2013/14, as reflected within the later section of this document detailing the Medium Term Financial Plan (MTFP). However it needs to be noted that these indicative amounts are subject to change dependent on formula/data changes and any grants transferring into or out of the settlement. AEF is totally unhypothecated which means that it is for the Council to determine how the funding is allocated to services at local level.

## **Outcome Agreement Grant**

This grant is additional unhyponthecated funding with payment based on performance against agreed Outcome Agreements. Although the Council has always fully achieved the targets of the predecessor Improvement Grant, it cannot be guaranteed that the grant will be achieved in full.

## **Specific Grants**

The Council is also advised annually how much it will receive in respect of specific grants. These grants must be used for the purpose as set out and agreed in the terms and conditions of the grant(s). In some cases specific grants support major core services e.g. Supporting People and in other cases additional services which the Council may choose to deliver or not. The Council usually receives approximately £35m through this source although this is expected to reduce given the current financial climate.

## **Locally Determined Resources**

### **Council Tax**

The level of Council Tax is determined locally by the Council as part of each annual budget cycle. The current Council local taxation policy is to aim for annual rises of between 3 and 3.5 %. Whilst it has not occurred in Wales, it is likely that any proposed rises above 5% would be capped by WAG.

The Council is required annually to advise the WAG of its Council Tax Base (as at 31<sup>st</sup> October) to allow the County Council, North Wales Police Authority and Town/Community Councils to calculate the following year's Council Tax charges. This is based on the estimated number of chargeable properties, expressed as the equivalent number of Band 'D' properties in the Council's area. This figure is then used for budgeting purposes along with an expected collection rate of 99%.

### **Fees and Charges**

As well as this funding by way of external grants and local taxation, the Council also has the opportunity to increase its overall resource availability through fees and charges for services. Whilst a small number of charges in some service areas are set nationally, the Council is able to determine its own levels in the majority of cases. The Council is currently reviewing the level of all of its fees and charges and is also committed to introducing a corporate fees and charges policy.

### **Utilisation of Reserves**

The Council also has the option of allocating funding from its Contingency Reserve, which is the amount held over and above the Base Level of Reserves. The Contingency Reserve is mainly used to fund one-off or time limited expenditure items.

## **Capital Funding**

### **Externally Determined Resources**

#### **Unhypothecated Supported Borrowing (USB) and General Capital Grant**

The main source of unhypothecated support for the Council's capital investment comes through the USB and General Capital Grant. The amounts are determined annually by WAG in advance of each new financial year and notified together as part of the Local Government Financial Settlement. The costs of supported borrowing are reflected in the revenue support grant.

#### **Capital Grants (WAG, CADW, Heritage Lottery Fund)**

These are grants received for specific capital schemes, either from WAG or from other funding bodies such as CADW, Heritage Lottery Fund etc.

### **Locally Determined Resources**

#### **Capital Receipts**

This is the result of the Council selling an asset. For non-housing capital receipts 100% of the value of the receipt can be used to invest in new capital expenditure

#### **CERA - Capital Expenditure financed from Revenue Account**

The Council can choose to fund capital expenditure from the revenue account.

#### **Unsupported (Prudential) Borrowing**

The Council can choose to fund capital expenditure through prudential borrowing so long as it can demonstrate that the borrowing meets the prudential borrowing tests of being prudential, sustainable and affordable. In this case, the cost of the borrowing is met from the revenue account, but is not supported by Revenue Support Grant.

#### **Capital Contributions**

These are contributions from outside bodies usually as a result of joint funding arrangements.

## 2. Assessment of Financial Pressures

The principle source of the information on financial pressures is from Directorate Plans and Service Plans from the Corporate Group. It is therefore vital that these plans anticipate potential impacts in their service area over the medium term and that the estimates of cost are as accurate as possible. However, where costs are not yet firm it is important that they are highlighted and an assessment made rather than being omitted.

Financial pressures fall into two broad categories:

- Demand led
- Choice led

### Demand Led

Demand led pressures are outside of the Council's control, although steps need to be taken to manage the impacts. However, it is these pressures which need to be prioritised as failing to do so may result in failure to comply with legislation or will lead to overspend as they will occur even if not provided for in budgets. Examples of these pressures are detailed below:-

- Welsh Assembly Government policy and legal framework, e.g.
  - Waste reduction targets
  - Social care charging policy
- Demographic changes, e.g.
  - Ageing population
  - Population growth or shift resulting from the Unitary Development Plan
- Market fluctuations / non-standard inflation, e.g.
  - Future energy prices
  - Commissioned care for children, older people or those with disabilities

### Choice Led

Choice led pressures are those which arise from a conscious decision of the Council to invest additional resources on an ongoing or time limited basis. These choices will introduce, extend or improve services as a policy decision linked to Council priorities and Directorate Plans or to mitigate risks identified in the SARC.

The Flintshire futures Programme sets out the Council's plans for organisational change which will require investment of resources in order to achieve the planned transformation of services and the delivery of its vision and strategic objectives. In addition, there is a small group of major projects that the Council is engaged in for which the financial implications need to be mapped out over a period of years. In many areas, there is a need for capital investment and the consideration of prudential borrowing in order to deliver reduced ongoing revenue costs. e.g.

- School Modernisation Programme
- Leisure Strategy
- Civic / Administrative Buildings
- ICT Infrastructure
- Energy Systems

### 3. Opportunities to reduce costs (savings or efficiencies) or increase resources

#### Flintshire Futures Programme

Directorate Plans and corporate group service plans will also identify the efficiencies to be achieved through the Flintshire Futures Programme and the timescales, along with any required investment costs. As with financial pressures, it is also important that forecasts of estimated efficiencies, savings or additional income are as robust as possible and are clear on when the benefits will be realised. Full details of the Flintshire Futures Programme are shown on Page 21 under the four themes of:-

- Corporate Change
- Service Change
- Regional Collaboration
- Local County Collaboration

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b><u>CORPORATE CHANGE</u></b></p> <p><b>Ongoing Projects</b></p> <ul style="list-style-type: none"> <li>• Lean</li> <li>• Administration Review</li> <li>• Assets</li> <li>• Agile</li> <li>• Facilities (Soft and Hard)</li> <li>• Procurement</li> <li>• P2P</li> <li>• Exchange Wales</li> <li>• Transactional Costs</li> <li>• Costs of Employment</li> <li>• Interims/Consultants/Agency</li> <li>• Consultancy Costs</li> <li>• Release of Hours</li> <li>• Performance and Productivity</li> <li>• Part III Terms and Conditions</li> <li>• Customer Access</li> <li>• Channel Shift</li> <li>• Flintshire Connects</li> <li>• Medium Term Financial Strategy</li> </ul> <p><b>New Projects</b></p> <ul style="list-style-type: none"> <li>• Methods of Payment</li> <li>• Corporate Debt Review</li> <li>• Fees and Charges Policy</li> <li>• Review of Core Overhead Costs</li> <li>• Fleet/Transport</li> <li>• Procurement</li> <li>• Maximising Assets</li> <li>• Direct/Leasing</li> <li>• Travel costs/routing</li> <li>• HRMIS (Self-service) Phase II</li> </ul> | <p style="text-align: center;"><b><u>REGIONAL COLLABORATION</u></b></p> <p><b>Programme Boards</b></p> <ul style="list-style-type: none"> <li>• Education Board Programme</li> <li>• Health and Social Care Board Programme</li> <li>• Environment Board Programme</li> <li>• Support Services Board Programme</li> </ul> <p><b>Potential and On-going Bi-lateral Projects with WCBC and DCC</b></p> <ul style="list-style-type: none"> <li>• LSCB (WCBC)</li> <li>• Youth Justice (WCBC)</li> <li>• Children's Disability Services (WCBC)</li> <li>• Community Safety (WCBC)</li> <li>• Occupational Health (WCBC)</li> <li>• Learning and Development (WCBC)</li> <li>• Legal (DCC)</li> <li>• Procurement (DCC)</li> <li>• ICT (WCBC)</li> </ul> <p><b>Other Projects</b></p> <ul style="list-style-type: none"> <li>• Emergency Planning</li> <li>• Regional Procurement for Mailing Distribution</li> </ul> |
| <p style="text-align: center;"><b><u>SERVICE CHANGE</u></b></p> <p><b>Community Services</b></p> <ul style="list-style-type: none"> <li>• Transforming Social Services for Adults</li> <li>• Social Services Fees and Charges</li> </ul> <p><b>Life Long Learning</b></p> <ul style="list-style-type: none"> <li>• Education Funding Formula Review</li> <li>• Inclusion Services</li> </ul> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Public Toilets</li> <li>• Business Centres</li> <li>• Public Car Parks/Civil Parking Enforcement</li> </ul> <p><b>Corporate</b></p> <ul style="list-style-type: none"> <li>• Theatre Clwyd</li> <li>• HR Service Review</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                               | <p style="text-align: center;"><b><u>LOCAL COUNTY COLLABORATION</u></b></p> <ul style="list-style-type: none"> <li>• Carbon Reduction (LSB)</li> <li>• Maximising Opportunities (LSB)</li> <li>• Training and Development</li> <li>• Voluntary Sector alternative provision</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

### **“Business as usual” efficiencies**

Whilst the Flintshire Futures Programme is the driver of major efficiencies, there is also a requirement for good operational management across the council where efficiencies are delivered as “business as usual”. All budget holders have the responsibility for managing their service area in line with the resources available. However, striving for efficiencies needs to be an ongoing consideration and must not be an annual process in conjunction with the annual setting of the budget.

All efficiencies identified must not be redistributed at service/directorate level. This will enable a corporate decision to be made on the most appropriate way to redeploy these resources in line with the Council’s overall priorities and objectives.

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## 8. Medium Term Financial Plan (MTFP) - Initial Forecast

### Initial Forecast

The Medium Term Financial Plan (MTFP) forecasts available resources, financial commitments/pressures and opportunities for efficiencies/savings for both revenue services and the capital programme. The first phase of the MTFP sets out the forward forecast of:-

- (a) Funding from Welsh Assembly in 2012/13 and 2013/14 in accordance with the latest forward indications.
- (b) Funding from Council Tax in accordance with the Council's policy of rises between 3% to 3.5%.
- (c) The "roll forward" of the 2011/12 budget updated for the full year effects of items in 2012/13 and 2013/14, and inflation assumptions.

At this stage, for revenue the forecasts are a **starting position** which identify the projected position **before** the inclusion of new pressures (which arise from choice or demand) and the financial impacts of efficiencies from the Flintshire Futures Programme and other efficiencies to be achieved in the day to day to day delivery of services being pursued across all Council services. All forecasts are made in line with the financial principles and forecasting methods set out in sections 6 and 7.

***At this first stage, the revenue budget has an estimated funding gap of £3.378m in 2012/13, £3.392m in 2013/14 and £6.255 in 2014/15 – a total of £13.025m over 3 years.***

***The capital programme has available resources over the period of £12.269m.***

### Assumptions Made in the Current Medium Term Financial Plan

- The indicative settlements for 2012/13 and 2013/14 are based on the assumption that there would be no floor applied in these years. There is however currently some indication to suggest that this assumption is being revisited and options for maintaining a funding floor in 2012/13 and 2013/14 of between -0.5% and 0.0% are currently being explored.
- The indicative figures suggest that Flintshire will receive a reduction in funding of -0.4% in 2012/13 (reduction of £0.673m compared to 2011/12) and an increase of 1.1% in 2013/14 (increase of £2.019m compared to 2012/13). The 2013/14 indicative AEF is still £1.853m less than the final settlement figure for 2010/11. No indication has been received for funding levels for 2014/15; the MTFP assumes a 0% settlement.
- Council Tax – It has been assumed that the Council Tax Base will increase by 0.25% annually and that an annual increase of 3.00% on Band D will be applied.
- The current figures are inclusive of the relevant full year effects of decisions made in previous budgets. It is currently assumed that all pressures approved

in previous budgets will be required and similarly all approved efficiencies will be achieved, and on time.

- Inflation assumptions are summarised in the table below :

| <b>Expenditure Type</b> | <b>Rate Applied</b>                                                         |
|-------------------------|-----------------------------------------------------------------------------|
| Non-Teachers Pay        | 1% per annum from April 2012                                                |
| Teachers Pay            | 1% per annum from September 2012                                            |
| Price                   | 2% per annum                                                                |
| Fees and Charges        | 2% per annum                                                                |
| Energy                  | Estimate of non-standard inflation – further work required with Energy Unit |

### **The Revenue Financial Projection – as at April 2011**

|                                           | <b>2012/13<br/>£'000</b> | <b>2013/14<br/>£'000</b> | <b>2014/15<br/>£'000</b> |
|-------------------------------------------|--------------------------|--------------------------|--------------------------|
| <b><u>Funding</u></b>                     |                          |                          |                          |
| Revenue Support Grant (RSG)               | 149,080                  | 151,099                  | 151,099                  |
| NNDR                                      | 35,203                   | 35,203                   | 35,203                   |
| Council Tax                               | 56,730                   | 58,578                   | 60,486                   |
| <b>SSA / Budget Requirement</b>           | <b>241,013</b>           | <b>244,880</b>           | <b>246,788</b>           |
| <b>Unhypothecated Grants</b>              | 1,476                    | 1,476                    | 1,476                    |
| <b>Specific Grants</b>                    | 35,149                   | 35,149                   | 35,149                   |
| <b>Total Funding</b>                      | <b>277,638</b>           | <b>281,505</b>           | <b>283,412</b>           |
| <b><u>Expenditure</u></b>                 |                          |                          |                          |
| <b>Base Budget</b>                        | <b>278,574</b>           | <b>281,016</b>           | <b>284,897</b>           |
| <b>Inflation:</b>                         |                          |                          |                          |
| Pay                                       | 1,291                    | 1,563                    | 1,578                    |
| Price                                     | 2,860                    | 2,917                    | 2,976                    |
| Price - NSI Energy                        | 596                      | 596                      | 596                      |
| Fees & Charges                            | (401)                    | (409)                    | (417)                    |
| <b>Other known items:</b>                 |                          |                          |                          |
| Effect of Previous Years Budget Decisions | (1,926)                  | (863)                    | -                        |
| Base Level of Reserves - 2% Turnover      | 22                       | 77                       | 38                       |
| <b>Total Expenditure</b>                  | <b>281,016</b>           | <b>284,897</b>           | <b>289,667</b>           |
| <b>Funding Shortfall / (Available)</b>    | <b>3,378</b>             | <b>3,392</b>             | <b>6,255</b>             |

## Forecast Updates

The MTFP above provides an early indication only of the likely budget shortfall over the next three years.

Directorate Plans and those for the Corporate Services currently being finalised will identify new pressures and efficiency opportunities which need to be considered for inclusion within the plan. A more detailed MTFP will then need to be compiled taking these into account whilst bearing in mind the need to minimise pressures and maximise efficiencies in the context of the overall financial outlook. This updated MTFP will be completed and reported to members in June.

## Council Fund Capital Programme 2011/12 - 2014/15

The four year Council Fund Capital Programme for 2011/12 - 2014/15 was approved by Executive on 15<sup>th</sup> February 2011, and subsequently by Council on 1<sup>st</sup> March 2011, as summarised in the tables below :-

|                                               | 2011/12<br>£m | 2012/13<br>£m | 2013/14<br>£m | 2014/15<br>£m | Total<br>£m   |
|-----------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Unhypothecated Supported Borrowing (USB)      | 5.789         | 5.384         | 5.007         | 5.007         | 21.187        |
| General Capital Grant                         | 2.602         | 2.602         | 2.602         | 2.602         | 10.408        |
| Capital Receipts - General                    | 2.930         | 0.830         | 0.950         | 2.700         | 7.410         |
| Capital Receipts - Agricultural Estate        | 3.955         | 1.805         | 2.972         | 3.726         | 12.458        |
| Capital Receipts - Shortfall from 2010/11     | (0.705)       | -             | -             | -             | (0.705)       |
| Released Funding - 2010/11                    | 0.681         | -             | -             | -             | 0.681         |
| <b>Total Financing (excl Specific Grants)</b> | <b>15.252</b> | <b>10.621</b> | <b>11.531</b> | <b>14.035</b> | <b>51.439</b> |
| Community Services                            | 3.047         | 3.248         | 2.929         | 2.641         | 11.865        |
| Environment                                   | 2.992         | 2.696         | 2.539         | 2.356         | 10.583        |
| Lifelong Learning                             | 4.406         | 3.065         | 2.759         | 2.483         | 12.713        |
| Corporate Services                            | 0.630         | 1.165         | 1.123         | 1.091         | 4.009         |
| <b>Total Committed Expenditure</b>            | <b>11.075</b> | <b>10.174</b> | <b>9.350</b>  | <b>8.571</b>  | <b>39.170</b> |
| <b>AVAILABLE / (SHORTFALL)</b>                | <b>4.177</b>  | <b>0.447</b>  | <b>2.181</b>  | <b>5.464</b>  | <b>12.269</b> |

## 9. Monitoring and Delivering the Financial Strategy

Having established that the Medium Term Financial Strategy is integral to the achievement of the Council's plans to modernise and re-shape service delivery and respond to the challenging financial future, it is vital that the strategy is monitored so that it continues to support the Council in achieving these aims.

Key to the monitoring and delivery of the strategy are:-

- Review of the Medium Term Strategy and the forecasts within the Medium Term Financial Plan
- Achieving and demonstrating Value for Money
- Effective Financial Management

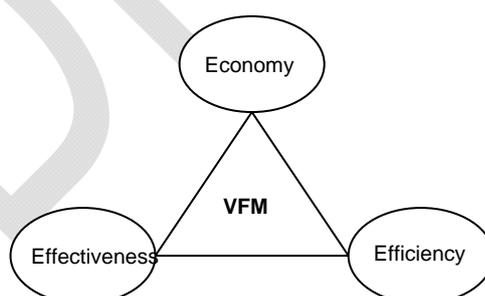
### Review of the Medium Term Financial Strategy and Financial Plan

The forecasts of resources, pressures, efficiencies and savings must be kept under continuous review. This will ensure that the projected financial picture is as accurate as possible and enable financial and service plans to inform each other on an ongoing basis.

### Achieving and Demonstrating Value for Money (VFM)

In order to demonstrate the impact that choices about future service delivery have on the people of Flintshire, the Council must be able to identify the value for money that they receive as local residents and taxpayers.

A simple diagram showing the three components when evaluating value for money is shown below:-

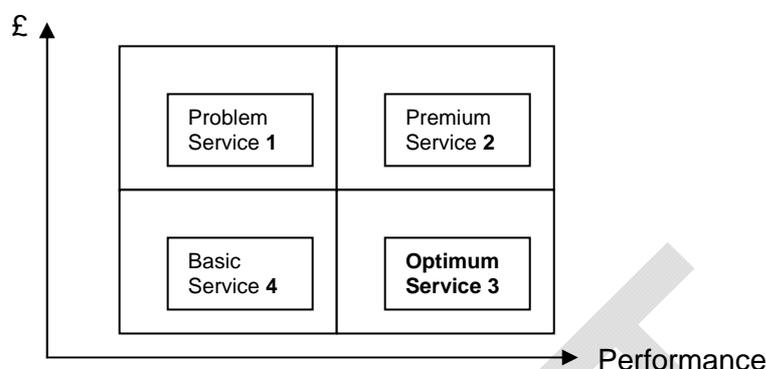


- **Economy** is the price paid for what goes into providing a service.
- **Efficiency** is a measure of productivity. How much you get out in relation to what is put in. For example, kilometres of road maintained per £1,000 spent.
- **Effectiveness** is a measure of the impact achieved and can be quantitative or qualitative. For example, how many children attained certain examination grades (quantitative); satisfaction levels among different sections of the community with participation arrangements (qualitative).

## Value for Money Model

Value for money does not always mean providing the cheapest service. VFM is about achieving the optimum combination of costs and benefits to the organisation.

The Value for Money Model below categorises four types of service in VFM terms:-



1. **Problem Service – High Cost and Low Performance**
2. **Premium Service – High Cost and High Performance (Rolls Royce Service)**
3. **Optimum Service – High Performance and Low Cost**
4. **Basic Service – Low cost but Low Performance.**

Wherever possible, the Council will always be striving towards providing an Optimum Service through:-

1. Increasing the performance of a basic service at the same cost (4 to 3)
2. Reducing the cost of a premium service but maintaining performance levels (2 to 3)
3. Reducing the cost and increasing the performance at the same time (1 to 3)

## Effective Financial Management

The Council has in place effective arrangements for financial management and control which have been recognised by external regulators. However, it is recognised that there are improvements to be made in budget processes and in managing both the revenue budget and capital programme and this is reflected in the Council's list of strategic risks and challenges. Plans to make these improvements will include revisions to forecasting processes, budget management and monitoring arrangements, forecasting and reporting systems and will require consideration of skills and capacity for budget managers and finance teams alike to ensure that financial management arrangements meet the needs of the Council for the future.

Of critical importance to strengthening capacity to deliver the strategy is the implementation of the new service model for the Finance Function which is due for implementation in late summer / early autumn 2011. This will provide the platform for further phased change to transform the way the finance function is delivered, helping to improve both quality of service and efficiency. This will include a more unified approach to financial processes and reporting with consistent best practice and ensuring that service managers have the support and competencies they require to deliver value for money services across the organisation.

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

**REPORT TO:** **EXECUTIVE**  
**DATE :** **21 JUNE 2011**  
**REPORT BY:** **HEAD OF ICT AND CUSTOMER SERVICES**  
**SUBJECT :** **CUSTOMER SERVICE STRATEGY 2010 2013 - PROGRESS REPORT**

### **1.00 PURPOSE OF REPORT**

1.01 To update Members on the progress made towards the implementation of the Customer Service Strategy.

### **2.00 BACKGROUND**

2.01 In May 2010, Members agreed the Customer Service Strategy for 2010 to 2013. The strategy sets out the vision for improved customer services and a plan for implementation.

### **3.00 CONSIDERATIONS**

3.01 **Customer Access Channel Shift** - This is a key project within the Flintshire Futures programme with the objective of releasing efficiency savings by moving our customers to more cost effective ways of accessing the Council's information and services. Data gathering is underway to identify how our customers access the council on a service level basis via the telephone, via the website and face to face. This exercise will allow us to target services and customer groups where we can gain the most benefit of moving them from face to face to telephone, and telephone to self service. The latest figures published by the Society of IT Management (Socitm) clearly show that the number of internet users continues to increase. This suggests that our customers are willing to move towards accessing council services via the internet. However this is subject to investment in our web site and improving the range and accessibility of services.

3.02 The success of channel shift is dependent on the development of our website and telephone call handling. We need a website that is fit for purpose alongside a robust system for telephone call handling both of which must be capable of meeting our customer expectations.

3.03 A web development team meet on a monthly basis to review our website and consider suggestions for improvement. Members of this team are tasked with developing the website and recent examples include valuable up to date information relating to extreme cold weather and Flintshire in Spring. Staff in the customer services team now undertake an auditing role of the website and regularly check for broken links, quality of information, Welsh language

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Date: 15/06/2011

provision and comparison with external websites that are regarded as examples of good practice.

- 3.04 **Improving face to face facilities in our communities** - A council vision for the delivery of face to face services will be via a presence in local communities. 'Flintshire Connects' is about bringing public services together in the county for the benefit of our customers and work is underway to prepare options relating to the most suitable locations for further consideration.
- 3.05 We must be mindful of offering choice to our customers and Flintshire Connects will compliment our progress with the channel migration work to ensure we retain face to face access for our customers.
- 3.06 **Complaints** - The review of the council's complaints system started with the involvement of staff from the Lean Academy team. The team has undertaken a lean review and prepared a report of its findings. The review included an in depth look at the processes within directorates and has made a number of recommendations for improvement whilst taking account of the new guidance due to be produced by the Welsh Assembly Government.
- 3.07 **Tell Us Once** - In partnership with the Department for Works and Pensions (DWP) we have developed a tell us once service which is due to go live on Friday 8th July 2011. The end result will be the ability to notify all necessary agencies (e.g. Pensions, Passport Office, Council Tax, Benefits, etc.) that a person has deceased. This new initiative takes away the need for a family member having to contact numerous agencies at a very stressful time and provides excellent customer service.
- 3.08 **Training** - The new approach to customer services training has been developed in partnership with Deeside College. The training material that will be used to achieve the Flintshire County Council Customer Service Award has been accredited by the OCR (Oxford Cambridge RSA) awarding body.
- 3.09 119 employees from the Community Services Directorate (Housing and Repairs & Maintenance) attended presentation workshops to learn about the Award and 108 (90.7%) enrolled to take part. Since February employees have been working through the training material and have been assessed in the workplace by Deeside College. 79 employees successfully completed their training in May and were issued with their OCR certificates in Customer Service by the Chief Executive and the Principal of Deeside College at a presentation event held on 16th May to recognise their success. The remaining employees are working hard to complete their training and will attend a presentation event in the future.
- 3.10 **Customer Relationship Management System (CRM)** - The development of this system continues and will be a key factor in all customer access channels. Wherever possible there will be full integration with specific

services (back office systems) to reduce the amount of processes that have to be followed therefore improving and simplifying customer service.

3.11 **DigiTV** - From April 2010 a number of Council services have been accessible via digital tv and mobile telephone. The service is provided through Looking Local and has formed part of WAG's All Wales Pilot project. From 5 April 2010 to 24 January 2011 Flintshire's site has received just short of 29,500 hits. Information available on the site ranges from Fostering and Adoption, Benefits and Grants, Leisure and Culture to Rubbish and Recycling. Users can report things like benefit fraud, dog fouling, litter, potholes, streetlights as well as requesting a vote form, blue badge, bulky item collection, bus pass etc. Further development in relation to mobile 'apps' will continue therefore introducing an additional and simple way of contacting the council to report something.

3.12 **Street Scene Review** - the Customer Services team are currently engaged with the Street Scene review specifically relating to customer contact. A contact centre is being developed to deal with all customer enquiries relating to street scene services whether these are received by phone or electronically. The CRM will be critical to this arrangement to ensure that we have accurate records relating to enquiries. It is the intention in the future to extend the range of services using the contact centre.

#### **4.00 RECOMMENDATIONS**

4.01 Members note the content of the report and the progress made in implementing the Customer Services Strategy.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 None directly from this report. However the Channel Shift project has potential to deliver considerable efficiency savings, with the Flintshire Connects project to improve face to face facilities likely to require initial capital investment.

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

6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 Our strategy to move customers from traditional methods of accessing services to web and self service will have a positive environmental impact.

#### **8.00 EQUALITIES IMPACT**

8.01 The need to consider all of our customers in terms of their needs is integral to the Customer Service Strategy and related projects.

8.02 The Flintshire County Council Customer Services Award has been designed to accommodate all staff and will take into account individual needs.

### **9.00 PERSONNEL IMPLICATIONS**

9.01 None directly from this report. However there may be implications for customer services staff currently working within the Environment Directorate however this will be addressed as part of the Street Scene Review.

### **10.00 CONSULTATION REQUIRED**

10.01 On-going consultation will be required with our customers and partners in the implementation of the Customer Service Strategy.

### **11.00 CONSULTATION UNDERTAKEN**

11.01 Consultation has taken place with our customers in relation to their preferences and levels of satisfaction with services received and access channels.

### **12.00 APPENDICES**

12.01 None.

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

Customer Service Strategy 2010 - 2013

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E-Mail: denise\_naylor@flintshire.gov.uk

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **21 JUNE 2011**  
**REPORT BY:**      **DIRECTOR OF LIFELONG LEARNING**  
**SUBJECT :**         **14-19 INSPECTION**

### **1.00 PURPOSE OF REPORT**

1.01 To receive the published report from Estyn on the “Area inspection on the quality and standard of provision for 14 to 19-year-old learners in Flintshire”

### **2.00 BACKGROUND**

2.01 The report follows a visit to Flintshire by a team of seven HMI, led by Iolo Dafydd HMI, for a two week period in January 2011. The team was joined by Kevin Grandfield, Principal Learning Advisor for Secondary Schools and Chair of the Flintshire 14-19 Network, who acted as nominee. Although the report says May 2011 on the cover, publication was delayed because of elections and the actual publication date was 9<sup>th</sup> June 2011.

2.02 Area inspections are commissioned by government and are not part of the normal cycle. 14-19 inspections cover all learning opportunities for young people of these ages in schools, college and work-based learning and the support they receive from partner organisations such as Careers Wales North East and the Youth Service.

2.03 In preparing for the inspection partners produce a self evaluation. Whilst there was not a requirement to provide a self evaluation in the form of grading, this was undertaken by the local partnership (the 14-19 Network) in line with self evaluation processes from previous years.

### **3.00 CONSIDERATIONS**

3.01 The report is a very positive one and the summary judgements are that the area provision’s current performance is good and that prospects for improvement are good.

There are three key questions, “how good are outcomes?”, “how good is provision?” and “how good are leadership and management?”. The inspection team judged the answer to each of these questions as good. All grades awarded by the inspection team matched those within the self evaluation report produced by the local partnership.

3.02 The outcomes for this inspection of 14-19 provision in Flintshire are significantly better than any previous 14-19 Area Inspection in Wales.

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Date: 15/06/2011

3.03 The only area judged below good was Resource Management. Almost all the work inspected in this area was judged to be at least good, but the inspection team found too many small post 16 teaching groups in some schools and their first recommendation is to “rationalise provision for 16 to 19 year-old learners to eradicate unnecessary small classes and duplication”.

3.04 Actions resulting from inspection recommendations are to be integrated into our improvement planning (as opposed to requiring a specific inspection action plan) and will be monitored as part of regular link inspector visits. This is a “light touch” approach by Estyn.

#### **4.00 RECOMMENDATIONS**

4.01 That the contents of the inspection report are noted and endorsed and that congratulations are expressed to all partner organisations involved in the process.

4.02 That work continues on the programme of School Modernisation in order to meet the requirements of the first recommendation, referenced in 3.03 above.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 As all the recommendations in the report relate to work which was already underway, there are no new significant financial implications within the report.

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

6.01 N/A

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 N/A

#### **8.00 EQUALITIES IMPACT**

8.01 The report identifies that all schools in Flintshire are meeting the requirements of curriculum provision required by the Learning and Skills Measure

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no significant personnel issues which arise directly as a result of this report.

#### **10.00 CONSULTATION REQUIRED**

10.01 N/A

**11.00 CONSULTATION UNDERTAKEN**

11.01 N/A

**12.00 APPENDICES**

12.01 Flintshire Area Inspection Report

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

NONE

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# Estyn

*Rhagoriaeth i bawb – Excellence for all*

Arolygiaeth Ei Mawrhydi dros Addysg  
a Hyfforddiant yng Nghymru

Her Majesty's Inspectorate  
for Education and Training in Wales

# Area inspection report on the quality and standard of provision for 14 to 19-year-old learners in Flintshire

May 2011



INVESTORS | BUDDSODDWR  
IN PEOPLE | MEWN POBL

The purpose of Estyn is to inspect quality and standards in education and training in Wales. Estyn is responsible for inspecting:

- ▲ nursery schools and settings that are maintained by, or receive funding from, local authorities;
- ▲ primary schools;
- ▲ secondary schools;
- ▲ special schools;
- ▲ pupil referral units;
- ▲ independent schools;
- ▲ further education;
- ▲ adult community-based learning;
- ▲ youth support services;
- ▲ youth and community work training;
- ▲ local authority education services;
- ▲ teacher education and training;
- ▲ work-based learning;
- ▲ careers companies;
- ▲ offender learning; and
- ▲ the education, guidance and training elements of the Department for Work and Pensions funded training programmes.

Estyn also:

- ▲ provides advice on quality and standards in education and training in Wales to the National Assembly for Wales and others; and
- ▲ makes public good practice based on inspection evidence.

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## Introduction

Estyn carries out area inspections under section 83 of the Learning and Skills Act 2000. This states that, if asked to do so by the National Assembly, the Chief Inspector for Education and Training for Wales must inspect:

- the quality and availability of a specified description of education or training, in a specified area in Wales, for persons who are aged 15<sup>1</sup> or over;
- the standards achieved by those receiving that education or training; and
- whether the financial resources made available to those providing that education and training are managed efficiently and used in a way which provides value for money.

The Chief Inspector may, without being asked to, conduct such an inspection.

Section 84 of the Act empowers the National Assembly to direct a local authority (LA) whose area is wholly or partly in the area covered by the report to prepare a written statement of the action it proposes to take in the light of an area inspection report published by the Chief Inspector. In preparing such a statement, the LA must consult with such persons as the National Assembly may direct. The action plan must be published within 50 days. Estyn will evaluate the action plan and approve it if it clearly addresses the issues identified in the report and indicates how improvement is to be achieved. Estyn may also ask specific providers to prepare action plans in relation to matters that lie within their responsibility. The LA must copy action plans to the Welsh Assembly Government.

Her Majesty's Inspectors for Education and Training in Wales and/or additional inspectors conduct inspections. A nominee representing the providers is also a member of the inspection team, but the nominee does not take part in discussions about grading.

The inspection team used the common inspection framework for the area inspection, supported by handbooks of guidance for area inspections and for each sector inspected. These documents are available on the Estyn website at [www.estyn.gov.uk](http://www.estyn.gov.uk).

Estyn applies one of the following judgements to each key question of the common inspection framework:

Excellent – Many strengths, including significant examples of sector-leading practice

Good – Many strengths and no important areas requiring significant improvement

Adequate – Strengths outweigh areas for improvement

Unsatisfactory – Important areas for improvement outweigh strengths

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<sup>1</sup> Section 83 (11) provides that 'persons who are aged 15' includes persons for whom education is being provided at a school who will attain that age in the current school year.

## About the area

### Social and economic features

Flintshire has a population of about 148,900, which is projected to increase to over 152,000 by 2033. Two-thirds of the population lives in the major settlements of Deeside, Buckley, Flint, Holywell, Mold and Saltney. In 2001, 14.1% of the population spoke Welsh, compared to the Wales figure of 20.5%.

Flintshire has a very low level of minority ethnic population, with just over 1% of pupils in Flintshire schools from minority ethnic backgrounds. There has been a recent increase in the number of people coming from Poland and other European countries to live and work in Flintshire.

Levels of deprivation in Flintshire are lower than those in two-thirds of other areas in Wales according to the Welsh Index of Multiple Deprivation. However, Higher Shotton and Greenfield are among the 10% most deprived wards in Wales. The proportion of pupils eligible for free school meals in secondary schools Flintshire in 2010 was 11.0%, compared with the Wales figure of 17.1%.

Flintshire has the highest employment rate of any authority in Wales. It has a significant and prosperous industrial heartland and the area is known for its internet companies. However, 16% of residents are in low-skilled, low-paid occupations and the area has a low number of people with degree or equivalent qualifications.

### Pattern of provision

Flintshire has 13 secondary schools, including one specialist school and one Welsh-medium school. One of the secondary schools, Argoed High School in Mynydd Isa, caters for 11 to 16-year-old learners only. The Portfolio Pupil Referral Unit comprises of seven bases which combine to provide provision for key stage 3 and key stage 4 learners with behavioural, emotional and social difficulties.

Deeside College delivers further education provision from two sites in Flintshire. Following the recent reconfiguration, Coleg Llysfasi in Denbighshire is now part of Deeside College. Almost all work-based learning provision is delivered by Deeside College and North Wales Training.

There is extensive collaborative working between providers to extend the range of courses on offer at key stage 4. Learners from all Flintshire secondary schools have access to this collaborative provision. At post-16, four schools are involved in the long established Deeside Consortium in the north of the county. In the south, schools are working collaboratively with the college to deliver a post-16 local curriculum for 2011-2012. This will include courses delivered on the Deeside Llysfasi campus.

The Welsh-medium secondary school, Ysgol Maes Garmon, works in partnership with Ysgol Morgan Llwyd in Wrexham and Deeside College to extend Welsh-medium

provision. It is also involved with the forum that is working to extend Welsh-medium provision across northern Wales.

In 2009, the percentage of unfilled places in Flintshire secondary schools was 11.6%, compared with the Wales figure of 15.9%.

### **Participation of 16 to 19-year-olds in education and training**

In 2009, 83.6% of Year 11 learners continued in full-time education, compared with 82.2% in Wales as a whole. The proportion of Year 11 leavers in 2009 not in education employment or training was 3.7% compared with the Wales figure of 5.7%, Flintshire's figure ranking as the third lowest of those for Wales local authorities. Unverified data indicates that there was a further reduction in the proportion of young people not in education employment or training in 2010 to 2.8%.

## Summary

|                                                       |             |
|-------------------------------------------------------|-------------|
| <b>The area provision's current performance</b>       | <b>Good</b> |
| <b>The area provision's prospects for improvement</b> | <b>Good</b> |

Current performance is good because of:

- good attainment of 14 to 19-year-old learners;
- high levels of learner participation, attendance rates, and the high proportion of 16-year-olds continuing in education and training or moving on to employment;
- developing collaboration between schools and other sectors to widen the range of courses on offer to learners;
- well-developed partnership working to provide a wide range of non-formal and informal learning activities; and
- good quality support for learners, targeted to meet specific needs and providing learners with informative advice on the options available to them.

Prospects for improvement are good because of:

- a strong commitment by partners and stakeholders to partnership working, built on firm foundations through extensive consultation and engagement;
- a clear understanding of the challenges that lie ahead and a strong commitment to changing the current pattern of provision at post-16;
- a good track record in developing collaboration between providers and sectors;
- well-developed quality assurance procedures, resulting in a clear and accurate understanding of current performance and areas in need of improvement; and
- the way self-evaluation processes inform improvement planning.

## Recommendations

In order to improve standards and the quality of provision for 14 to 19-year-old learners in Flintshire further, the local authority and providers of education and training need to work together to:

- R1 rationalise provision for 16 to 19-year-old learners to eradicate unnecessary small classes and duplication;
- R2 secure further improvements in the attainment of learners in schools at key stage 4 and especially post-16;
- R3 continue to extend post-16 Welsh-medium provision in Deeside College and North Wales Training, and increase participation levels, so that more learners continue with Welsh-medium learning and assessment at post-16;
- R4 extend across all providers the good practice in the quality assurance of collaborative provision; and
- R5 develop further the way the network centrally collates and uses data and other information to inform strategic planning and to facilitate the evaluation of impact and progress.

## Main findings

### Key Question 1: How good are outcomes?

Good

Over the last three years there has been a significant trend of improvement in the performance of Flintshire secondary schools at key stage 4. The proportion of learners that attained the level 2 threshold<sup>2</sup> including English or Welsh and mathematics was the second highest in Wales in 2009 and the best in Wales in 2010. Flintshire was also the highest performing local authority in Wales in the core subject indicator<sup>3</sup> and the level 1 threshold<sup>4</sup> in 2010. Performance in the average wider points score<sup>5</sup> has also improved but remains below the average for Wales. Not enough learners attain A\* and A grades in GCSE at key stage 4.

The general improvement in attainment is reflected in better performance when comparing Flintshire secondary schools with similar schools across Wales in terms of levels of free school meals. In 2010, around two-thirds of Flintshire schools were in the top half of similar schools in terms of the proportion of pupils achieving the level 2 threshold including English or Welsh and mathematics. However, the proportion of learners achieving the level 2 threshold and the average wider points score has been below expectations for the three-year period up to 2009<sup>6</sup>.

In schools, the proportion of post-16 learners achieving the level 3 threshold<sup>7</sup> has been around the Wales average over the past three years. The average wider points score<sup>8</sup> has improved, but is still well below the Wales average. Not enough learners gain A\* and A grades in A level.

Outcomes in Deeside College are consistently well above national comparators and expectations. In 2010, attainment in Deeside College was the second highest in Wales and the highest of all general further education colleges. Learners studying A levels at Deeside College achieve good outcomes, with many learners attaining higher than expected grades. Across work-based learning provision, the rates at which learners gain their full qualification frameworks and other qualifications compare well with national comparators and benchmark data.

In 2010, there was an increase in the number of Flintshire learners in schools gaining key skills qualifications, particularly at post-16. However, there are still too few learners gaining key skills qualifications in schools. Entry levels and outcomes in key skills qualifications at Deeside College are good.

<sup>2</sup> Equivalent to 5 GCSEs at grade A\* to C

<sup>3</sup> The expected performance in English or Welsh, mathematics and science in combination, the core subjects of the National Curriculum

<sup>4</sup> Equivalent to 5 GCSEs at grade A\* to G

<sup>5</sup> Comprising all externally approved qualifications at age 16

<sup>6</sup> Data on performance against expectations for 2010 was not available at the time of the inspection.

<sup>7</sup> Equivalent to passes in two A levels.

<sup>8</sup> Comprising all externally approved qualifications at age 18

The college has had the best Welsh Baccalaureate Qualification outcomes for any college in Wales for most of the past three years.<sup>9</sup>

The proportion of learners gaining a recognised qualification in Welsh at key stage 4 has been higher than the Wales average over the last three years. In 2009, the proportion of learners attaining level 2 in Welsh second language had improved and was similar to the Wales average. Not enough learners opt to continue with Welsh-medium provision and assessment at transition to Deeside College at post-16. Few work-based learners undertake part or all of their training in Welsh or bilingually.

A higher proportion of Year 11 pupils in Flintshire continue in full-time education than the Wales average. The proportion of Year 11 leavers not in education, employment or training has fallen and continues to be well below the Wales figure. Participation rates at Deeside College are good. Few learners leave the college with no qualifications.

In three of the last four years, attendance in Flintshire secondary schools has been the best in Wales. Attendance rates in Deeside College and North Wales Training are good.

The rates of permanent and fixed-term exclusions in Flintshire schools are around the Wales average. Local authority unverified data indicates that exclusion rates for key stage 4 learners are lower than the Wales figure. Exclusion rates at Deeside College are very low.

|                                               |             |
|-----------------------------------------------|-------------|
| <b>Key Question 2: How good is provision?</b> | <b>Good</b> |
|-----------------------------------------------|-------------|

### **Learning pathways: Good**

All Flintshire secondary schools exceed the minimum requirements of the Learning and Skills (Wales) Measure<sup>10</sup> for 14 to 16-year-old learners. There is a good range of general and applied courses and generally good opportunities for learners to progress to courses at higher levels.

Collaborative arrangements for provision at key stage 4 between schools and between schools and Deeside College are developing well. This year around a quarter of the key stage 4 learners in Flintshire are involved in a wide range of collaborative courses. Nearly all of these courses take place at the high-quality Learning Core Centre at Deeside College and they are well received by learners.

Post-16 learners generally have access to a wide range of courses that cover all domains<sup>11</sup> and provide good opportunities for progression between levels. A total of eight secondary schools have recently introduced the Welsh Baccalaureate Qualification for 14 to 16-year-old learners. Deeside College and around two-thirds

<sup>9</sup> As many schools have only recently introduced the Welsh Baccalaureate Qualification, the proportion of learners that have gained accreditation is small.

<sup>10</sup> The Learning and Skills (Wales) Measure specifies the number and type of options that should be made available to 14 to 16-year-olds and to 16 to 18-year-olds.

<sup>11</sup> There are five domains: mathematics, science and all aspects of technology, business and management, services to people, creative arts and culture, and humanities and languages.

of the schools offer the Welsh BaccaLaureate Qualification at post-16. The college offers a very wide range of applied courses from entry level to level 3 and a few courses at level 4.

Learners in Ysgol Maes Hyfryd special school have good access to a range of courses at both key stage 4 and post-16. Learners have many opportunities to follow courses in mainstream classes. Deeside College offers entry level learners provision to develop their skills for life and work. Foundation courses at the college provide programmes to help promote independent living skills. The local authority works in close collaboration with other agencies and partners to provide courses and opportunities for learners of lower ability. The network supports a curriculum enrichment programme for learners who follow ASDAN<sup>12</sup> programmes in schools.

Partnership working with Ysgol Morgan Llwyd in Wrexham and Deeside College has enhanced the curriculum in Ysgol Maes Garmon and provided progression routes for Welsh-medium learners.

There are extensive opportunities in all providers for learners to access non-formal and informal learning activities. These include activities related to sports, volunteering, healthy living, personal development, entrepreneurship, employability and recreation. There are also many opportunities for learners to take part in community, cultural, sporting, aesthetic and creative activities. A wide range of partners contribute effectively to deliver and support these activities.

The work-related skills of learners are suitably developed through a range of activities. Nearly all 14 to 19-year-old learners, including those from the special school, access a good range of work-focused experiences. This includes activities such as enterprise challenges, 'Girls into Engineering' and business mentor initiatives.

All providers make appropriate provision for developing knowledge and understanding of Wales, Europe and the World. They provide well-planned personal and social education or tutorial programmes to develop knowledge and understanding of personal, social, sustainability and health issues.

The network provides support for an extensive collaborative programme of over 30 enrichment activities for more able and talented learners. Participation levels are high.

### **Support for learners: Good**

The 14-19 network has made extensive use of funding to support the accredited training of learning coaching. The number of staff in Flintshire completing accredited learning coach training is well above the Wales average. Providers make effective use of learning coaching by targeting support on the needs of individual learners.

Learners have access to personal support through well-established pastoral care and personal welfare arrangements. Providers work well with the local authority and a

---

<sup>12</sup> ASDAN is a curriculum development organisation and awarding body offering programmes and qualifications that promote skills for learning, employment and life.

range of agencies to ensure that all learners have access to support. This has had a beneficial impact on the wellbeing of learners.

The Youth Service, in partnership with Careers Wales, makes a significant contribution to the programme of support for learners identified as being at risk of becoming young people not in employment, education or training. Effective partnership working between inclusion welfare officers and schools across Flintshire has contributed to a clear pattern of improvement in attendance and behaviour in secondary schools.

There are effective arrangements for providing learners with access to careers advice, guidance and support. Schools offer appropriate impartial advice and guidance to learners regarding choices at 14 and 16 for the courses offered in school. The college provides comprehensive information to help prospective learners choose suitable courses. Taster courses and open evenings give learners valuable opportunities to gain firsthand experience of the college courses. All learners have access to good quality online information about post-16 provision to help inform their choices.

The new options brochure developed jointly by Deeside College and schools in the south-Flintshire consortium for September 2011 reflects the increasingly collaborative approach to providing learners with clear information about the range of options available to them.

|                                                                |             |
|----------------------------------------------------------------|-------------|
| <b>Key Question 3: How good are leadership and management?</b> | <b>Good</b> |
|----------------------------------------------------------------|-------------|

### **Leadership and partnership working: Good**

There has been good progress in helping providers and sectors to work together effectively to offer a wider range of courses for learners at key stage 4 and post-16. The shape of this collaborative provision reflects different approaches and partnership arrangements to meet specific needs across the network. The work of the network has focused on maximising the offer for learners and not just meeting the minimum requirements of the Learning and Skills (Wales) Measure.

The network has a shared vision and a clear focus on providing the best learning experiences for young people in Flintshire through sustainable collaborative structures. It is making a significant contribution to improving provision for 14 to 19-year-old learners in Flintshire. The development of the Learning Core Centre has been particularly successful in supporting the development of partnerships.

The network engages and co-ordinates effectively the contribution of its wide range of partners. It has developed a strong sense of partnership and trust based on regular communication and extensive consultation and involvement. The monthly 'provider days' promote collaborative working and help partners to develop an understanding of their contribution to the work of the network. There are high levels of stakeholder engagement, such as in the co-ordinated approach to assuring the quality of provision and the planning for improvement.

The network has established a number of sub-groups and steering groups to take responsibility for different strands of work. Network members and providers are clear about their roles and responsibilities within formal partnerships. These are set out in the 14-19 Provision Flintshire Partnership Arrangement, which is agreed and signed by all learning settings and reviewed annually.

Regular meetings of provider curriculum leaders take place to help support the planning of collaborative activities and to develop quality assurance procedures. The group focuses well on the need to increase learner choice and improve outcomes through their own provision and through collaboration. The group also gives careful attention to the need to plan for sustainability of provision and projects.

Overall, partners share resources effectively and use these well to extend learners' choice and enrich their learning opportunities. The development of the Principal Learning route for engineering is based on a collaborative approach, with Deeside College delivering the programme and participating schools responsible for the Welsh Baccalaureate element.

Employer engagement in the network is good. This includes effective links with employers at both strategic level and operational level. The network has engaged employer representation from the start and this has proved beneficial to learners. There is strong employer support for the Principal Learning qualification in engineering.

There are effective links between the local authority's Children and Young People's Partnership and the network to ensure a coherent approach to the planning and delivery of provision for young people in Flintshire. The youth support service makes a valuable contribution to the work of the network, for example through its range of programmes to assist individuals and groups to remain within mainstream education and gain formal accreditation.

### **Improving quality: Good**

The network has made good progress in developing effective arrangements to assure quality. The network's quality sub-group maintains a clear overview of self-evaluation systems, making good use of a wide range of information.

There is a strong commitment to evaluating the quality of collaborative provision, and responsibilities have been clearly defined. Comprehensive service level agreements for assuring quality are in place and reviewed annually. The network receives regular updates from the sub-groups about the progress they are making in the work that they are leading. The quality system has informed decision-making and promoted change in relation to the withdrawal of courses or the movement of provision within the network consortium. Consortium groups have adopted the same procedures to support consistency in the quality of delivery of collaborative provision. However, there is a degree of variability in the rigour of quality assurance at consortium level.

The network makes extensive use of learner voice to inform its quality assurance processes. The two most recent surveys of learners' views have usefully been

supplemented by discussions with focus groups of learners to fully explore the detail behind the quantitative data contained in the surveys.

The network undertakes a thorough annual self-evaluation exercise. All network members contribute fully to the self-evaluation process and have clear ownership of the self-evaluation report and the resulting development plan. The current self-evaluation report is a detailed document based on Estyn's inspection framework. It is comprehensive and evaluative and provides a realistic, self-critical view of the work and progress made by the network. The judgements awarded in the self-evaluation report match those awarded by the Estyn inspection team. The report makes extensive use of a wide range of evidence relating to all aspects of the work of the network. However, it is not informed by an overview of provision relating to the quality of teaching and progress in improving the cost-effectiveness of provision.

There are effective arrangements in place to ensure that issues emerging from quality assurance inform development planning and Area Network Development Plan objectives. Areas for development included in the self-evaluation report are clearly linked to the network's Quality Improvement Plan for 2010-2011.

### **Resource management: Adequate**

The general pattern of provision and outcomes at key stage 4 represent good value for money. The average funding per pupil in Flintshire is the sixth lowest in Wales. Good progress has been made in widening curriculum options for learners through collaboration between providers, and outcomes have improved significantly. Provision and outcomes for post-16 learners at Deeside College and work-based learning also offer good value for money.

The long-established post-16 collaboration by the four secondary schools in the Deeside Consortium has resulted in increasing the total number of options to learners while ensuring the cost-effectiveness of the provision. In other parts of Flintshire, there is not enough flexibility to allow learners to study a combination of courses with more than one provider.

The current pattern of post-16 provision in schools is unsustainable. Around half of Flintshire secondary schools have too many small post-16 classes. In around a quarter of schools, as many as one in four post-16 classes have fewer than five learners. There is also unnecessary duplication of courses on offer in a few schools.

The network has a clear understanding of the challenges it faces in relation to improving the cost-effectiveness of post-16 provision in schools by removing duplication and small classes. The local authority's Strategic Outline Case for the transformation of post-16 provision demonstrates the need for far-reaching and radical change across the post-16 infrastructure. It takes good account of issues relating to sustainability and highlights potential efficiency gains. However, as yet, there are no firm proposals in place regarding the reorganisation of post-16 provision in schools.

Staffing, accommodation and learning resources in individual providers are generally well matched to provision. Accommodation and resources within the college are very

good and good specialist resources for applied courses and work-based learning allow learners to learn in realistic work environments.

Work-based learners benefit from accessing a high standard of accommodation and a comprehensive range of suitable resources when attending off-the-job training. Many learners work in a wide range of workplaces which gives them appropriate opportunities to collect national vocational awards.

Providers have enough well-qualified and experienced staff to deliver the courses for 14 to 19-year-old learners. Teaching by non-specialists is very rare. All providers have well-planned continuing professional development opportunities for staff that support the development of the network's 14-19 strategy. These include conferences for curriculum leaders and headteacher forums.

Good use has been made of Area Network Development Plan funds to support initiatives, including providing new technology, supporting collaborative working at key stage 4, training for learning coaching and setting up a project for learners at risk of being not in employment, education or training.

All secondary schools and Deeside College have virtual learning environments and video conferencing facilities. The network has also supported the purchase of a computer suite located at the Learning Core Centre. The Learning Core Centre offers a high quality environment for the delivery of collaborative courses.

## Appendix 1

### Evidence base of the inspection

Seven inspectors spent a total of 54 days inspecting standards and the quality of provision of education and training for 14 to 19-year-olds in Flintshire. The inspection team included a nominee who is chair of the Flintshire 14-19 network.

The inspectors considered:

- previous Estyn inspection reports on providers;
- documents from the Welsh Assembly Government and the Wales Audit Office;
- local plans and strategies;
- data on learner outcomes provided by the Welsh Assembly Government in relation to the 14 to 19-year-olds of the area, including information on the rates at which learners complete and attain their qualifications and training frameworks;
- data from all providers on their current provision and take-up; and
- the 14-19 network's self-evaluation report.

Members of the team had meetings with:

- managers with specific responsibility for the area within the Welsh Assembly Government, representatives from the 14-19 network group and senior leaders from the local authority and Deeside College to explain the inspection process and to respond to any questions;
- senior managers in secondary schools, Deeside College and North Wales Training;
- focus groups representing 14 to 19-year-old learners;
- the local authority, Careers Wales, Flintshire Local Voluntary Council and leaders of the 14-19 networks; and
- representatives from the 14-19 network group, providers and the local authority to give feedback on the inspection's provisional findings.

## Appendix 2

### The inspection team

|                                              |                     |
|----------------------------------------------|---------------------|
| Iolo Dafydd HMI                              | Reporting Inspector |
| Sue Halliwell HMI                            | Team Inspector      |
| Meinir Rees HMI                              | Team Inspector      |
| Janice Thomas HMI                            | Team Inspector      |
| Mark Evans HMI                               | Team Inspector      |
| Steve Davies HMI                             | Team Inspector      |
| Ceri Jones HMI                               | Team Inspector      |
| Kevin Grandfield, Flintshire local authority | Nominee             |

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **21 JUNE 2011**  
**REPORT BY:**      **CHIEF EXECUTIVE**  
**SUBJECT :**         **QUARTER 4 / YEAR END PERFORMANCE REVIEW 2010/11**

### **1.00 PURPOSE OF REPORT**

- 1.01 To note and consider the 2010/11 Quarter 4 / Year End service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. (The reports cover the Quarter 4 period (January to March 2011) and contain a summary of the year end position).
- 1.02 To note the year end position of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports.
- 1.03 To note the progress made against the Improvement Target Action Plans contained within the performance reports.
- 1.04 To note the progress made against the Outcome Agreement measures. (A full report of progress against the Outcome Agreement will be presented to Executive on 19th July 2011).

### **2.00 BACKGROUND**

- 2.01 The quarterly performance / year end reports seek to provide the 'narrative' explanation of the statistical quarterly performance and year end summary. These reports are a review of service plans.

### **3.00 CONSIDERATIONS**

- 3.01 Quarterly performance reports are prepared by Heads of Service within the three Directorates and by Corporate Heads of Service.
- 3.02 Copies of the detailed Quarter 4 (January to March 2011) / Year End performance reports are available in the Members' Library and on request. Members will receive respective reports when circulated with the Overview and Scrutiny Committee agendas.

#### **Improvement Targets**

- 3.03 Appendix 1 of the report contains a schedule of all the Improvement Targets with analysis of the year end performance on targets and trend (comparison with the previous years performance). The Improvement Targets incorporate the revised list of Improvement Targets endorsed by Executive on 18th

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Date: 15/06/2011

January 2011, following the target setting work undertaken mid way through Quarter 3.

3.04 Reporting against the Improvement Target Action Plans is also included within the performance reports.

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

- RED equates to a position or forecast position of under-performance, downward trend, non-achievement of target, non-achievement of action milestones.
- AMBER equates to a mid position where improvement may have been made (i.e. improved trend) but the target for the year is unlikely to be reached, or where action milestones have been deferred or narrowly missed.
- GREEN equates to a position or forecast position of positive trend on performance, meeting target and achieving action milestones.

3.06 Analysis could be undertaken for 46 of the 48 Improvement Targets reported quarterly, which showed the following: -

- 21 (46%) had achieved a green RAG status
- 15 (32%) had an amber RAG status
- 10 (22%) had a red RAG status

Of the 2 Improvement Targets which could not be analysed, data had not been reported for REM3 (the percentage of employees receiving an annual appraisal with Individual Development Plan) and IA3.2L1 (number of void properties achieving zero defects on work undertaken).

3.07 The 10 indicators which showed a red RAG status are as follows: -

| Ref.          | Description                                                                                                                                         | Outturn                | Target             |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------|
| PLA/003bi     | The percentage of these determined appeals that upheld the authority's decision in relation to planning application decisions                       | 56.76%                 | 75%                |
| PLA/005       | The percentage of enforcement complaints resolved during the year within 12 weeks of receipt                                                        | 52.41%                 | 73%                |
| HLS/010c<br>L | Average number of calendar days taken to complete non-urgent repairs                                                                                | 64.8<br>days           | 35<br>days         |
| HLS/014L      | Average number of calendar days taken to let lettable units of permanent accommodation during the financial year                                    | 101.47<br>days         | 80<br>days         |
| PSR/006       | The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the disabled facilities grant is not used | 171.77<br>calenda<br>r | 90<br>calenda<br>r |

|          |                                                                                                                                                                                   | days           | days          |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|
| PSR/009b | The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG) for Adults                                                                                 | 446 days       | 350 days      |
| SCC/024  | The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March | 41.67%         | 90%           |
| SCC/028  | The percentage of children looked after who had a fully completed and updated assessment and action record at their third review                                                  | 40.54%         | 80%           |
| SCC/039  | The percentage of health assessments for looked after children due in the year that have been undertaken                                                                          | 51.49%         | 75%           |
| EDU/009a | The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year                 | 32 school days | 5 school days |

3.08 The key points of note in relation to the aforementioned PIs are: -

- Of the 10 Improvement Targets where the RAG status is Red 6 showed a decline in trend i.e. worse performance than that achieved in the previous year.
- Both Planning PIs had performed better than in the previous year but their quarter 4 performance had impacted on the overall performance for the year and the achievement of their targets. In respect of PLA/005 a 'LEAN' review had recently been undertaken and its recommendations will be implemented to assist further improvement.
- Current issues of performance for the Housing PIs concern the clearance of 'backlog'. As a result of work undertaken this year, backlogs in relation to non-urgent repairs have reduced significantly as has their cost. Funds were provided to assist clearance of the backlog of empty properties and work on improving procedures and systems is showing a positive effect on the figures as evidenced by the improved performance on the previous year.
- The key issue for the Adaptations PIs has been the time taken on adult occupational waiting lists. However average time spent waiting for an OT assessment has improved to just over a month, which will have a positive impact on the future performance of these indicators.
- The 3 Social Services PIs for Children concern the timeliness of having a plan in place or an assessment being undertaken. In each area work is being undertaken to ensure improvement.
- The poorer performance and non achievement of the target for the Education PI specifically relates to the needs of the cohort. This included

2 cases of pupils which went to independent appeal and therefore increased the appeal period from 15 to 30 days.

3.09 A further analysis of the Improvement Targets for the year ended 2010/11 has been undertaken which examines the number of indicators for which performance had improved when compared to 2009/10 and the number that achieved target: -

- 27 (63%) improved on the previous year's performance
- 21 (46%) achieved target

#### **Outcome Agreement Measures**

3.10 A schedule of the Outcome Agreement measures can be found at Appendix 2. This contains an assessment of performance using the RAG Status and an assessment of the measures which demonstrated the same or improved performance on the previous year (trend) and those which achieved target.

3.11 As this is the end of the first year of the Outcome Agreement there are a large number of measures for which trend analysis could not be undertaken due to not having data for the previous year. In addition there were measures for which data is not yet available for 2010/11. For these RAG status, trend and target analysis could not be undertaken.

3.12 The analysis of the Outcome Agreement measures showed the following: -

- 34 (67%) had achieved a green RAG status
- 3 (6%) had an amber RAG status
- 14 (27%) had a red RAG status
- 20 (80%) stayed the same or improved on the previous year's performance (46 could not be assessed)
- 34 (67%) achieved target (20 could not be assessed)

3.13 A full trend and target analysis of all the year end data including Incremental and Maintenance Targets will be undertaken once the fully validated all Wales data is made available to Authorities. This will be reported via the Annual Performance Report published in October 2011.

#### **Strategic Assessment of Risks and Challenges**

3.14 Each quarterly performance report contains an update of each of the relevant strategic risks and challenges. This update has been provided by each of the lead responsible officers and is available for comment and review.

3.15 A revised SARC summary position of the present Red, Amber and Green status for all of the reported strategic risks and challenges is provided at Appendix 3.

3.16 Analysis of the Quarter 4 / Year End SARC shows that out of the 52 risks currently identified 2 (3.8%) are high (red) compared to 5 in the previous quarter (September - December 2010). This can be explained by good progress being made on the mitigating actions for CD19 Gypsies and Travellers thus decreasing the RAG status to Medium (amber). Given WAG commitments and indicative budgets, our MTFS and our forecasting and plans, CD35 Grant Funding and CG21 Government Spending Review have been reduced to Medium (amber). In addition a new risk has been identified CL15 Clwyd Theatr Cymru and given a RAG status of Medium (amber). Full details of this new risk can be found in the full SARC document, copies of which are available in the Member's library and will subsequently be published on the infonet. Further detail on the high (red) risks can be found at 3.17.

3.17 The 2 high (red) risks are:-

**- CD23 Procurement of Independent Sector Placements for Looked after Children**

Budget pressures created by the cost of procuring independent sector placements that provide specialist care or education to meet the unpredictable needs of looked after children. A detailed Out of County Action Plan has been developed to mitigate this risk and the budgetary implications. This risk is evaluated as high (red).

**- CD20 School Buildings/School Modernisation**

The condition, suitability and sufficiency of education assets, backlog of known repair and maintenance works. Historical mismatch of asset management plan to capital programme and changing demographics impact on supply of school places and suitability of education assets. Actions to mitigate the risks are progressing, however this is a long term risk and will take many years to mitigate, therefore the risk status has been evaluated as high (red).

#### **4.00 RECOMMENDATIONS**

4.01 That Executive consider the 2010/11 Quarter 4 / Year End Performance Reports and recommend any specific issues which may require management action and/or referral to the appropriate Overview and Scrutiny Committees for consideration.

4.02 To note the year end position of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports.

4.03 To note the progress made against the Improvement Target Action Plans contained within the performance reports.

4.04 To note the progress made against the Outcome Agreement measures.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 All financial implications are identified within the individual performance reports.

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

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

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no specific environmental implications within this report.

#### **8.00 EQUALITIES IMPACT**

8.01 There are no specific equalities implications within this report.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no specific personnel implications within this report.

#### **10.00 CONSULTATION REQUIRED**

10.01 Overview & Scrutiny committees receive quarterly reports for all relevant indicators as part of their regular considerations.

#### **11.00 CONSULTATION UNDERTAKEN**

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

#### **12.00 APPENDICES**

12.01 Appendix 1 - Schedule of Improvement Target Data

12.02 Appendix 2 - Schedule of Outcome Agreement Measures

12.03 Appendix 3 - Strategic Assessment of Risks and Challenges Red, Amber, Green Summary

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

None

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| Key                                | Short Description                                                                                                      | Direction of Positive Performance | Unit Of Measure | 2009/2010 Actual | 2010/2011 Target | Numerator | Denominator | Actual | RAG   | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Trend | Target |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------------|------------------|-----------|-------------|--------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| <b>Human Resources</b>             |                                                                                                                        |                                   |                 |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |       |        |
| CHR 002                            | The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence | Lower                             | Number of Days  | 10.83            | 10               | 56963     | 5496.2      | 10.36  | Amber | To help support managing attendance there are four regular monthly reports. A long term sickness report to highlight those that have been absent for 20 days or more, a Summary report, an overall sickness Report and a Trigger report. The new policy is supporting improved working practices for managers and Human Resources, e.g. planned intervention for long term absences, to encourage employees to return to work earlier.                                                                                        | ✓     | ✘      |
| REM3                               | The percentage of employees receiving an annual appraisal with Individual Development Plan                             | Higher                            | Percent         | -                | 100              | 0         | 0           | -      | -     | Data awaited from services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | -     | -      |
| <b>Customer Services</b>           |                                                                                                                        |                                   |                 |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |       |        |
| CUSM1                              | Efficient Complaints Handling The percentage of initial complaints responded to within 10 working days                 | Higher                            | Percent         | 66.83            | 80               | -         | -           | 68.54  | Amber | There has been a slight improvement on performance compared to the year 2009/10 but there is significant scope to improve. The aim for the year 2011/12 is to improve customer care across the Authority by implementing a Customer Care Award to assess and develop the workforce's knowledge and skills in relation to customer care. The introduction of a new system to record and monitor complaints will also be introduced during 2011.                                                                                | ✓     | ✘      |
| <b>Finance</b>                     |                                                                                                                        |                                   |                 |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |       |        |
| BNF 004                            | Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events                  | Lower                             | Number of Days  | 16.8             | 12               | 564826    | 56333       | 10.03  | Green | There has been a marked improvement in performance from the beginning of the year. The continuous improvement was recognised by amending the annual target to a more challenging 12 days during the year. The annual outcome of 10.03 days is a very good overall result. We are continuing to review processes to ensure that we are working at an optimum level and we are setting new challenging targets for 11/12 to ensure further improvement.                                                                         | ✓     | ✓      |
| <b>Assets &amp; Transportation</b> |                                                                                                                        |                                   |                 |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |       |        |
| EEF 002ai                          | Percentage change in carbon dioxide emissions in the non domestic public building stock                                | Higher                            | Percent         | 5.49             | 4                | 1.54962   | 53.62033    | 2.89   | Amber | Although performance appears worse than the previous year (5.49% to 2.89%), this means cumulatively emissions have fallen a further 2.89% from the previous year. In other words carbon emissions have continued to decrease, though at a slower rate. This year was reputedly the coldest winter for 30 years, so it is pleasing that our emissions continue on a downward trend. The start of Display Energy Certificates and the advisory reports have led to the replacement of poor and inefficient plant and equipment. | ✓     | ✘      |
| IA3.1L1                            | Increase average Standard Assessment Procedure rating in council housing stock                                         | Higher                            | SAP Rating      | 63.86            | 64.25            | -         | -           | 64.1   | Amber | Marginally below the target level, but this is due in part to data not being provided for add hoc and emergency boiler changes                                                                                                                                                                                                                                                                                                                                                                                                | ✓     | ✘      |

| Key                 | Short Description                                                                                                                      | Direction of Positive Performance | Unit Of Measure | 2009/2010 Actual | 2010/2011 Target | Numerator | Denominator | Actual | RAG   | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Trend | Target |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------------|------------------|-----------|-------------|--------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| <b>Planning</b>     |                                                                                                                                        |                                   |                 |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |        |
| PLA 003bi           | The percentage of these determined appeals that upheld the authority's decision in relation to planning application decisions          | Higher                            | Percent         | 56.36            | 75               | 5.25      | 9.25        | 56.76  | Red   | The poor performance recorded for Q4 has impacted upon the annual performance for this indicator, following the Q3 return of 80%. The target for this indicator was raised to 75% in 2008, following the return of 81% in 2007/08. This is significantly higher than the national average (66%) and it may be considered appropriate to review the target in view of the fact that the performance is influenced by a number of diverse factors As anticipated in Q3, the denominator is significantly higher in Q4.                                                                                                                                                                                                                                                                                           | ✓     | ✗      |
| PLA 004b            | The percentage of minor planning applications determined during the year within 8 weeks                                                | Higher                            | Percent         | 60.09            | 65               | 58.75     | 102.25      | 57.46  | Amber | The Q4 return (64.29%) is a significant improvement on Q3 (53.2%), but in itself is not sufficient to raise the annual performance figure (57.46%) to meet the target. Performance within this category is seen as being key to improving overall performance and will be monitored closely to ensure that negotiations are undertaken in accordance with set procedures, so that quality development can be achieved without compromising timely decisions.                                                                                                                                                                                                                                                                                                                                                   | ✗     | ✗      |
| PLA 005             | The percentage of enforcement complaints resolved during the year within 12 weeks of receipt                                           | Higher                            | Percent         | 38.36            | 73               | 73.5      | 140.25      | 52.41  | Red   | The poor Q4 performance (36.31%), following significant improvements in Q2 and Q3, is reflected in the annual performance (52.41%). However, the pool of old cases (or 'back-log') has now been reduced to a manageable level and allocated to specific officers to deal with as part of their on-going case loads. During Q4 a total of 112 new cases were recorded with a total of 179 cases having been closed during the same period. This equates to 58% more cases having been closed than received. The Enforcement section have recently been subject to a LEAN review and it is considered that their recommendations when implemented will assist in this area's continued improvement. A broader set of indicators would reflect the complexity of this work area and will be developed in 2011/12. | ✓     | ✗      |
| <b>Regeneration</b> |                                                                                                                                        |                                   |                 |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |        |
| IA4.2L3             | Develop targets for increasing satisfaction levels by 5% per year over baseline overall Satisfaction Rate of 78% identified in 2009/10 | Higher                            | Percent         | 78               | 83               | -         | -           | 100    | Green | The project to provide clearer simpler information to residents and businesses through improved web pages has been completed. This will mean that we can produce more meaningful information which better meets the needs of businesses and residents. The material that we intend to produce via the web will also be used by people who are not yet web-enabled.                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓     | ✓      |

| Key                 | Short Description                                                                                                                                         | Direction of Positive Performance | Unit Of Measure | 2009/2010 Actual | 2010/2011 Target | Numerator | Denominator | Actual | RAG   | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Trend | Target |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------------|------------------|-----------|-------------|--------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| <b>Homelessness</b> |                                                                                                                                                           |                                   |                 |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |       |        |
| HHA 002             | The average number of working days between homeless presentation & discharge of duty for households found to be statutorily homeless                      | Lower                             | Number of Days  | 253.86           | 335              | 7186      | 43          | 167.12 | Green | The value is more than 20% different to the value last year because this figure will always fluctuate as it is calculated as an average. For example, this figure takes into account households which may have spent relatively short periods in temporary accommodation as well as those who may have been accommodated for up to 2 years.                                                                                                                                             | ✓     | ✓      |
| HHA 016             | The average number of days all homeless families with children spent in Bed & Breakfast accommodation                                                     | Lower                             | Percent         | Not available    | 14               | 53        | 8           | 6.63   | Green | We only accommodate homeless families in B&B accomm as a matter of last resort as this accomm is not really suitable. Where ever possible we will place a h'less family with children into more suitable accomm for example supported accomm funded through Supporting People. However due to impact of the Welfare Reform we do anticipate an increase in the number of families with children who shall become h'less and we may have to accomm more families in this type of accomm. | -     | ✓      |
| HHA 017b            | The average number of days that all homeless households spent in other forms of temporary accommodation                                                   | Lower                             | Percent         | Not available    | 335              | 13364     | 48          | 278.42 | Green | To attempt to reduce this figure in the next financial year proactive measures have been identified and implemented. For example all homeless households accommodated in move-on accommodation will be reviewed on the fourth month in conjunction with our partners.                                                                                                                                                                                                                   | -     | ✓      |
| <b>Housing</b>      |                                                                                                                                                           |                                   |                 |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |       |        |
| HLS 010b            | The average number of calendar days taken to complete urgent repairs                                                                                      | Lower                             | Number of Days  | 10.84            | 10               | 91517.74  | 9475        | 9.66   | Green | Despite a disappointing quarter 4 due to the severe winter conditions it is pleasing to see that the annual outturn has improved since last year.                                                                                                                                                                                                                                                                                                                                       | ✓     | ✓      |
| HLS 010c            | The average number of calendar days taken to complete non-urgent repairs                                                                                  | Lower                             | Number of Days  | 59.52            | 35               | 685556.13 | 10579       | 64.8   | Red   | Whilst there is a downturn for this indicator compared to last year it is pleasing to note that both the backlog of work and cost per job has been reduced. The backlog reduced from 1311 in 2009/10 down to 688 in 2010/11 (despite and increase of over 3000 non-urgent repairs) and costs for non-urgent repairs were reduced from £242 to £232.                                                                                                                                     | ✗     | ✗      |
| HLS 013             | The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year | Lower                             | Percent         | 2.9              | 2.1              | 733174.12 | 26866603.27 | 2.73   | Amber | It is pleasing to note that the end-of-year performance figure of 2.73% shows a small improvement against the 09/10 end-of-year performance figure of 2.90%. It is anticipated that performance will continue to steadily improve year-on-year.                                                                                                                                                                                                                                         | ✓     | ✗      |

| Key     | Short Description                                                                                                    | Direction of Positive Performance | Unit Of Measure | 2009/2010 Actual | 2010/2011 Target | Numerator | Denominator | Actual | RAG | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Trend | Target |
|---------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------------|------------------|-----------|-------------|--------|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| HLS 014 | The average number of calendar days taken to let lettable units of permanent accommodation during the financial year | Lower                             | Number of Days  | 130.72           | 80               | 51040     | 503         | 101.47 | Red | It is pleasing to see that additional funds provided to clear the backlog of empty properties and the work on improving procedures and systems is showing a positive and significant effect on these figures. The overall outturn for year did not meet the target of 80 days due to the clearing of the older properties in the back log earlier in the year; however the outturn of 78.53 for the last quarter exceeded the target by a small margin. | ✓     | ✘      |

| Key                           | Short Description                                                                                                                                   | Direction of Positive Performance | Unit Of Measure | 2009/2010 Actual | 2010/2011 Target | Numerator | Denominator | Actual | RAG   | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Trend | Target |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------------|------------------|-----------|-------------|--------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| HPMM 7                        | Percentage of gas safety checks completed                                                                                                           | Higher                            | Percent         | 96.79            | 98               | 5589      | 5700        | 98.05  | Green | It is pleasing to see that the outturn for this indicator has achieved the improvement target.                                                                                                                                                                                                                                                                                                                                                                                                                 | ✓     | ✓      |
| IA3.2L1                       | Number of void properties achieving zero defects on work undertaken                                                                                 | Higher                            | Number          | 490              | 94               | -         | -           | -      | -     | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | -     | -      |
| <b>Adaptations</b>            |                                                                                                                                                     |                                   |                 |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |        |
| PSR 006                       | The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the disabled facilities grant is not used | Lower                             | Number of Days  | 102.14           | 90               | 47580     | 277         | 171.77 | Red   | Time taken on adult occupational therapy waiting lists is reflected in this PI and waiting times continue to have an impact on performance, however average time spent waiting for an OT assessment has improved considerably over the year and is now just over a month. This will have a positive impact in the future. There is an agreed action plan in place which is monitored monthly through the DFG Operational Group and quarterly via Scrutiny.                                                     | ✗     | ✗      |
| PSR 009a                      | (Children & Young People) The average number of calendar days taken to deliver a Disabled Facilities Grant                                          | Lower                             | Number of Days  | Not available    | 350              | 4464      | 15          | 297.6  | Green | Target met. Improvements in the process for allocating and assessing the need and additional resources have resulted in a decrease in the number of days taken to deliver a DFG.                                                                                                                                                                                                                                                                                                                               | -     | ✓      |
| PSR 009b                      | (Adults) The average number of calendar days taken to deliver a Disabled Facilities Grant for adults                                                | Lower                             | Number of Days  | Not available    | 350              | 100796    | 226         | 446    | Red   | Time taken on adult occupational therapy waiting lists is reflected in this PI and waiting times continue to have an impact on performance, however average time spent waiting for an OT assessment has improved considerably over the year and is now just over a month. This will have a positive impact in the future. There is an agreed action plan in place which is monitored monthly through the DFG Operational Group and quarterly via Scrutiny. A Lean review is proposed over the next few months. | -     | ✗      |
| <b>Social Care for Adults</b> |                                                                                                                                                     |                                   |                 |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |        |
| SCA 007                       | The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year              | Higher                            | Percent         | 77.51            | 78.5             | 1884      | 2277        | 82.74  | Green | Performance has improved steadily throughout 2010/2011, as recording improves on the Paris system. Data is not available for substance misuse service users.                                                                                                                                                                                                                                                                                                                                                   | ✓     | ✓      |
| SCA 018a                      | The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year                       | Higher                            | Percent         | 84.2             | 85               | 1089      | 1365        | 79.78  | Amber | Performance has improved steadily during 2010/2011, as recording improves on the Paris system. More complete data is now available for carers of mental health service users                                                                                                                                                                                                                                                                                                                                   | ✗     | ✗      |
| SCA 018c                      | The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service             | Higher                            | Percent         | 47.62            | 50               | 467       | 621         | 75.2   | Green | Only services provided directly to carers are counted in this PI. Additional services provided to service users, such as respite or day care, are not included even though they result from the carer's assessment. This is in accordance with guidance. Whole year performance has improved considerable on performance in 2009/2010.                                                                                                                                                                         | ✓     | ✓      |

| Key                                 | Short Description                                                                                                                                                                 | Direction of Positive Performance | Unit Of Measure  | 2009/2010 Actual | 2010/2011 Target | Numerator | Denominator | Actual | RAG   | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Trend | Target |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------|------------------|------------------|-----------|-------------|--------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| IA1.1L4                             | Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support                                                                 | Higher                            | Number of Adults | -                | 150              | -         | -           | 135    | Amber | This PI no longer includes direct payments for children and therefore is not comparable over the year. An infrastructure is now in place to support a larger number of Direct Payment users. A staff training programme to promote the take-up of Direct Payments has been implemented.                                                                                                                                                                                                                                                           | -     | ✘      |
| <b>Social Services for Children</b> |                                                                                                                                                                                   |                                   |                  |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |       |        |
| SCC 001b                            | For those children looked after whose 2nd review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date                                 | Higher                            | Percent          | 92.73            | 95               | 42        | 42          | 100    | Green | All permanency plans were provided within timescales.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓     | ✓      |
| SCC 016                             | The percentage of reviews carried out within the statutory timetable                                                                                                              | Higher                            | Percent          | 66.94            | 70               | 159       | 253         | 62.85  | Amber | A steady increase in performance has been seen throughout the year. The flagging system for notifying social workers of the due dates for forthcoming reviews has enabled them to prioritise their workload and meet the required timescales more effectively.                                                                                                                                                                                                                                                                                    | ✘     | ✘      |
| SCC 024                             | The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March | Higher                            | Percent          | 64.71            | 90               | 5         | 12          | 41.67  | Red   | Performance has dropped this year for this small cohort of 12 children. Where children are in schools out of county or are home tutored, it is common to experience delays in getting the paperwork completed within the four weeks. An action plan to improve the timeliness of Personal Education Plans has been drafted and is awaiting approval by the Head of Service.                                                                                                                                                                       | ✘     | ✘      |
| SCC 025                             | The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations                                                    | Higher                            | Percent          | 92.7             | 92               | 784       | 901         | 87.01  | Amber | There was a significant drop in performance in Quarter 3; Managers report that this was due to the delays in transferring cases to the new teams. This has had an impact on the end of year outturn, although action taken in Quarter 4 has resulted in performance improving almost to its previous level by the end of Quarter 4.                                                                                                                                                                                                               | ✘     | ✘      |
| SCC 028                             | The percentage of children looked after who had a fully completed and updated assessment and action record at their third review                                                  | Higher                            | Percent          | 76.19            | 80               | 15        | 37          | 40.54  | Red   | There has been a downturn for this indicator since last year. Where an ICS Assessment and Progress Record has not been provided within timescales, this is commonly for families in care proceedings, where the social worker has given priority to the preparation of court and adoption paperwork. We will continue to notify social workers when this assessment is becoming due, and await the outcome of the Munro review in England, which has recommended a review of the assessment process for children and the accompanying timescales. | ✘     | ✘      |
| SCC 030a                            | The percentage of young carers known to Social Services who were assessed                                                                                                         | Higher                            | Percent          | 57.89            | 75               | 24        | 33          | 72.73  | Amber | Following a meeting held with Barnardos Young Carers, we have improved our identification of children with a caring role at point of referral. All children identified in Q4 were offered an assessment; 3 declined.                                                                                                                                                                                                                                                                                                                              | ✓     | ✘      |

| Key              | Short Description                                                                                                                                                                                                                                          | Direction of Positive Performance | Unit Of Measure  | 2009/2010 Actual | 2010/2011 Target | Numerator | Denominator | Actual | RAG   | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Trend | Target |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------|------------------|------------------|-----------|-------------|--------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| SCC 030b         | The percentage of young carers known to Social Services who were provided with a service                                                                                                                                                                   | Higher                            | Percent          | 47.37            | 75               | 28        | 33          | 84.85  | Green | Following a meeting held with Barnardos Young Carers, there has been improvement in the identification of children with a caring role at point of referral. All children identified in Q4 were offered an assessment; 3 declined.                                                                                                                                                                                                                                     | ✓     | ✓      |
| SCC 033c         | The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19                                                                              | Higher                            | Percent          | 81.82            | 70               | 8         | 13          | 61.54  | Amber | Two young people were actively seeking work, one was pregnant, 1 refused to engage, one was not in education or employment because of other circumstances.                                                                                                                                                                                                                                                                                                            | ✗     | ✗      |
| SCC 039          | The percentage of health assessments for looked after children due in the year that have been undertaken                                                                                                                                                   | Higher                            | Percent          | 72.93            | 75               | 121       | 235         | 51.49  | Red   | Although the annual trend is downward, monitoring has improved and an early notification system is now in place. Evidence shows that the majority of health assessments are requested within timescales, but that the appointment is not always provided within timescales, due to capacity within Health, or due to teenagers who decline Health Assessments. We will continue to work with Health to improve the monitoring of the health of looked after children. | ✗     | ✗      |
| SCC 042a         | The percentage of initial assessments completed within 7 working days                                                                                                                                                                                      | Higher                            | Percent          | 84.1             | 88               | 463       | 524         | 88.36  | Green | A significant improvement has been made since the first quarter, when the implementation of Paris had an impact on recording. Revisions were made to the data at the end of the year, resulting in the year end figure shown.                                                                                                                                                                                                                                         | ✓     | ✓      |
| SCC 042b         | The average time taken to complete initial assessments that took longer than 7 days to complete                                                                                                                                                            | Lower                             | Number of Days   | 13.75            | 11               | 931       | 61          | 15.26  | Amber | A significant improvement has been made since the first quarter, when the implementation of Paris had an impact on recording. This impact has now been resolved. Revisions were made to the data at the end of the year, based on revised information within Paris. This resulted in a revised numerator for this indicator.                                                                                                                                          | ✗     | ✗      |
| <b>Education</b> |                                                                                                                                                                                                                                                            |                                   |                  |                  |                  |           |             |        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       |        |
| EDU 002ai        | The number of pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification | Lower                             | Number of Pupils | 7                | 14               | -         | -           | 12     | Green | Target met and exceeded. There were only 12 pupils that did not gain an approved qualification. This places Flintshire as 11th best out of 22 authorities and below the Wales percentage of cohort.                                                                                                                                                                                                                                                                   | ✗     | ✓      |
| EDU 002aii       | The number of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification                    | Lower                             | Number of Pupils | 0                | 2                | -         | -           | 0      | Green | The target has been met and exceeded. The County's strategy for personalised learning based on a recognised qualification framework with an outcomes focused objective continues to be successful.                                                                                                                                                                                                                                                                    | ✓     | ✓      |

| Key       | Short Description                                                                                                                                                                                                                                              | Direction of Positive Performance | Unit Of Measure | 2009/2010 Actual | 2010/2011 Target | Numerator | Denominator | Actual | RAG   | Comment                                                                                                                                                                                          | Trend | Target |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------------|------------------|-----------|-------------|--------|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| EDU 002bi | The percentage of pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification | Lower                             | Percent         | 0.39             | 0.9              | 12        | 1745        | 0.69   | Green | There were only 12 pupils who left in Summer 2010 without a qualification and although this was not quite as good as the previous year (7 pupils) it is part of a longer term improvement trend. | ✘     | ✓      |

| Key        | Short Description                                                                                                                                                                                                                           | Direction of Positive Performance | Unit Of Measure | 2009/2010 Actual | 2010/2011 Target | Numerator | Denominator | Actual | RAG   | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Trend | Target |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------------|------------------|-----------|-------------|--------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| EDU 002bii | The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification | Lower                             | Percent         | 0                | 15               | 0         | 23          | 0      | Green | The target has been met and exceeded. The County's strategy for personalised learning based on a recognised qualification framework with an outcomes focused objective continues to be successful.                                                                                                                                                                                                                                                                                                      | ✓     | ✓      |
| EDU 009a   | The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year                                                                           | Lower                             | Number of Days  | 3.33             | 5                | 128       | 4           | 32     | Red   | The increase can be attributed to 2 pupils. Both cases went to independent appeal increasing the appeal period from 15 to 30 days. The pupils underwent a period of assessment to determine the appropriate level of provision necessary to meet their complex needs. A number of options were reviewed for 1 pupil before parents and the identified provision were confident that the pupil's need could be met, significantly increasing the period of time before full time provision was accessed. | ✗     | ✗      |
| EDU 009b   | The average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision during the academic year                                                                           | Lower                             | Number of Days  | 15               | 4                | 0         | 4           | 0      | Green | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓     | ✓      |
| EDU 011    | The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority                                                                                                                            | Higher                            | Points          | 371.26           | 367              | 671567    | 1745        | 384.85 | Green | The 2010/11 target was exceeded and even the Aspirational target of 381 by Aug 2010 was met.                                                                                                                                                                                                                                                                                                                                                                                                            | ✓     | ✓      |
| EDU 015a   | The percentage of final statements of special education need issued within 26 weeks including exceptions                                                                                                                                    | Higher                            | Percent         | 96.92            | 94               | 60        | 60          | 100    | Green | The 7 final statements that were issued after the 26 week statutory timeline all had valid unavoidable exceptions that were applied. Therefore our "including exceptions" result for the 2010 calendar year was 100%.                                                                                                                                                                                                                                                                                   | ✓     | ✓      |
| EDU 015b   | The percentage of final statements of special education need issued within 26 weeks excluding exceptions                                                                                                                                    | Higher                            | Percent         | 81.54            | 98               | 53        | 60          | 88.33  | Amber | The final 7 statements that were issued after the 26 week statutory timeline all had valid unavoidable exceptions that were applied. Therefore our "including exceptions" result for the 2010 calendar year was 100%.                                                                                                                                                                                                                                                                                   | ✓     | ✗      |
| SCC 002    | The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March     | Lower                             | Percent         | 17.54            | 15               | 21        | 121         | 17.36  | Amber | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓     | ✗      |
| SCC 044b   | The average number of days spent out of school on fixed term exclusions for children looked after who were excluded in the previous academic year                                                                                           | Lower                             | Number of Days  | Not available    | 11               | 3         | 2           | 1.5    | Green | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓     | ✓      |

| Reference      | Short Description                                                                                                          | Direction of Positive Performance | 2009/10 Actual | 2010/11 Target | Numerator      | Denominator    | 2010/11 Actual | Target Class      | RAG Status     | Comment                                                                                                                                                                                                                                                                                                                                                                                                         | Trend | Target |
|----------------|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|----------------|-------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| <b>THEME 1</b> |                                                                                                                            |                                   |                |                |                |                |                |                   |                |                                                                                                                                                                                                                                                                                                                                                                                                                 |       |        |
| OAT1M1a        | Percentage of primary and secondary schools achieving phase 1 for food or fitness                                          | Higher                            | Not Applicable | 100%           | Not Applicable | Not Applicable | 97%            | Outcome Agreement | Amber          | 3 schools have not achieved phase1. This will now be achieved by March 2012. 1 High school and 2 Primary schools have had difficulties, due to staff absence, inspection and a pending retirement / possible school amalgamation. This is disappointing but we will target these schools and achievement should be reached by March 2012.                                                                       | N/A   | ✘      |
| OAT1M1b        | Percentage of primary and secondary schools achieving phase 3 for food and fitness                                         | Higher                            | Not Applicable | 67%            | Not Applicable | Not Applicable | 59%            | Outcome Agreement | Red            | 59% achieved. It has been difficult to support and monitor schools who are under so much pressure with organisational changes, staff cuts and underfunding. We will need to revise next years target to 75% (To be agreed with WAG)                                                                                                                                                                             | N/A   | ✘      |
| OAT1M1c        | Number of schools achieving the National Quality Award (requiring an in depth focus on both food and fitness)              | Higher                            | Not Applicable | 2 Schools      | Not Applicable | Not Applicable | 1 Schools      | Outcome Agreement | Red            | 1 school achieved. The coordinator at the second school is on maternity leave and will complete the process on her return. Thus next years target will need to be revised to 2. 2012/2013 can be revised to 4. (To be agreed with WAG)                                                                                                                                                                          | N/A   | ✘      |
| OAT1M1d        | Percentage of primary schools given opportunity to take part in smoke bugs (annual report produced by Public Health Wales) | Higher                            | Not Applicable | 100%           | Not Applicable | Not Applicable | 100%           | Outcome Agreement | Green          | Target met – all 67 eligible schools were given the opportunity to take part but 10 opted not to. A three year rolling programme is now in place for schools who have signed up. Schools that have opted out will be contacted prior to next years programme and offered the chance to take part again. Performance was as expected though it would be beneficial to the 10 opted out schools to come on board. | N/A   | ✓      |
| OAT1M2a        | Percentage of primary school menus compliant with A4L standards                                                            | Higher                            | Not Applicable | March 2011     | Not Applicable | Not Applicable | Not Available  | Outcome Agreement | Not Applicable | Due to changes of Minister in WAG the deadline for compliance has been extended. As yet we have not been given an exact date, and as such we are working towards September 2012. It is envisaged that our menus will be compliant within that timeframe.                                                                                                                                                        | N/A   | N/A    |
| OAT1M2b        | Percentage of high schools where morning break products are compliant with A4L standards                                   | Higher                            | Not Applicable | March 2011     | Not Applicable | Not Applicable | Not Available  | Outcome Agreement | Not Applicable | Due to changes of Minister in WAG the deadline for compliance has been extended. As yet we have not been given an exact date, and as such we are working towards September 2012. It is envisaged that our menus will be compliant within that timeframe.                                                                                                                                                        | N/A   | N/A    |
| OAT1M2c        | Percentage of high school menus fully compliant with A4L standards                                                         | Higher                            | Not Applicable | Outcome Agreement | Not Applicable | Target completion was March 2012 however as above this is likely to be delayed.                                                                                                                                                                                                                                                                                                                                 | N/A   | N/A    |

| Reference | Short Description                                                                                                                                                                                                                                                                                                                                              | Direction of Positive Performance | 2009/10 Actual  | 2010/11 Target             | Numerator      | Denominator    | 2010/11 Actual   | Target Class      | RAG Status     | Comment                                                                                                                                                                                                                                         | Trend | Target |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|----------------------------|----------------|----------------|------------------|-------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| OAT1M3    | Creating an Active Flintshire Action Plan published and implemented<br>• Number of residents owning an Actif card                                                                                                                                                                                                                                              | Higher                            | 6,831 Residents | Draft Plan Published April | Not Applicable | Not Applicable | 10,031 Residents | Outcome Agreement | Green          | One Day More – Action Plan has been approved by Flintshire HSCWBS Partnership Board.<br>The number of actif registered card holders is 61,881 as 23rd May (this refers to all holders of an actif card, not only those resident in Flintshire). | ✓     | ✓      |
| OAT1M4a   | The number of Flintshire residents (adults) who access Stop Smoking Wales Services.<br>Baseline 2009/10 = 1,003 contacts                                                                                                                                                                                                                                       | Higher                            | 1003 Contacts   | Increase Year on Year      | Not Applicable | Not Applicable | Not Available    | Outcome Agreement | Not Applicable | This information will not be available until after 30th July 2010 when the annual report Stop Smoking Wales is published.                                                                                                                       | N/A   | N/A    |
| OAT1M4bi  | The percentage of those participants who remain smoke-free after 4 weeks (CO validated) will increase. Stop Smoking Wales will supply the data and we will discuss setting more specific targets with them for the future: -<br>• Overall for Flintshire (Baseline 2009/10 = 39.7%)                                                                            | Higher                            | 39.70%          | Increase Year on Year      | Not Applicable | Not Applicable | Not Available    | Outcome Agreement | Not Applicable | This information will not be available until after 30th July 2010 when the annual report Stop Smoking Wales is published.                                                                                                                       | N/A   | N/A    |
| OAT1M4bii | The percentage of those participants who remain smoke-free after 4 weeks (CO validated) will increase. Stop Smoking Wales will supply the data and we will discuss setting more specific targets with them for the future: -<br>• Pregnant women in Flintshire (Baseline 2009/10 = 8.3%)                                                                       | Higher                            | 8.30%           | Increase Year on Year      | Not Applicable | Not Applicable | Not Available    | Outcome Agreement | Not Applicable | This information will not be available until after 30th July 2010 when the annual report Stop Smoking Wales is published.                                                                                                                       | N/A   | N/A    |
| OAT1M5    | The number of interventions made against those individuals/businesses who sell tobacco products to young people under 16.                                                                                                                                                                                                                                      | Higher                            | Not Known       | Not Applicable             | Not Applicable | Not Applicable | Not Applicable   | Outcome Agreement | Not Applicable | Baseline to be established in 2011-12.                                                                                                                                                                                                          | N/A   | N/A    |
| OAT1M6a   | Recent research shows that the key to getting children to take healthy food options is through educating the parents. Deliver parents evening 'taster sessions' and family food identification and preparation sessions for parents to try the school meals prepared for their children and to learn how to prepare healthier options: -<br>Number of sessions | Higher                            | Not Applicable  | 7 - 11 Sessions            | Not Applicable | Not Applicable | 9 Sessions       | Outcome Agreement | Green          | 9 schools have had sessions with approx 102 attending overall                                                                                                                                                                                   | N/A   | ✓      |

| Reference           | Short Description                                                                                                                                                                                                                                                                                                                                                       | Direction of Positive Performance | 2009/10 Actual | 2010/11 Target    | Numerator      | Denominator    | 2010/11 Actual | Target Class                         | RAG Status | Comment                                                                                                                                                                                                                                                                                                                        | Trend | Target |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------|-------------------|----------------|----------------|----------------|--------------------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| OAT1M6b             | Recent research shows that the key to getting children to take healthy food options is through educating the parents. Deliver parents evening 'taster sessions' and family food identification and preparation sessions for parents to try the school meals prepared for their children and to learn how to prepare healthier options: - Number of people attending the | Higher                            | Not Applicable | 49 - 77 Attendees | Not Applicable | Not Applicable | 102 Attendees  | Outcome Agreement                    | Green      | 9 schools have had sessions with approx 102 attending overall                                                                                                                                                                                                                                                                  | N/A   | ✓      |
| <b>THEME 2</b>      |                                                                                                                                                                                                                                                                                                                                                                         |                                   |                |                   |                |                |                |                                      |            |                                                                                                                                                                                                                                                                                                                                |       |        |
| OAT2M1              | Number of users of the reablement service. Future proposals for the development of reablement service are being determined as part of the remodel of older people's services. When complete the targets can be identified.                                                                                                                                              | Higher                            | Not Applicable | 375 Users         | Not Applicable | Not Applicable | 397 Users      | Outcome Agreement                    | Green      | 397 people have used the reablement service. Targets for 2011/12 to be confirmed                                                                                                                                                                                                                                               | N/A   | ✓      |
| OAT2M2              | Percentage of people who received reablement that no longer require a care package (target set to reflect the increase in the numbers requiring service, currently an upward trend as will be evidenced by measure 3).                                                                                                                                                  | Maintain                          | Not Applicable | 72%               | Not Applicable | Not Applicable | 72%            | Outcome Agreement                    | Green      | On target                                                                                                                                                                                                                                                                                                                      | N/A   | ✓      |
| OAT2M3              | Number of staff trained in reablement. Future proposals for the development of reablement service are being determined as part of the remodel of older people's services. When complete the targets can be identified                                                                                                                                                   | Higher                            | Not Applicable | 150 Staff         | Not Applicable | Not Applicable | 150+ Staff     | Outcome Agreement                    | Green      | At least 150 people have received some level of training, whether this be at an awareness level or more detailed training Training proposals incorporated in the Directorate Training Plan, the details of which are being prepared for 2011/12                                                                                | N/A   | ✓      |
| OAT2M4a<br>PSR 009a | (Children & Young People) The average number of calendar days taken to deliver a Disabled Facilities Grant                                                                                                                                                                                                                                                              | Lower                             | Not available  | 350               | 4464           | 15             | 297.6          | Improvement Target Outcome Agreement | Green      | Target met. Improvements in the process for allocating and assessing the need and additional resources have resulted in a decrease in the number of days taken to deliver a DFG.                                                                                                                                               | N/A   | ✓      |
| OAT2M4b<br>PSR 009b | (Adults) The average number of calendar days taken to deliver a Disabled Facilities Grant for adults                                                                                                                                                                                                                                                                    | Lower                             | Not available  | 350               | 100796         | 226            | 446            | Improvement Target Outcome Agreement | Red        | Time taken on adult occupational therapy waiting lists is reflected in this PI and waiting times continue to have a major impact on performance, however average time spent waiting for an OT assessment has improved considerably over the year and is now just over a month. This will have a positive impact in the future. | N/A   | ✗      |

| Reference         | Short Description                                                                                                                                                                                                                | Direction of Positive Performance | 2009/10 Actual | 2010/11 Target       | Numerator      | Denominator    | 2010/11 Actual  | Target Class                         | RAG Status | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Trend | Target |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------|----------------------|----------------|----------------|-----------------|--------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| OAT2M5<br>PSR 006 | The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the disabled facilities grant is not used                                                                              | Lower                             | 102.14         | 90                   | 47580          | 277            | 171.77          | Improvement Target Outcome Agreement | Red        | This PI includes minor private sector adaptations for adults and children. Time taken on adult occupational therapy waiting lists is reflected in this PI and waiting times continue to have an impact on performance, however average time spent waiting for an OT assessment has improved considerably over the year and is now just over a month. This will have a positive impact in the future. Care & Repair is now starting to undertake minor adaptations and this should also improve performance. | ✘     | ✘      |
| <b>THEME 3</b>    |                                                                                                                                                                                                                                  |                                   |                |                      |                |                |                 |                                      |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |        |
| OAT3M1a           | Flintshire Citizens' Advice Bureau – The number of clients provided with financial advice / support. Baseline for 2009/10 = 5,004                                                                                                | Higher                            | 5004 Clients   | 5000 - 6000 Clients  | Not Applicable | Not Applicable | 4995 Clients    | Outcome Agreement                    | Amber      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✘     | ✘      |
| OAT3M1b           | Flintshire Citizens' Advice Bureau – The level of generated income through claims for welfare benefits and tax credits. Baseline for 2009/10 = £1.6 million                                                                      | Higher                            | £1.6m          | £1.6 - £1.8m         | Not Applicable | Not Applicable | £1,615,402      | Outcome Agreement                    | Green      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓     | ✓      |
| OAT3M1c           | Flintshire Citizens' Advice Bureau – The level of debt managed. Baseline for 2009/10 = £13.7 million (this was achieved by having additional funding for debt workers which will not be continued, £8m was achieved for 2008/09) | Lower                             | £13.7m         | £8 -12m              | Not Applicable | Not Applicable | #####           | Outcome Agreement                    | Green      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓     | ✓      |
| OAT3M2<br>BNF 004 | Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events                                                                                                                            | Lower                             | 16.8           | 12                   | 564826         | 56333          | 10.03           | Improvement Target Outcome Agreement | Green      | There has been a marked improvement in performance from the beginning of the year. The continuous improvement was recognised by amending the annual target to a more challenging 12 days during the year. The annual outturn of 10.03 days is a very good overall result. We are continuing to review processes to ensure that we are working at an optimum level and we are setting new challenging targets for 11/12 to ensure further improvement.                                                       | ✓     | ✓      |
| OAT3M3a           | Number of Flintshire residents assisted by Flintshire County Council's Welfare Rights Unit to claim additional Social Security and Tax Credits. Baseline for 2009/10 = 700 residents                                             | Higher                            | 700 Residents  | 800 - 1000 Residents | Not Applicable | Not Applicable | 1,787 Residents | Outcome Agreement                    | Green      | This number has exceeded expectations due to some externally funded projects. This number will be unlikely to be repeated once these grants end and the workers return to other areas of the Authority. Due to change to Employment & Support Allowance there is expected to be an increase in the need for representation at Appeal hearings. This will have an impact on the service.                                                                                                                     | ✓     | ✓      |

| Reference      | Short Description                                                                                                                                                                                                                                | Direction of Positive Performance | 2009/10 Actual | 2010/11 Target        | Numerator      | Denominator    | 2010/11 Actual                                               | Target Class      | RAG Status | Comment                                                                                                                                                                                                                                           | Trend | Target |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------|-----------------------|----------------|----------------|--------------------------------------------------------------|-------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| OAT3M3b        | Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council's Welfare Rights Unit.<br>Baseline for 2009/10 = £1.7m                                         | Higher                            | £1.7m          | £1.7 - £2m            | Not Applicable | Not Applicable | #####                                                        | Outcome Agreement | Red        | At the end of the financial year we were still awaiting the results of some claims but are please with the confirmed gains that were achieved in the year 2010 to 2011                                                                            | ✘     | ✘      |
| OAT3M3c        | Number of Flintshire residents assisted by Flintshire County Council's Money Advise Service.<br>Baseline for 2009/10 = 200 residents                                                                                                             | Higher                            | 200 Residents  | 200 - 215 Residents   | Not Applicable | Not Applicable | 220 Residents                                                | Outcome Agreement | Green      | The money advice officer has continued as a lone worker to exceed expectation                                                                                                                                                                     | ⚡     | ✓      |
| OAT3M3d        | Amount of debt managed as a result of advice provided by the Money Advice Service.<br>Baseline for 2009/10 = £1.9m                                                                                                                               | Higher                            | £1.90          | £1.8 - £2m            | Not Applicable | Not Applicable | £1.9 m                                                       | Outcome Agreement | Green      | The amount of residents of Flintshire at risk of losing their homes is likely to increase with the economic downturn the need for money advice will therefore be vital to assist with the reduction of evictions and its effect on other services | ⚡     | ✓      |
| OAT3M4         | Financial Literacy Sessions to be delivered to residents of Communities First areas within Flintshire.                                                                                                                                           | Higher                            | Not Applicable | 5 Events              | Not Applicable | Not Applicable | 5 Events                                                     | Outcome Agreement | Green      | 5 events in CF areas as part of ongoing financial literacy activities plus 3 ongoing projects<br>Others underway in Higher Shotton, and Holywell for 2011/12                                                                                      | N/A   | ✓      |
| <b>THEME 4</b> |                                                                                                                                                                                                                                                  |                                   |                |                       |                |                |                                                              |                   |            |                                                                                                                                                                                                                                                   |       |        |
| OAT4M1a        | Increase the percentage achievement of outcomes for clients leaving supported housing for the following:<br>NB: The baseline below are based on the first quarter performance for 2010/11<br>Feeling Safe (Baseline for 2009/10 = 30%)           | Higher                            | 30%            | Increase Year on Year | Not Applicable | Not Applicable | Achieved: Fully - 70%<br>Partially - 17%<br>Not at all - 13% | Outcome Agreement | Green      | Above baseline – Good Achievement of Outcomes                                                                                                                                                                                                     | ✓     | ✓      |
| OAT4M1b        | Increase the percentage achievement of outcomes for clients leaving supported housing for the following:<br>NB: The baseline below are based on the first quarter performance for 2010/11<br>Safety & Wellbeing (Baseline for 2009/10 = 30%)     | Higher                            | 30%            | Increase Year on Year | Not Applicable | Not Applicable | Achieved: Fully - 78%<br>Partially - 16%<br>Not at all - 6%  | Outcome Agreement | Green      | Above baseline – Good Achievement of Outcomes                                                                                                                                                                                                     | ✓     | ✓      |
| OAT4M1c        | Increase the percentage achievement of outcomes for clients leaving supported housing for the following:<br>NB: The baseline below are based on the first quarter performance for 2010/11<br>Managing Accommodation (Baseline for 2009/10 = 30%) | Higher                            | 30%            | Increase Year on Year | Not Applicable | Not Applicable | Achieved: Fully - 59%<br>Partially - 32%<br>Not at all - 9%  | Outcome Agreement | Green      | Above baseline – Good Achievement of Outcomes                                                                                                                                                                                                     | ✓     | ✓      |

| Reference      | Short Description                                                                                                                                                                                                                            | Direction of Positive Performance | 2009/10 Actual   | 2010/11 Target         | Numerator      | Denominator    | 2010/11 Actual                                                 | Target Class      | RAG Status | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Trend | Target |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------|------------------------|----------------|----------------|----------------------------------------------------------------|-------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| OAT4M1d        | Increase the percentage achievement of outcomes for clients leaving supported housing for the following:<br>NB: The baseline below are based on the first quarter performance for 2010/11<br>Physically Healthy (Baseline for 2009/10 = 30%) | Higher                            | 30%              | Increase Year on Year  | Not Available  | Not Available  | Achieved:<br>Fully - 72%<br>Partially - 19%<br>Not at all - 9% | Outcome Agreement | Green      | Above baseline – Good Achievement of Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ✓     | ✓      |
| OAT4M1e        | Increase the percentage achievement of outcomes for clients leaving supported housing for the following:<br>NB: The baseline below are based on the first quarter performance for 2010/11<br>Mentally Healthy (Baseline for 2009/10 = 30%)   | Higher                            | 30%              | Increase Year on Year  | Not Available  | Not Available  | Achieved:<br>Fully - 68%<br>Partially - 23%<br>Not at all - 9% | Outcome Agreement | Green      | Above baseline – Good Achievement of Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ✓     | ✓      |
| OAT4M2         | Number of all young people within Flintshire who receive housing advice and assistance and whom as a result do not end up homeless.<br>Number of all young people provided with advice/assistance during Baseline for 2009/10 = 187          | Higher                            | 187 Young People | 190 - 210 Young People | Not Available  | Not Available  | 211 Young People                                               | Outcome Agreement | Green      | The outcomes we have gained from successful homeless prevention work are very pleasing and are also a demonstration of good partnership working with our external partners, e.g., the YMCA bond scheme that provide deposit bonds to enable young people to access private rented accommodation. However, the impact of the welfare reforms, particularly of housing benefit, will make accessing the private rented sector more problematic. We are therefore anticipating that there will be growth in homelessness amongst young people as a result of some private landlords no longer accepting those who will be claiming housing benefit. Hence the downgrading of our target for 2011/12. 2011/2012 Target = 140 - 160 (Target) | ✓     | ✓      |
| <b>THEME 5</b> |                                                                                                                                                                                                                                              |                                   |                  |                        |                |                |                                                                |                   |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |       |        |
| OAT5M1         | Increase the number of high schools involved in the Welsh Baccalaureate Qualification (WBQ). Baseline 2009/10 = 2                                                                                                                            | Higher                            | 1 School         | 10 by September 2010   | Not Applicable | Not Applicable | 8 Schools                                                      | Outcome Agreement | Red        | The number of Learners, in September 2010, increased at KS4 through participation of 8 High Schools in the WBQ in year 10 compared to just one school (Elfed High School) in 2009/10. At Post 16, Hawarden High School and the Alun School has learners completing the WBQ in 2010. In 2011 Post 16 learners from 8 schools will complete the advanced WBQ. If applications are successful then all schools will be involved in WBQ work in 2011.                                                                                                                                                                                                                                                                                       | ✓     | ✗      |

| Reference           | Short Description                                                                                                                                                                                                                                              | Direction of Positive Performance | 2009/10 Actual                   | 2010/11 Target                                    | Numerator      | Denominator    | 2010/11 Actual                   | Target Class                         | RAG Status     | Comment                                                                                                                                                                                          | Trend | Target |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------------------------|---------------------------------------------------|----------------|----------------|----------------------------------|--------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| OAT5M2<br>EDU 002bi | The percentage of pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification | Lower                             | 0.39                             | 0.9                                               | 12             | 1745           | 0.69                             | Improvement Target Outcome Agreement | Green          | There were only 12 pupils who left in Summer 2010 without a qualification and although this was not quite as good as the previous year (7 pupils) it is part of a longer term improvement trend. | ✗     | ✓      |
| OAT5M3<br>EDU 011   | The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority                                                                                                                                               | Higher                            | 371.26                           | 367                                               | 671567         | 1745           | 384.85                           | Improvement Target Outcome Agreement | Green          | The 2010/11 target was exceeded and even the Aspirational target of 381 by Aug 2010 was met.                                                                                                     | ✓     | ✓      |
| OAT5M4              | All Communities First (CF) areas support residents into Further and Higher Education opportunities.                                                                                                                                                            | Higher                            | Not Applicable                   | 5 CF residents to enrol on courses                | Not Applicable | Not Applicable | 8 CF residents                   | Outcome Agreement                    | Green          |                                                                                                                                                                                                  | N/A   | ✓      |
| OAT5M5              | Number of Flintshire County Council staff undertaking the supervisory and management training programmes developed with Deeside College                                                                                                                        | Higher                            | Not Applicable                   | 200 - 240 per academic year                       | Not Applicable | Not Applicable | 119 Staff                        | Outcome Agreement                    | Red            | Corporate Training started rolling out the supervisory and management training programmes in September 2010. The target will be exceeded after the programme has been in place for 12 months.    | N/A   | ✗      |
| OAT5M6              | Numbers of Flintshire County Council staff attending specialist and or vocational courses.                                                                                                                                                                     | Higher                            | Not Applicable                   | Baseline year                                     | Not Applicable | Not Applicable | 625 Staff                        | Outcome Agreement                    | Not Applicable | Data from Corporate Training identifies that 460 Staff attended specialist courses during the last academic year and 165 attended NVQ courses through Deeside College.                           | N/A   | N/A    |
| <b>THEME 6</b>      |                                                                                                                                                                                                                                                                |                                   |                                  |                                                   |                |                |                                  |                                      |                |                                                                                                                                                                                                  |       |        |
| OAT6M1              | Violent Crime - Increase in reports of domestic abuse crimes due to the effectiveness of actions under Aim 2 (figures to be provided by the Police)                                                                                                            | Higher                            | 711 No. of Domestic Abuse Crimes | Baseline for the period 1/11/09 to 31/10/10 = 633 | Not Applicable | Not Applicable | 710 No. of Domestic Abuse Crimes | Outcome Agreement                    | Amber          | Obtained a baseline figure for 09-10 of 711 (all domestic crimes). Whilst this has decreased in 10-11 to 710 this relates to a 0.1% change.                                                      | ✗     | ✗      |
| OAT6M2              | Number of training and awareness sessions delivered in support of the implementation of the Domestic Abuse Risk Assessment Tool                                                                                                                                | Higher                            | Not Applicable                   | 12 Sessions                                       | Not Applicable | Not Applicable | 12 Sessions                      | Outcome Agreement                    | Green          |                                                                                                                                                                                                  | ⚡     | ✓      |
| OAT6M3              | Serious Acquisitive Crime – reduction in crimes reported (figures to be provided by the Police)                                                                                                                                                                | Lower                             | 1,002 No. of Crimes              | Baseline for the period 1/11/09 to 31/10/10 = 844 | Not Applicable | Not Applicable | 785 No. of Crimes                | Outcome Agreement                    | Green          | This is a reduction of 21.7%.                                                                                                                                                                    | ✓     | ✓      |
| OAT6M4              | Reduction in the number of Flintshire residents who re-offend (figures to be provided by the Probation Service)<br>Baseline for 2009/10 = 68                                                                                                                   | Lower                             | 68 Residents                     | Decrease Year on Year                             | Not Applicable | Not Applicable | Not Available                    | Outcome Agreement                    | Not Available  |                                                                                                                                                                                                  | N/A   | N/A    |

| Reference      | Short Description                                                                                                                                                                                                                                                                                                                                                       | Direction of Positive Performance | 2009/10 Actual                    | 2010/11 Target                           | Numerator      | Denominator    | 2010/11 Actual                       | Target Class      | RAG Status     | Comment                                                                                                                                                                                                      | Trend | Target |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------|------------------------------------------|----------------|----------------|--------------------------------------|-------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| OAT6M5         | Increase in the numbers of substance misusers assessed for treatment (figures to be provided by the Health Board)<br>Baseline for 2009/10 = 1124                                                                                                                                                                                                                        | Higher                            | 1124<br>No. of substance misusers | 1125 - 1160<br>No. of substance misusers | Not Applicable | Not Applicable | 1328<br>No. of substance misusers    | Outcome Agreement | Green          | The number of referrals into adult treatment services for 2010/11 as recorded in the Substance Misuse info & Statistics database was 1669. The number of referrals who were assessed for treatment was 1328. | ✓     | ✓      |
| OAT6M6         | Numbers of Service Users and Professionals trained in the use of Naloxone Overdose kits. (New programme for 2010/11)                                                                                                                                                                                                                                                    | Higher                            | New for 2010/11                   | Baseline to be Established               | Not Applicable | Not Applicable | 23<br>Attendees                      | Outcome Agreement | Not Applicable | Total number of people who attended Naloxone overdose training is 23. This is the first year this has taken place and the aim is to increase the target for 2011/12 once funding is confirmed.               | N/A   | N/A    |
| OAT6M7a        | Data taken from the 2010 Flintshire Public Consultation prepared by the Police (Report published 21/11/10): -Maintain or increase the percentage of people who feel safe in their own home in daylight                                                                                                                                                                  | Higher                            | Not Applicable                    | Baseline to be Established               | Not Applicable | Not Applicable | 2010<br>Baseline Established - 97.9% | Outcome Agreement | Not Applicable | Baseline established.                                                                                                                                                                                        | N/A   | N/A    |
| OAT6M7b        | Data taken from the 2010 Flintshire Public Consultation prepared by the Police (Report published 21/11/10): -Maintain or increase the percentage of people who feel safe in their own home at night                                                                                                                                                                     | Higher                            | Not Applicable                    | Baseline to be Established               | Not Applicable | Not Applicable | 2010<br>Baseline Established - 91.5% | Outcome Agreement | Not Applicable | Baseline established.                                                                                                                                                                                        | N/A   | N/A    |
| OAT6M7c        | Data taken from the 2010 Flintshire Public Consultation prepared by the Police (Report published 21/11/10): -Maintain or increase the percentage of people who feel safe in the streets within a 5 mile radius of their home                                                                                                                                            | Higher                            | Not Applicable                    | Baseline to be Established               | Not Applicable | Not Applicable | 2010<br>Baseline Established - 79.2% | Outcome Agreement | Not Applicable | Baseline established.                                                                                                                                                                                        | N/A   | N/A    |
| <b>THEME 7</b> |                                                                                                                                                                                                                                                                                                                                                                         |                                   |                                   |                                          |                |                |                                      |                   |                |                                                                                                                                                                                                              |       |        |
| OAT7M1         | Flintshire Local Service Board (LSB) is committed to the reduction of carbon dioxide emissions by 80% by 2050 (and 3% year on year from 2011 as a minimum target). The areas targeted will be within the control of the LSB. Building emissions to be reduced by partners totalling 3% annually. Targets have been set based on the outturn for 2007/08 = 22,380 tonnes | Lower                             | Not Applicable                    | 22300<br>Tonnes                          | Not Available  | Not Available  | Not Available                        | Outcome Agreement | Not Applicable | Figures from the Partners are currently awaited and the outturn is to be reported to LSB on 7th July.                                                                                                        | N/A   | N/A    |
| OAT7M2a        | Number of homes receiving energy efficiency measures within the Deeside housing renewal area: - Fuel switching                                                                                                                                                                                                                                                          | Higher                            | Not Applicable                    | 75<br>Homes                              | Not Applicable | Not Applicable | 60<br>Homes                          | Outcome Agreement | Red            | Despite a slow start to the scheme and early issues with contractors the project is gathering momentum. This will lead to increased levels for 2011/12.                                                      | N/A   | ✗      |

| Reference      | Short Description                                                                                                                                                                                      | Direction of Positive Performance | 2009/10 Actual | 2010/11 Target  | Numerator      | Denominator    | 2010/11 Actual  | Target Class      | RAG Status     | Comment                                                                                                                                                                                                                                              | Trend | Target |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------|-----------------|----------------|----------------|-----------------|-------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| OAT7M2b        | Number of homes receiving energy efficiency measures within the Deeside housing renewal area: - Solar thermal water heating                                                                            | Higher                            | Not Applicable | 40 Homes        | Not Applicable | Not Applicable | 43 Homes        | Outcome Agreement | Green          | Despite a slow start to the scheme and early issues with contractors the project is gathering momentum. This will lead to increased levels for 2011/12.                                                                                              | N/A   | ✓      |
| OAT7M2c        | Number of homes receiving energy efficiency measures within the Deeside housing renewal area: - Improved heating controls                                                                              | Higher                            | Not Applicable | 142 Homes       | Not Applicable | Not Applicable | 101 Homes       | Outcome Agreement | Red            | Despite a slow start to the scheme and early issues with contractors the project is gathering momentum. This will lead to increased levels for 2011/12.                                                                                              | N/A   | ✗      |
| OAT7M2d        | Number of homes receiving energy efficiency measures within the Deeside housing renewal area: - Improved heating controls                                                                              | Higher                            | Not Applicable | 68 Homes        | Not Applicable | Not Applicable | 62 Homes        | Outcome Agreement | Red            | Despite a slow start to the scheme and early issues with contractors the project is gathering momentum. This will lead to increased levels for 2011/12.                                                                                              | N/A   | ✗      |
| OAT7M2e        | Number of homes receiving energy efficiency measures within the Deeside housing renewal area: - Loft and cavity wall insulation                                                                        | Higher                            | Not Applicable | 10 Homes        | Not Applicable | Not Applicable | 2 Homes         | Outcome Agreement | Red            | Despite a slow start to the scheme and early issues with contractors the project is gathering momentum. This will lead to increased levels for 2011/12. The lower than expected figures for 2e is due to information being awaited from contractors. | N/A   | ✗      |
| OAT7M3         | Number of new homes delivered to code for sustainable homes level 4 funded through Social Housing Grant (SHG) funding.                                                                                 | Higher                            | Not Applicable | 34 Homes        | Not Applicable | Not Applicable | Not Available   | Outcome Agreement | Not Applicable | All schemes applied for and approved during 2010-11 the year will be delivered against the level 4 code. The schemes approved have yet to be developed.                                                                                              | N/A   | N/A    |
| <b>THEME 8</b> |                                                                                                                                                                                                        |                                   |                |                 |                |                |                 |                   |                |                                                                                                                                                                                                                                                      |       |        |
| OAT8M1         | Measure(s) to be included from the Heather and Hillforts Project for 2011/12 onward, once the revised outputs are determined by the Project Board.                                                     | Not Applicable                    | Not Applicable | Not Applicable  | Not Applicable | Not Applicable | Not Applicable  | Not Applicable    | Not Applicable | Not applicable.                                                                                                                                                                                                                                      | N/A   | N/A    |
| OAT8M2         | Completion of the Flintshire Coastal Path Action Plan.                                                                                                                                                 | Not Applicable                    | Not Applicable | Sections 4 & 11 | Not Applicable | Not Applicable | Sections 4 & 11 | Outcome Agreement | Green          | Sections 4 & 11 of the Coastal Path Action Plan have been completed.                                                                                                                                                                                 | N/A   | ✓      |
| OAT8M3         | Development of disused railway lines to be used as public footpaths and/or cycle paths. This project covers the Coed Talon to Mold railway line. This is a joint project between FCC and Cadwyn Clwyd. | Higher                            | Not Applicable | Not Applicable  | Not Applicable | Not Applicable | Not Applicable  | Outcome Agreement | Not Applicable | The Coed Talon session to be completed by March 2012.                                                                                                                                                                                                | N/A   | N/A    |
| OAT8M4         | Number of TPOs reviewed. (TPO review is due to be completed March 2012.)                                                                                                                               | Higher                            | Not Applicable | 15 Sites        | Not Applicable | Not Applicable | 15 Sites        | Outcome Agreement | Green          |                                                                                                                                                                                                                                                      | N/A   | ✓      |
| OAT8M5         | The percentage of Town and Community Councils met with to advise what will come out of the TPO review.                                                                                                 | Higher                            | Not Applicable | Not Applicable  | Not Applicable | Not Applicable | Not Applicable  | Outcome Agreement | Not Applicable | Not due for completion until March 2012                                                                                                                                                                                                              | N/A   | N/A    |

| Reference       | Short Description                                                                                                                                                           | Direction of Positive Performance | 2009/10 Actual  | 2010/11 Target                                  | Numerator      | Denominator    | 2010/11 Actual                | Target Class                         | RAG Status     | Comment                                                                                                                                                                                                                                                                                                                                                                                                                | Trend | Target |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|-------------------------------------------------|----------------|----------------|-------------------------------|--------------------------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| OAT8M6          | Increase the numbers of officers and members trained in ecology, biodiversity and environmental designations during the lifetime of the Outcome Agreement                   | Higher                            | Not Applicable  | Offered to 70 Councillors and 20 Planning Staff | Not Applicable | Not Applicable | Not Achieved                  | Outcome Agreement                    | Red            | An SLA is needed with CCW. It is expected that training will commence October 2011.                                                                                                                                                                                                                                                                                                                                    | N/A   | ✘      |
| OAT8M7          | Numbers of attendees for the educational sessions (Wepre Park Project)                                                                                                      | Higher                            | Not Applicable  | 17 Schools<br>800 Children                      | Not Applicable | Not Applicable | 22 schools.<br>1101 children. | Outcome Agreement                    | Green          |                                                                                                                                                                                                                                                                                                                                                                                                                        | N/A   | ✓      |
| <b>THEME 9</b>  |                                                                                                                                                                             |                                   |                 |                                                 |                |                |                               |                                      |                |                                                                                                                                                                                                                                                                                                                                                                                                                        |       |        |
| OAT9M1          | (LCS/002) Number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population. | Higher                            | 10798.17 Visits | 10873 Visits                                    | 1660694        | 149923         | 11076.98 Visits               | Incremental Target Outcome Agreement | Green          | For the full Year 2010/11, the recorded figure is 11,077 visits per 1,000 population. The target was 10,873 visits and the intervention score was 10,000 visits. The annual target figure of 10,873 visits per 1,000 population was based upon maintaining 2009/10's throughput of 1.63 million recorded visits to our Leisure Facilities. The number of recorded visits during Year 2010/11 is + 1.87% up on 2009/10. | ✓     | ✓      |
| OAT9M2.1        | Maintain or increase current uptake/attendance rates for each of the projects<br>• Dragon Sports<br>Baseline 2009/10 = TBC (Academic Year)                                  | Higher or Maintain                | To be confirmed | 11400 Attendees                                 | Not Available  | Not Available  | 11107 Attendees               | Outcome Agreement                    | Red            | Holiday Club provision has been developed in Leisure Centres and School Club provision has been sustained. There has been a focus on girls' participation in football and cricket and a focus for all on golf including club development work.                                                                                                                                                                         | N/A   | ✘      |
| OAT9M2.2        | Maintain or increase current uptake/attendance rates for each of the projects<br>• 5 x 60<br>Baseline 2009/10 = TBC (Academic Year)                                         | Higher or Maintain                | To be confirmed | 65896 Attendees                                 | Not Available  | Not Available  | 64817 Attendees               | Outcome Agreement                    | Red            | The Sports Development Team continues to develop sessions and the number of sports on offer. The Team is awaiting confirmation of funding to recruit 5x60 Officers to John Summers (Queensferry) and St. David's (Saltney) High Schools.                                                                                                                                                                               | N/A   | ✘      |
| OAT9M2.3        | Maintain or increase current uptake/attendance rates for each of the projects<br>• PESS (PE & School Sports)<br>Baseline 2009/10 = TBC (Academic Year)                      | Higher or Maintain                | To be confirmed | 12 Attendees                                    | Not Available  | Not Available  | 12 Attendees                  | Outcome Agreement                    | Green          | PESS has continued to run courses for teachers and to provide mentoring. The programme is currently going through a transition and will be regionalised. A new structure is yet to be confirmed.                                                                                                                                                                                                                       | N/A   | ✓      |
| <b>THEME 10</b> |                                                                                                                                                                             |                                   |                 |                                                 |                |                |                               |                                      |                |                                                                                                                                                                                                                                                                                                                                                                                                                        |       |        |
| OAT10M1         | Increase the number of procurement related staff who are using the corporate e-procurement solution (Welsh Purchasing Card and E-procurement).                              | Higher                            | Not Applicable  | Not Applicable                                  | Not Applicable | Not Applicable | Not Applicable                | Outcome Agreement                    | Not Applicable | A 50% target has been agreed for the financial year 2011-12 and so reporting is not required this year.                                                                                                                                                                                                                                                                                                                | N/A   | N/A    |
| OAT10M2         | Total procurement efficiency savings realised<br>Baseline for 2009/10 = £880k                                                                                               | Higher                            | £880k           | £800 - £1380k                                   | Not Applicable | Not Applicable | £1,041,911                    | Outcome Agreement                    | Green          | Cashable Procurement Savings = £861,641<br>Non-cashable process efficiencies = £175,770<br>Non-cashable cost avoidance = £4,500<br>Total Procurement Efficiency Savings =                                                                                                                                                                                                                                              | ✓     | ✓      |

| Reference | Short Description                                                                             | Direction of Positive Performance | 2009/10 Actual | 2010/11 Target     | Numerator      | Denominator    | 2010/11 Actual | Target Class      | RAG Status     | Comment                                                                                                                                                                                                                                                                                                                                                                                                             | Trend | Target |
|-----------|-----------------------------------------------------------------------------------------------|-----------------------------------|----------------|--------------------|----------------|----------------|----------------|-------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|
| OAT10M3   | Procurement savings from the use of NWPP frameworks<br>Baseline to be established for 2010/11 | Higher                            | Not Available  | Establish baseline | Not Applicable | Not Applicable | £468,000       | Outcome Agreement | Not Applicable | The FCC Operational Board member has reviewed the existing NWPP Framework Agreements and cashable savings of £468,000 has been realised up to the end of March 2011, with a further £255,000 of non-cashable savings realised through cost avoidance. The NWPP Operational Board has also developed a 3 year work programme, which will allow the Council to realise further cashable benefits from future regional | N/A   | N/A    |

## Strategic Assessment of Risks & Challenges' RAG Summary (Refresh)

| Risk Title     |                                                                        | 2010-2011 |        |        |                        |
|----------------|------------------------------------------------------------------------|-----------|--------|--------|------------------------|
|                |                                                                        | Q1        | Q3     | Q4     |                        |
| Risk Reference | Community Leadership                                                   | June 10   | Dec 10 | Mar 11 | Predictive Green/Amber |
| CL03           | Voluntary Sector Compact and Grants Review                             | G         | G      | G      | MAR 2010               |
| CL04           | Affordable Housing                                                     | A         | A      | A      | TBC                    |
| CL05           | Social Care For Older People                                           | A         | A      | A      | TBC                    |
| CL07           | Relationship with Local Health Board & Public & Primary Healthcare     | A         | A      | A      | TBC                    |
| CL08           | Climate Change & Flood Risk Management                                 |           | A      | A      | TBC                    |
| CL09           | Economic Regeneration                                                  |           | A      | A      | TBC                    |
| CL10           | Decline of Town Centres                                                |           | G      | G      | SEP 2010               |
| CL11           | Integrated and Public Transport Infrastructure (External)              | A         | G      | G      | DEC 2010               |
| CL12           | Skills Needs of Employers                                              |           | G      | A      | APR 2012               |
| CL14           | North Wales Regional Waste Treatment Partnership                       |           | A      | A      | 2016/17                |
| CL15           | Clwyd Theatr Cymru (CTC)                                               | NA        | NA     | A      | TBC                    |
| Risk Reference | Council Delivery                                                       | June 10   | Dec 10 | Mar 11 | Predictive Green/Amber |
| CD02           | Streetscene                                                            | A         | A      | A      | DEC 2011               |
| CD03           | Transition from UDP to LDP                                             | A         | A      | A      | TBC                    |
| CD04           | Planning Protocol                                                      | A         | A      | A      | MAY 2011               |
| CD05           | Highways Infrastructure                                                | A         | A      | A      | TBC                    |
| CD06           | Transport Arrangement For Service Users                                | A         | A      | A      | TBC                    |
| CD07           | Depot Provision                                                        | A         | A      | A      | DEC 2013               |
| CD08           | Connah's Quay, Shotton & Deeside Renewal Area                          | A         | A      | A      | TBC                    |
| CD10           | Leisure - Future Provision                                             | A         | A      | A      | TBC                    |
| CD12a          | Housing Strategy                                                       | A         | A      | A      | SEP 2011               |
| CD12b          | Housing Management                                                     | A         | A      | A      | DEC 2011               |
| CD12c          | Housing Repairs and Maintenance Services                               | A         | A      | A      | APR 2011               |
| CD12d          | Homelessness                                                           | A         | A      | A      | TBC                    |
| CD12e          | Sheltered Housing                                                      | A         | A      | A      | MAR 2012               |
| CD14           | Housing Ballot                                                         | A         | A      | A      | JUN 2011               |
| CD19           | Gypsies and Travellers                                                 | R         | R      | A      | TBC                    |
| CD20           | School Buildings/School modernisation                                  | R         | R      | R      | APR 2018               |
| CD22           | School Effectiveness Framework and School Improvement Service          | A         | A      | G      | MAR 2011               |
| CD23           | Procurement of Independent Sector placements for looked after children | A         | R      | R      | TBC                    |
| CD24           | Social Care Recruitment and Retention of Staff                         | A         | A      | A      | TBC                    |
| CD26           | Disabled Facilities Grants                                             | A         | A      | A      | MAR 2012               |
| CD27a          | Waste Management Targets                                               | A         | A      | A      | 2016/17                |
| CD27c          | Waste Management Operations                                            | A         | A      | A      | 2016/17                |
| CD27d          | Waste Management (AD Waste)                                            | A         | G      | G      | SEP 2010               |
| CD34           | Severe Winter Weather                                                  |           | A      | A      | TBC                    |
| CD35           | Grant Funding                                                          |           | R      | A      | TBC                    |
| CD37           | Food Waste Treatment project                                           |           | A      | A      | 2015/16                |
| Risk Reference | Council Governance                                                     | June 10   | Dec 10 | Mar 11 | Predictive Green/Amber |
| CG04           | Risk Management                                                        | A         | A      | G      | APR 2011               |
| CG05           | Asset Management                                                       | G         | A      | A      | 2015/16                |
| CG06           | Medium Term Financial Strategy                                         | A         | A      | A      | TBC                    |
| CG07           | Financial Management and Control                                       | A         |        | A      | TBC                    |
| CG08           | ICT Strategy                                                           | G         | A      | A      | TBC                    |
| CG09           | Information Governance                                                 | A         | A      | A      | TBC                    |
| CG10           | Human Resources and Management                                         | A         | A      | A      | TBC                    |
| CG11           | Single Status and Terms and Conditions of Employment                   | G         | A      | A      | TBC                    |
| CG12           | County Hall Campus Management                                          | A         | G      |        | SEP 2010               |
| CG13           | Customer Focus                                                         | G         | G      | A      | JUN 2011               |
| CG14           | Code of Corporate Governance                                           | A         | G      | DG     | JUN 2011               |
| CG18           | Procurement                                                            | G         | A      | A      | TBC                    |
| CG19           | Business Continuity (including Winter Disruption)                      | A         | A      | A      | APR 2011               |
| CG20           | Business Performance of Semi Commercial Functions                      | R         | A      | A      | TBC                    |
| CG21           | Government Spending Review                                             |           | R      | A      | TBC                    |

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **21 JUNE 2011**  
**REPORT BY:**      **HEAD OF FINANCE**  
**SUBJECT :**         **REVENUE BUDGET MONITORING 2010/11 (MONTH 12)**

### **1.00 PURPOSE OF REPORT**

1.01 To provide members with the most up to date revenue budget monitoring information (Month 12) for the Council Fund and the Housing Revenue Account in 2010/11.

### **1.02 INDEX OF CONTENTS**

|                     |                                                  |
|---------------------|--------------------------------------------------|
| Section 2           | Executive Summary                                |
| Paragraph 3.01      | Council Fund Summary Table                       |
| Paragraph 3.08-3.31 | Requests for Carry Forward                       |
| Section 4           | Non Standard Inflation / Central Contingencies   |
| Section 5           | Unearmarked Reserves                             |
| Section 6           | Housing Revenue Account                          |
| Appendix 1          | Council Fund Movement in Variances from Month 11 |
| Appendix 2          | Community Services - Variances Summary           |
| Appendix 3          | Environment - Variances Summary                  |
| Appendix 4          | Lifelong Learning - Variances Summary            |
| Appendix 5          | Corporate Services - Variances Summary           |
| Appendix 6          | Central & Corporate Finance - Variances Summary  |
| Appendix 7          | Council Fund Unearmarked Reserves Summary        |
| Appendix 8          | Housing Revenue Account - Variances Summary      |

### **2.00 EXECUTIVE SUMMARY**

2.01 Members are requested to note the projected year end position as estimated at Month 12 which is :

- Council Fund - Net underspend of £0.303m (Underspend of £0.037m at Month 11). A significant reason for this movement is the notification by the Welsh Government on 28th March of a late allocation of grant funding of £0.221m which has been used to help reduce the overspend on Children's Service Out of County from £0.440m to £0.207m (see section 3.05).
- Housing Revenue Account - Net underspend of £0.520m (Underspend of £0.311m at Month 11)

### **3.00 CONSIDERATIONS**

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Date: 15/06/2011

## COUNCIL FUND

3.01 The table below shows a projected in-year underspend of £0.303m.

| TOTAL EXPENDITURE AND INCOME  |                 |                | In-Year Over / (Under) Spend |                | Non Ring-Fenced |                | Ring-fenced  |              |
|-------------------------------|-----------------|----------------|------------------------------|----------------|-----------------|----------------|--------------|--------------|
|                               | Original Budget | Revised Budget | Month 11                     | Month 12       | Month 11        | Month 12       | Month 11     | Month 12     |
|                               | £m              | £m             | £m                           | £m             | £m              | £m             | £m           | £m           |
| <b>Directorates</b>           |                 |                |                              |                |                 |                |              |              |
| Community Services            | 54.996          | 54.667         | (0.047)                      | (0.613)        | (0.023)         | (0.335)        | (0.024)      | (0.278)      |
| Environment                   | 33.527          | 31.824         | (0.011)                      | (0.006)        | (0.011)         | (0.006)        | -            | -            |
| Lifelong Learning             | 109.598         | 110.429        | 1.880                        | 2.048          | 1.064           | 1.253          | 0.816        | 0.795        |
| Corporate Services            | 17.872          | 18.332         | (0.184)                      | (0.297)        | (0.184)         | (0.297)        |              |              |
| <b>Total Directorates</b>     | <b>215.993</b>  | <b>215.252</b> | <b>1.638</b>                 | <b>1.132</b>   | <b>0.846</b>    | <b>0.615</b>   | <b>0.792</b> | <b>0.517</b> |
| Central and Corporate Finance | 25.897          | 26.638         | (1.675)                      | (1.435)        | (1.675)         | (1.435)        |              |              |
| <b>Total</b>                  | <b>241.890</b>  | <b>241.890</b> | <b>(0.037)</b>               | <b>(0.303)</b> | <b>(0.829)</b>  | <b>(0.820)</b> | <b>0.792</b> | <b>0.517</b> |

3.02 The Original Budget column reflects the budget approved by Council on the 2nd March 2010. The Revised Budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules. The revised budget for Corporate Services has increased from period 11 largely due to an amount of £0.549m relating to project costs and additional Trade Union Facility Agreement costs for Single Status. This amount has been transferred from the 2010/11 single status budget held within Central and Corporate Finance.

3.03 The overall in-year projected variances to date are detailed in Appendices 2 - 6 (Council Fund), and Appendix 8 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided.

3.04 The overall projected underspend of £0.303m represents a decrease in the projected outturn of £0.266m on the position at month 11. Details of this change are detailed in Appendix 1. The net underspend of £0.303m comprises £1.132m on services (of which £1.002m relates to out of county placements and £0.130m on other services) offset by a contribution of £1.435m from Central and Corporate Finance.

3.05 The Out of County Placement budget projected overspend (ring-fenced) of £1.002m forms a large part of Community Services and Lifelong Learning's total overspend (£0.207m and £0.795m respectively) and is still the largest area of overspend across the total budget. Senior Officers are continuing to meet regularly to review actions aimed at reducing the budget pressure within this service. In particular, the results of the review of current providers, placements and subsequent renegotiations of contracts are ongoing. It is hoped this work will have a positive impact on next year's projection. Alongside these actions Flintshire was also notified by the Welsh Government on 28th March of a late allocation of grant funding to support social services including children in need and vulnerable children. This one off grant of £0.221m has been used to help reduce the overspend on Children's Service Out of County from £0.440m to £0.207m.

3.06 The Final Outturn position will be reported to Executive on 19th July 2011.

3.07 Various requests to carry forward funding have been received and these are detailed below in sections 3.08 to 3.31.

**REQUEST FOR CARRY FORWARD - CORPORATE SERVICES**

3.08 An amount of £0.038m was included in the 2010/11 Human Resources and Organisational Development budget to purchase the OPAS Occupational Health software. The purchase of this software has now been delayed until 2011/12. Permission is therefore sought to carry forward the £0.038m to fund this expenditure in 2011/12.

**REQUEST FOR CARRY FORWARD - CORPORATE SERVICES**

3.09 Permission is sought to carry forward £0.102m which is currently held in order to fund the Human Resources Management Information System Phase 2. It had been planned to utilise this reserve in full in 2010/11, however due to delays in commencing this project the majority of expenditure will be incurred in 2011/12.

**REQUEST FOR CARRY FORWARD - CORPORATE SERVICES**

3.10 A further amount of £0.100m had been allocated to pay for the Electronic Document and Records Management System - EDRMS. This expenditure has been delayed as payments are only made as and when each milestone on the contract has been implemented. Permission is sought to carry forward the funding into 2011/12 to continue funding the committed expenditure.

**REQUEST FOR CARRY FORWARD - CORPORATE SERVICES**

3.11 An amount of £0.010m was included in the 2010/11 ICT budget to pay for the Citrix Access Gateway replacement. This work was due to take place in February and March, however supplier design errors were made which meant that incorrect equipment was supplied. The new equipment arrived in April and can now be installed. Permission is therefore sought to carry forward an amount of £0.010m in order to help fund this committed expenditure in 2011/12.

**REQUEST FOR CARRY FORWARD - CORPORATE SERVICES**

- 3.12 An amount of £0.040m was included in the 2010/11 ICT budget to pay for the NDL Mobile Working and Integration Pilot Projects. Although the majority of the work has been completed expenditure of £0.013m will be incurred in the new financial year. Permission is therefore sought to carry forward an amount of £0.013m in order to help fund this committed expenditure in 2011/12.

**REQUEST FOR CARRY FORWARD - CORPORATE SERVICES**

- 3.13 Permission is sought to carry forward the balance of £0.049m held on the Parliamentary and European Election Account. This will be utilised to help pay for the cost of the County Council Elections due to be held in May 2012, so reducing the additional funding requirement for 2012/13 budget process considerations.

**REQUEST FOR CARRY FORWARD - CORPORATE SERVICES**

- 3.14 An amount of £0.045m is currently held in balances to help fund financial and procurement software improvements. Permission is sought to carry forward this balance in order to fund planned implementation of improved financial reporting software and the P2P procurement project.

**REQUEST FOR CARRY FORWARD - CORPORATE SERVICES**

- 3.15 As reported to Audit Committee on 24<sup>th</sup> March 2011 the Housing and Council Tax Benefits Subsidy Claim 2009/10 has yet to be finalised. The Council holds a specific reserve (the Benefits Equalisation Reserve) to mitigate against annual fluctuations subsidy. Permission is therefore sought to carry forward the 2010/11 underspend on the Housing and Council Tax Benefits Subsidy Revenue Account by increasing the Benefits Equalisation Reserve by £0.084m.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.16 The revenue levels for Streetworks relate to utility performance regarding defects, inspections and levels of output and are therefore subject to annual variation. In addition recent changes in legislation relating to the responsibilities of Welsh Water is projected to result in reduced revenue from private licences. Permission is therefore sought to carry forward an amount of £0.020m from within Regulatory Services in order to help mitigate against these risks in 2011/12.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.17 A request to carry forward £0.161m to fund the introduction of Civil Parking Enforcement received approval in the Period 11 Budget Monitoring Report. Permission is sought to increase this reserve by a further £0.025m.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.18 The slower than expected progress of the economic recovery has resulted in the projections for income levels for 2011/12 within the Design Consultancy Team being revised downwards. Permission is therefore sought to carry

forward an amount of £0.047m in order to mitigate against this projected income shortfall in 2011/12.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.19 Permission is sought to carry forward an amount of £0.008m from additional income generated within the Energy Conservation Unit in order to create a provision for known Maternity Cover in 2011/12.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.20 Permission is sought to carry forward an amount of £0.015m from additional income received for tithes and wayleaves in 2010/11 in order to contribute towards costs associated with the sale of Agricultural Estates.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.21 Permission is sought to carry forward an amount of £0.050m from vacancy savings within the Property Asset and Development Service in 2010/11 in order to contribute towards costs associated with the rationalisation of Council Assets.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.22 Permission is sought to carry forward an amount of £0.021m from Traffic Work schemes in 2010/11 to contribute towards the replacement of the existing Pelican Crossing on the A541 Chester Road, Mold with a Puffin Crossing to enhance the safety of pedestrians.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.23 A request to carry forward £0.012m to mitigate against reduced Welsh Government funding levels of Community Safety received approval in the Period 11 Budget Monitoring Report. Permission is sought to increase this reserve by a further £0.008m.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.24 Permission is sought to carry forward £0.055m to provide for additional street lighting energy costs following the Highways Asset Management Plan determining that the Council has more Street Lighting columns than had been declared to the energy provider. This is required in addition to the £0.060m pressure bid approved during the 2011/12 budget process.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.25 Permission is sought to carry forward £0.050m from an underspend within Directorate Support in order to provide for a projected overspend in 2011/12 on Planning Inquiry expenditure.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.26 Permission is sought to carry forward £0.020m from an underspend within Waste Management Services in order to contribute towards expenditure in 2011/12 associated with a move to central depot location in Alltami from Queensferry, Halkyn and the former AD Waste offices in Buckley.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.27 Permission is sought to carry forward £0.040m from an underspend within Regeneration in order to provide for the cost of statutory and legal processes involved with potential land acquisition requirements associated with the Buckley Masterplan in 2011/12.

**REQUEST FOR CARRY FORWARD - ENVIRONMENT**

- 3.28 The following balances relate to previous years carry forwards that were agreed by Executive. Permission is sought to carry forward the following residual balances which will continue to be utilised for the original approved purposes.

- North Wales Residual Waste Treatment Partnership - £0.113m
- Technology Forge system implementation - £0.005m
- Fire Safety Inspections - £0.0178m
- Industrial Units dilapidations - £0.075m
- Waste Collection CERA reserve (not fully used in 2010/11 due to maximisation of external grant income) - £0.050m

**REQUEST FOR CARRY FORWARD - COMMUNITY SERVICES**

- 3.29 Permission is sought to carry forward £0.070m from an underspend within Other Residential (Children's Services) in order to contribute to the refurbishment of the Arosfa site in 2011/12 which will enable the service to relocate and expand.

**REQUEST FOR CARRY FORWARD - COMMUNITY SERVICES**

- 3.30 Permission is sought to carry forward £0.060m from an underspend within Professional Support (Children's Services) in order to meet adoption consortia payments in 2011/12 for placements which have been unable to be completed by 31st March 2011.

**REQUEST FOR CARRY FORWARD - COMMUNITY SERVICES**

- 3.31 Permission is sought to carry forward £0.029m from the Family Placement (Children's Services) budget in order to fund the cost of implementing increased national minimum standards for fostering allowances from 1<sup>st</sup> April 2011.

**4.00 NON STANDARD INFLATION/CENTRAL CONTINGENCIES**

**NON STANDARD INFLATION**

- 4.01 The budgeted allocation of £0.259m has been fully allocated as detailed in previous monitoring reports.

**CENTRAL CONTINGENCIES**

- 4.02 The budget for 2010/11 included £0.968m in respect of non-teacher pay award. This amount was being held centrally until the announcement of the national pay award. It is now confirmed that there will be no increase in the

Pay Award for 2010/11. This amount is shown as an underspend within Central and Corporate.

## **5.00 UNEARMARKED RESERVES**

5.01 The 2009/10 final outturn reported to Executive on 10th August showed unearmarked reserves at 31<sup>st</sup> March 2010 (above the base level of £5.269m) of £1.008m, after the setting aside of funding for 2010/11 one-off pressures of £0.352m.

5.02 A review of reserves and balances held by the council has resulted in £0.051m being able to be transferred back to the contingency reserve as detailed below:-

- a) Employee Consultation - £0.024m (covered in budget 2011/12)
- b) A-Z booklet - £0.008m (work completed within budget)
- c) Office alterations - £0.019m (work on hold pending review)

5.03 Appendix 7 details the movements to date on unearmarked reserves and the estimated level of contingency sum. As a result of these movements, the estimated amount currently projected in the Contingency Reserve is £1.362m. This is £1.071m more than the £0.291m anticipated when the 2011/12 budget was set.

## **6.00 HOUSING REVENUE ACCOUNT**

6.01 On 17<sup>th</sup> February, 2010, the Council approved a Housing Revenue Account budget for 2010/11 of £23.716m. The budget provided for a closing balance at 31<sup>st</sup> March, 2010 of £1.153m, and a closing balance at 31<sup>st</sup> March 2011 of £1.186m, which at 5% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

6.02 The 2009/10 final outturn reported to Executive on 10th August showed a closing balance at the end of 2009/10 of £1.451m, which was £0.298m higher than the estimate of £1.153m when the 2010/11 budget was set.

6.03 Appendix 8 details the reasons for significant variances occurring to date and the actions planned to deal with them.

6.04 The net effects of the revised balance brought forward, the additional allocations from balances and the projected underspend of £0.520m is that there would be balances in hand at the end of the year of £1.577m which at 6.5% of budgeted expenditure is greater than the minimum level of 3% recommended by the Head of Finance. The projected year end balance is £0.326m greater than the £1.251m that was projected when the 2011/12 HRA budget was approved at the Council meeting on 15<sup>th</sup> February 2011.

## **7.00 RECOMMENDATIONS**

7.01 Members are recommended to:-

- a) Note the overall report.
- b) Approve the carry forward requests included in the report (para 3.08 to 3.31).
- c) Note the estimated Council Fund Contingency Sum as at 31st March 2011. (Section 5).
- d) Note the projected final level of balances on the Housing Revenue Account. (para 6.04)

## **8.00 FINANCIAL IMPLICATIONS**

8.01 The financial implications are as set out in Sections 3.00 - 6.00 of the report.

## **9.00 ANTI-POVERTY/ENVIRONMENTAL IMPACT**

9.01 None.

## **10.00 PERSONNEL IMPLICATIONS**

10.01 None.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 None.

## **12.00 APPENDICES**

12.01 Council Fund - Movement in Variances from Month 11 - Appendix 1  
Council Fund Variances - Appendices 2 - 6  
Council Fund - Movements on unearmarked reserves - Appendix 7  
Housing Revenue Account Variances - Appendix 8

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

Month 12 Monitoring Papers

Contact Officer: Steven Gadd  
Telephone: 01352 702287  
E-Mail: steven\_gadd@flintshire.gov.uk



**COUNCIL FUND - REVENUE BUDGET 2010/11  
FLINTSHIRE COUNTY COUNCIL**

**Budget Monitoring (Month 12)  
Summary of Movement from Month 11**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | £M      | £M             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------|
| <b>Month 11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         |                |
| Out of County Ringfenced Budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 1.256   |                |
| Service Directorates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0.382   |                |
| Central and Corporate Finance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | (1.675) |                |
| <b>Variance as per Executive Report</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         | <b>(0.037)</b> |
| <b>Month 12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         |                |
| Out of County Ringfenced Budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 1.002   |                |
| Service Directorates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0.130   |                |
| Central and Corporate Finance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | (1.435) |                |
| <b>Variance as per Directorate Returns</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         | <b>(0.303)</b> |
| <b>Change Requiring Explanation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |         | <b>(0.266)</b> |
| <b><u>Community Services</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |                |
| <ul style="list-style-type: none"> <li>• Domiciliary Support (Services for Older People) - reduction in overspend from £0.382m to £0.324m due to additional income received as well as the impact of measures introduced by the Task and Finish Group to address the overspend. (0.058)</li> <li>• Residential Services (Services for Older People) - reduction in overspend from £0.253m to £0.218m due to an increase in client contributions. (0.035)</li> <li>• Professional Support (Physical Disability and Sensory Impairment) - additional costs required to meet an increase in the waiting list for OT assessment and support. 0.035</li> <li>• Community Living (Learning Disabilities Services) - one off additional income (0.045)</li> <li>• Business Service Income (Development and Resources) - one off reduction in year end transfers for bad debt provision following revised calculations (0.129)</li> <li>• Training (Development and Resources) - revisions to reserve balances following year end adjustments 0.074</li> <li>• Other Residential (Children's Service) - reduction in underspend from £0.146m to £0.075m as projection now reflects a request to carry forward £0.070m into 2011/12 to contribute to refurbishment costs associated with the remodelling of Arosfa 0.071</li> <li>• Family Placement (Children's Service) - The projected overspend is as a result of an increase in the number of foster care places within the service. Part of the movement in period 12 reflects a request to carry forward £29.5k to 11/12 to reflect the cost of implementing increased national minimum standards for fostering allowances from 1st April 2011. 0.051</li> <li>• Professional Support (Children's Services) - increase in underspend due to a delay in the recruitment of a number of posts until 2011/12 (0.072)</li> <li>• Management and Administration (Housing Services) - reduction in year end recharge for corporate support costs to Housing as a result of corporate review. (0.101)</li> <li>• Resident Wardens (Housing Services) - delay in implementation of Housing Services restructure resulting in increased vacancy savings (0.028)</li> <li>• Out of County Pooled Budget (Children's Services) - FCC was notified on 28th March of a late allocation of grant funding to support social services including children in need and vulnerable children. This one off grant has been used to reduce the overspend on Children's Service Out of County from £0.440m to £0.207m. (0.233)</li> <li>• Other minor changes of less than £25k (0.096)</li> </ul> |         | <b>(0.566)</b> |

**Environment**

|                                                                                                                                                                                                                                                     |              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| • Car Parks - uncommitted Maintenance Works used to reduce the effects of an under recovery of income                                                                                                                                               | (0.029)      |
| • Environment and Conservation - reduction in underspend from £0.100m to £0.052m due to external consultant costs to cover for Landscape Architect                                                                                                  | 0.048        |
| • Waste Disposal - release of committed expenditure on Future Technologies following a full review of commitments.                                                                                                                                  | (0.100)      |
| • Waste Trading Account - fleet recharges for March being significantly more than estimated.                                                                                                                                                        | 0.036        |
| • Design Services & Corporate Property Maintenance - further reduction in income due to reductions and slippage in Capital Programme                                                                                                                | 0.091        |
| • Valuation and Estates - reduction in underspend from £0.070m to £0.025m as projection now reflects a request to carry forward £0.050m into 2011/12 towards the provision of costs associated with the proposed rationalisation of Council assets. | 0.045        |
| • Administrative Buildings - reduction in overspend due to a reduction in actual energy costs due to better than expected weather conditions and corresponding rise in internal temperatures within buildings.                                      | (0.027)      |
| • Other variances (aggregate) - Minor variances of no more than £25k                                                                                                                                                                                | (0.059)      |
|                                                                                                                                                                                                                                                     | <b>0.005</b> |

**Lifelong Learning**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| • Early Years - further planned reduction in expenditure to assist in reducing the overall Directorate overspend                                                                                                                                                                                                                                                                                                                                                                | (0.031)      |
| • Schools Non-delegated - Mainly due to change in the allocation of the year end historic pensions recharge of £1.070m between primary, secondary and special (+£0.032m) plus other minor variances.                                                                                                                                                                                                                                                                            | 0.051        |
| • ICT Unit - further planned reduction in expenditure to assist in reducing the overall Directorate overspend                                                                                                                                                                                                                                                                                                                                                                   | (0.039)      |
| • Facilities Services - An amount of £0.051m relates to the settlement of equal pay claims after consultation between HR and the Unions. The remaining movement is the result of sickness cover within the Cleaning Service (+£0.020m), the early commencement of Health and Safety work on gas appliances (+£0.019m), above inflationary rise in the cost of food in March (+£0.011m), reduction in primary school meals income in March (+£0.020m) and other minor variances. | 0.137        |
| • Youth and Community - Mainly due to redundancy costs associated with withdrawal of grant funding had been expected to be incurred in 2011/12 plus other minor overspends.                                                                                                                                                                                                                                                                                                     | 0.080        |
| • Pupil / Student Transport - Increased overspend relates to a number of minor differences between actual and projected costs for March relating to Deeside College transport, one-to-one routes to Special schools and Out of County transport.                                                                                                                                                                                                                                | 0.041        |
| • Management and Administration - £0.010m further underspend within the Mobile Classrooms budget and £0.017m underspend relating to the Insurance Claims budget for Schools due to a higher than projected year end refund. Other minor variances account for the remaining movement.                                                                                                                                                                                           | (0.052)      |
| • Other minor changes of less than £25k                                                                                                                                                                                                                                                                                                                                                                                                                                         | (0.019)      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>0.168</b> |

**Corporate Services**

|                                                                                                                                                                       |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| • Chief Executive - Reduction in projected outturn within Employee Safety Measures budget following review of commitments plus other minor changes of less than £10k. | (0.032)        |
| • Finance - Reduction in overspend on court costs due to higher than expected income from court adjudications during the final months of the year.                    | (0.025)        |
| • Other Variances less than £5k                                                                                                                                       | (0.056)        |
|                                                                                                                                                                       | <b>(0.113)</b> |

**Central and Corporate**

|                                                                                                                                                                                             |              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| • Corporate - (Other) - Provision required for Adjudication Panel advocacy costs                                                                                                            | 0.250        |
| • Corporate - (Other) - Historic payroll costing holding account no longer required due to completion of detailed analysis resulting in assurance that there will be no future liabilities. | (0.154)      |
| • Corporate - (Other) - An increase in impairment costs relating to the Landsbanki bank investment (in accordance with latest LAAP guidance).                                               | 0.097        |
| • Other Variances less than £5k                                                                                                                                                             | 0.047        |
|                                                                                                                                                                                             | <b>0.240</b> |

**Total changes**

|                |
|----------------|
| <b>(0.266)</b> |
|----------------|

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service                                            | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Action Required                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------|------------------------|---------------------------|------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Domiciliary Support<br>(Services for Older People) | 7.478                  | 7.802                     | 0.324            | 0.382                       | <ul style="list-style-type: none"> <li>• Increase in complexity of need and number of clients supported to live at home.</li> <li>• This is resulting in an increase in the amount of support to clients in need of double manning and complex care which has a significant impact on cost.</li> <li>• Movement in period 12 reflects additional income received together with the impact of the measures introduced having positive effect on projections.</li> </ul> | <ul style="list-style-type: none"> <li>• Continual review of individual care packages will contribute to reducing the overspend, alongside trend analysis to enable projections of service demand.</li> <li>• Task and finish group has started to consolidate data to assess the impact of measures on future projections for 2010/11 and beyond.</li> </ul> |
| Living Well<br>(Services for Older People)         | 0.118                  | 0.078                     | ( 0.040)         | ( 0.042)                    | <ul style="list-style-type: none"> <li>• Reduced staffing levels due to maternity leave and vacancy also resulted in corresponding saving on staff transport costs</li> </ul>                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Not recurring once maternity leave over and vacancy filled.</li> </ul>                                                                                                                                                                                                                                               |

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service                                                          | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Action Required                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------|------------------------|---------------------------|------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Residential Services<br>(Services for Older People)              | 8.446                  | 8.663                     | 0.217            | 0.253                       | <ul style="list-style-type: none"> <li>Reduction in the number of clients currently being supported in Independent Sector residential care which is offset by the increase in the number of clients supported at home. Local Authority residential services are projecting an overspend due to non recurring expenditure on increased agency cover following Health and Safety recommendations, together with increased costs of internal catering and corporate efficiency savings for energy.</li> </ul> | <ul style="list-style-type: none"> <li>Actions in place to review all expenditure in this area.</li> <li>Further analysis to be undertaken around the use of short term respite care to ensure most efficient use of resources via existing contracts.</li> </ul> |
| Professional Support<br>(Services for Older People)              | 2.994                  | 2.949                     | ( 0.045)         | ( 0.042)                    | <ul style="list-style-type: none"> <li>The projected underspend is due to vacant posts.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Not recurring once vacancies are filled.</li> </ul>                                                                                                                                                                        |
| Supported Living<br>(Physical Disability and Sensory Impairment) | 0.080                  | 0.131                     | 0.051            | 0.049                       | <ul style="list-style-type: none"> <li>Projected overspend is due to a void property at Ryland Street, and higher than anticipated care costs from the Independent Sector.</li> </ul>                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Lower rate has now been agreed by CAMG.</li> <li>Review of existing contract with Independent Sector is underway.</li> </ul>                                                                                               |

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service                                                              | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Action Required                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------|------------------------|---------------------------|------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional Support<br>(Physical Disability and Sensory Impairment) | 1.500                  | 1.615                     | 0.115            | 0.080                       | <ul style="list-style-type: none"> <li>The movement in period 12 relates to additional costs required to meet an increase in the waiting list for OT assessment and support.</li> </ul>                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Continue to keep under review</li> </ul>                                                                                                                                                                                                                                                        |
| Community Living<br>(Learning Disability Services)                   | 8.667                  | 8.553                     | ( 0.114)         | ( 0.069)                    | <ul style="list-style-type: none"> <li>The projected underspend is mainly due to vacant posts across the Service but particularly within Administration and Care Management. An increase in client numbers and costs together with reduced Health joint funding (Care Management) offset by a reduction in paid hours and additional Health funding (Purchased Care).</li> <li>One off additional income in period 12 has increased the underspend within the service.</li> </ul> | <ul style="list-style-type: none"> <li>Continue work on the identification of new clients to move into supported living service.</li> <li>Continual review of care to existing clients.</li> <li>Continued monitoring and negotiation with Health of CHC packages. In dispute with Health on funding of some care packages.</li> </ul> |
| Substance Misuse<br>(Mental Health Services)                         | 0.241                  | 0.198                     | ( 0.043)         | ( 0.044)                    | <ul style="list-style-type: none"> <li>Projected in year underspend which is mainly due to vacancy and salary savings.</li> </ul>                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Non recurring once vacancies are filled.</li> </ul>                                                                                                                                                                                                                                             |

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service                                              | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                        | Action Required                                                                                                                                                                                                                   |
|------------------------------------------------------|------------------------|---------------------------|------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ringfenced Budgets (LD & Mental Health)              | 0.845                  | 0.512                     | ( 0.333)         | ( 0.315)                    | <ul style="list-style-type: none"> <li>Projections reflect current client packages for 2010/11.</li> </ul>                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.</li> </ul>                                                    |
| Business Services Income (Development and Resources) | (2.470)                | (2.635)                   | ( 0.165)         | ( 0.036)                    | <ul style="list-style-type: none"> <li>Revised projection based on current client contributions. This also includes a transfer from the Balance Sheet due to the need to reduce the bad debts provision following revised calculations Corporately on the required provision.</li> </ul> | <ul style="list-style-type: none"> <li>Keep under review – the income is dependant on client numbers and financial circumstances.</li> <li>The transfer in respect of the bad debts provision is a one-off adjustment.</li> </ul> |
| Good Health (Development & Resources)                | 0.699                  | 0.652                     | ( 0.047)         | ( 0.048)                    | <ul style="list-style-type: none"> <li>Some staffing costs externally funded within 10/11.</li> </ul>                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Non recurring - External funding will end in 10/11.</li> </ul>                                                                                                                             |
| Management & Support (Development and Resources)     | 0.532                  | 0.567                     | 0.035            | 0.043                       | <ul style="list-style-type: none"> <li>Projected in year overspend due to one off redundancy and pension strain costs.</li> </ul>                                                                                                                                                        | <ul style="list-style-type: none"> <li>Non recurrent</li> </ul>                                                                                                                                                                   |

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service                                                    | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                       | Action Required                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------|------------------------|---------------------------|------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Training<br>(Development & Resources)                      | 0.242                  | 0.204                     | ( 0.038)         | ( 0.112)                    | <ul style="list-style-type: none"> <li>Projected underspend is due to grant maximisation and reserve utilisation. Movement relates to revisions to reserve balances following year end adjustments.</li> </ul>                                                                                                                                                                          | <ul style="list-style-type: none"> <li>None Required</li> </ul>                                                                                                                                                                                                                                      |
| Public Information & Planning<br>(Development & Resources) | 0.452                  | 0.399                     | ( 0.053)         | ( 0.051)                    | <ul style="list-style-type: none"> <li>The underspend is mainly due to established posts being funded by the PMDF grant.</li> </ul>                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Not recurrent</li> </ul>                                                                                                                                                                                                                                      |
| Family Placement<br>(Children's Services)                  | 1.773                  | 1.904                     | 0.131            | 0.080                       | <ul style="list-style-type: none"> <li>The projected overspend is as a result of an increase in the number of foster care places within the service. Part of the movement in period 12 reflects a request to carry forward £29.5k to 11/12 to reflect the cost of implementing increased national minimum standards for fostering allowances from 1<sup>st</sup> April 2011.</li> </ul> | <p>This reflects a positive outcome which should in time reduce expenditure in other budgets. Family Placement worked on a proposal paper for an invest to save initiative which was sent to the Director of Lifelong Learning for consideration. The proposals were subsequently agreed by SMT.</p> |

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service                                       | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                        | Action Required                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------|------------------------|---------------------------|------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Other Residential<br>(Children's Services)    | 0.547                  | 0.472                     | ( 0.075)         | ( 0.146)                    | <ul style="list-style-type: none"> <li>This budget is currently earmarked for the remodelling of Arosfa to enable the service to relocate and expand. Movement in period 12 reflects a request to carry forward £70k to 11/12 to contribute to the capital refurbishment costs.</li> </ul>                                                               | <ul style="list-style-type: none"> <li>Substantial adaptation work needs to take place at Arosfa. Initial estimate of costs have now been received and a more detailed breakdown is being sought prior to a decision being taken, reflecting the decision for incremental expansion.</li> <li>Request Executive approval to carry forward £70k to contribute to capital refurbishment in 2011/12.</li> </ul> |
| Professional Support<br>(Children's Services) | 5.216                  | 5.088                     | ( 0.128)         | ( 0.056)                    | <ul style="list-style-type: none"> <li>The increase in the underspend for period 12 reflects a delay in the recruitment of a number of posts until 2011/12.</li> <li>The projection includes a request to carry forward £60k to meet adoption consortia payments for placements which have not been able to complete in 10/11 financial year.</li> </ul> | <ul style="list-style-type: none"> <li>Continue to review but not expected to be recurrent as posts are expected to be recruited to shortly.</li> <li>Request Executive approval to carry forward £60k to meet adoption consortia payments for placements which have been unable to complete by 31<sup>st</sup> March.</li> </ul>                                                                            |

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service                                           | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                              | Action Required                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------|------------------------|---------------------------|------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Out of County Pooled Budget (Children's Services) | 3.525                  | 3.732                     | 0.207            | 0.440                       | <ul style="list-style-type: none"> <li>Revised projection based on updated information on existing placements up until March 2011. (-£0.013m)</li> <li>FCC was notified on 28th March of a late allocation of grant funding to support social services including children in need and vulnerable children. This one off grant of £0.220m has been used to reduce the overspend on Children's Service Out of County.</li> </ul> | <ul style="list-style-type: none"> <li>The task and finish group are continuing their work and benchmarking work has been completed. The focus of high cost placements is now a North Wales project and the meetings have taken place. External consultants have been commissioned to assist with the negotiation process with providers within Flintshire and to make recommendations regarding the current processes deployed.</li> </ul> |
| Homelessness (Housing Services)                   | 0.410                  | 0.336                     | ( 0.074)         | ( 0.082)                    | <ul style="list-style-type: none"> <li>Reflects preventative measures put in place and current provision.</li> </ul>                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Continue to review but not expected to be recurrent.</li> </ul>                                                                                                                                                                                                                                                                                                                                      |
| Renovation Grants (Housing Services)              | (0.182)                | (0.239)                   | ( 0.057)         | ( 0.064)                    | <ul style="list-style-type: none"> <li>Reflects expenditure and commitment to date.</li> </ul>                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Continue to review but not expected to be recurrent.</li> </ul>                                                                                                                                                                                                                                                                                                                                      |

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service                                        | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                    | Action Required                                                                                                                                                                                                          |
|------------------------------------------------|------------------------|---------------------------|------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ringfenced Homelessness (Housing Services)     | 0.189                  | 0.037                     | ( 0.152)         | ( 0.149)                    | <ul style="list-style-type: none"> <li>Reflects improvements made to service provision and preventative measures. The increased underspend in period 11 was due to increased reductions in BB and associated costs .</li> </ul>                                      | <ul style="list-style-type: none"> <li>This area needs to be kept under close review due to the potential for an increase in homelessness due to changes to benefits system and challenging economic factors.</li> </ul> |
| Management & Administration (Housing Services) | 0.237                  | 0.140                     | ( 0.097)         | 0.004                       | <ul style="list-style-type: none"> <li>Mainly due to a reduction of corporate support costs to Housing as a result of a corporate review.</li> </ul>                                                                                                                 | <ul style="list-style-type: none"> <li>None.</li> </ul>                                                                                                                                                                  |
| Resident Wardens (Housing Services)            | 1.020                  | 0.949                     | ( 0.071)         | ( 0.043)                    | <ul style="list-style-type: none"> <li>Vacancies pending the restructure of Housing Services.</li> </ul>                                                                                                                                                             | <ul style="list-style-type: none"> <li>Will be resolved following the conclusion of the restructure of Housing Services.</li> </ul>                                                                                      |
| Other variances (aggregate)                    | 12.108                 | 11.947                    | ( 0.161)         | ( 0.079)                    | <p>Various minor variances including £22k underspend in Day Services (Services for Older People) mainly on staff pay, a £25k underspend on Intermediate Care Beds (Services for Older People) due to higher than expected client contributions, £27k Residential</p> | Continue to review but not expected to be recurrent.                                                                                                                                                                     |

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service        | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                  | Action Required |
|----------------|------------------------|---------------------------|------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
|                |                        |                           |                  |                             | Services (Physical Disability and Sensory Impairment) mainly on payments to Independent Sector Care Providers, £35k underspend on Supported Accommodation (Mental Health Services) due to one off savings within employee pay costs, and £39k in Children's Training due to costs being met from other funding within the Service. |                 |
| <b>Total :</b> | <b>54.667</b>          | <b>54.054</b>             | <b>( 0.613)</b>  | <b>( 0.047)</b>             |                                                                                                                                                                                                                                                                                                                                    |                 |

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 12)

| Service                        | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                        | Action Required                                                                                                |
|--------------------------------|---------------------|------------------------|---------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Transportation                 | 1.614               | 1.481                  | (0.133)       | (0.133)                  | <ul style="list-style-type: none"> <li>Savings on Bus Operator payments for Bus Subsidies will be an estimated £0.040m</li> <li>£40k Fuel Rebate due in November from Arriva.</li> </ul> | Bus Operator payments for Bus Subsidies and potential fuel rebates will be closely monitored.                  |
| Car Parks                      | 0.030               | 0.041                  | 0.011         | 0.040                    | <ul style="list-style-type: none"> <li>Shortfall of £0.050m in car park fee income</li> <li>Uncommitted Maintenance Works used to reduce under recovery of income</li> </ul>             | Monitor income closely. Uncommitted Maintenance Works of £20k have been used to reduce under recovery.         |
| Engineering Design Consultancy | (0.022)             | (0.013)                | 0.009         | 0.012                    | <ul style="list-style-type: none"> <li>Income shortfall due to a reduced number of schemes resulting from the current economic climate</li> </ul>                                        | Continue to monitor the fee earning position and update the financial situation regarding the trading account. |
| Trunk Road Management Unit     | (0.054)             | (0.084)                | (0.030)       | (0.030)                  | <ul style="list-style-type: none"> <li>Additional income from Trunk Road Agency staff recharges</li> </ul>                                                                               |                                                                                                                |
| Fleet Services                 | 0.007               | 0.041                  | 0.034         | 0.040                    | <ul style="list-style-type: none"> <li>Above inflationary increases in materials not being reflected in income recharges made to clients</li> </ul>                                      | Ensuring all external markets are considered to maximise collaborative working for Fleet Services              |
| Policy & Implementation        | 0.669               | 0.569                  | (0.100)       | (0.090)                  | <ul style="list-style-type: none"> <li>Vacancy savings in Planning Service Area</li> </ul>                                                                                               | Assist with financing the fee income shortfall below                                                           |

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 12)

| Service                           | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Action Required                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------|---------------------|------------------------|---------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environment & Conservation        | 0.314               | 0.262                  | (0.052)       | (0.100)                  | <ul style="list-style-type: none"> <li>Net vacancy savings after taking account of external consultants costs to cover for Landscape Architect</li> </ul>                                                                                                                                                                                                                                                                                                                             | Assist with financing the fee income shortfall below                                                                                                                                                                                                                                                                                   |
| Planning Control                  | 0.290               | 0.530                  | 0.240         | 0.245                    | <ul style="list-style-type: none"> <li>The economic downturn has reduced the number of applications being received, particularly from housing developers and the minerals sector.</li> <li>Despite some economic growth, indications suggest that fee income will be £0.140m short of target</li> <li>Additional Planning Inquiries and prosecution costs in excess of £0.100m in relation to Sea View Farm, Rose Lane, Buckley, Bromfield, Mold and Dollar Park, Holywell</li> </ul> | <p>Continue to monitor number and size of applications received and update financial projections. Seek cost reductions where opportunities arise. e.g. staff vacancies; address efficiency savings through service review and restructuring. Exploit external funding opportunities and appropriate income generation initiatives.</p> |
| Directorate Support & Performance | 1.671               | 1.561                  | (0.110)       | (0.105)                  | <ul style="list-style-type: none"> <li>Further delay in filling vacancies ahead of the new structure being implemented</li> </ul>                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                        |

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 12)

| Service               | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                | Action Required                                                                                           |
|-----------------------|---------------------|------------------------|---------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Waste Disposal        | 4.821               | 4.649                  | (0.172)       | (0.072)                  | <ul style="list-style-type: none"> <li>• Net landfill tax gains from reduced tonnages.</li> <li>• Budget for Future Technologies Staff was uncommitted</li> </ul>                                                                                |                                                                                                           |
| Waste Collection      | 2.858               | 2.832                  | (0.026)       | (0.037)                  | <ul style="list-style-type: none"> <li>• Impact of reduced Domestic Property numbers following update from Local Land &amp; Property Gazetteer (LLPG) in November 2010 totalling £0.031m</li> </ul>                                              |                                                                                                           |
| Waste Trading Account | (0.335)             | (0.306)                | 0.029         | (0.007)                  | <ul style="list-style-type: none"> <li>• Adjustment of Domestic Property numbers correcting an overcharge on Waste Collection client account</li> </ul>                                                                                          | Reduce amount of agency costs incurred. Benefit of adjusted properties noted in Waste Collection account. |
| Civic Amenity Sites   | 1.905               | 2.004                  | 0.099         | 0.088                    | <ul style="list-style-type: none"> <li>• Impact of RPI increase for Management Charge and annual performance payment under contractual obligations.</li> <li>• Additional refurbishment costs at Greenfield Site have increased costs</li> </ul> | Following AD Waste coming in-house, the management charge was reviewed to reduce its impact               |

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 12)

| Service                                          | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                 | Action Required                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------|---------------------|------------------------|---------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Property Holdings                                | 0.117               | 0.189                  | 0.072         | 0.077                    | <ul style="list-style-type: none"> <li>• Loss of income from Terrig House, Mold which is vacant</li> <li>• Loss of income from BBC at Glanrafon has resulted in further shortfall</li> </ul>                                                                                                                                                                      | Maximise usage of vacant properties                                                                                                                                                                                                                                                                                                                                                   |
| Design Services & Corporate Property Maintenance | 0.719               | 0.812                  | 0.093         | 0.002                    | <ul style="list-style-type: none"> <li>• Significant income shortfall due to reduced Capital Programme and slippage of key WAG funded scheme into 2011/12. Salary savings of £0.143m are included in the net variance.</li> <li>• Carry forward request of £0.030m has been made at P12 to mitigate against reducing capital programme in future years</li> </ul> | <p>Continue to monitor the fee earning position and update the financial situation regarding the trading account.</p> <p>Incorporate the projected Capital Programme figures into the Organisational Review being undertaken to influence its conclusions. Historically, trends would suggest that the position can be improved. £50k budget introduced from Directorate Support.</p> |

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 12)

| Service                  | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                        | Action Required                                                                                                                                                 |
|--------------------------|---------------------|------------------------|---------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Industrial Units         | (1.738)             | (1.684)                | 0.054         | 0.078                    | <ul style="list-style-type: none"> <li>• Westbridge &amp; Belfield Units – leases renegotiated at reduced rates due to economic climate</li> <li>• Loss of income from Unit 5 Catheralls – vacated by Social Services</li> <li>• Road and drain repairs to Greenfield Business Park</li> </ul>           | <p>Monitor closely the cost of NNDR to determine if any reductions can be made</p> <p>Reduction in Bad Debt Provision by £0.025m improved Period 6 variance</p> |
| Valuation & Estates      | 0.493               | 0.468                  | (0.025)       | (0.070)                  | <ul style="list-style-type: none"> <li>• Vacancy Savings</li> <li>• Reduction in underspend from £0.070m to £0.025m as projection now reflects a request to carry forward £0.050m into 2011/12 towards the provision of costs associated with the proposed rationalisation of Council assets.</li> </ul> |                                                                                                                                                                 |
| Administrative Buildings | 1.302               | 1.414                  | 0.112         | 0.139                    | <ul style="list-style-type: none"> <li>• Overspend on cleaning services following a review of charges</li> </ul>                                                                                                                                                                                         | Review of specification for Cleaning Contract required to determine value for money. Energy cost projections reduced.                                           |

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 12)

| Service                                           | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m)  | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                    | Action Required                                                                                                                                                                                                       |
|---------------------------------------------------|---------------------|------------------------|----------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Economic Development</b>                       | <b>0.546</b>        | <b>0.507</b>           | <b>(0.039)</b> | <b>(0.039)</b>           | <ul style="list-style-type: none"> <li>• Cease expenditure on any uncommitted supplies and services</li> </ul>                                                                                                                                       | This will negate the adverse variances on Markets and Business Centres                                                                                                                                                |
| <b>Markets</b>                                    | <b>(0.115)</b>      | <b>(0.082)</b>         | <b>0.033</b>   | <b>0.029</b>             | <ul style="list-style-type: none"> <li>• Reduction in smaller markets income based on current economic climate</li> <li>• Employment of agency cover for sickness absence</li> </ul>                                                                 | Income levels to be monitored closely together with initiatives for maximising income for larger markets e.g. Mold                                                                                                    |
| <b>Environmental Maintenance</b>                  | <b>2.465</b>        | <b>2.457</b>           | <b>(0.008)</b> | <b>(0.033)</b>           | <ul style="list-style-type: none"> <li>• £40k loss on Tenants Garden contract. Income is insufficient to meet cost base.</li> <li>• Improved income position from Cemeteries Contract and Trunk Road related work</li> </ul>                         | Recharge rates should be reviewed to reflect the true cost of providing the service balanced against the provision within the Housing Revenue Account.                                                                |
| <b>Winter, Routine and Structural Maintenance</b> | <b>4.225</b>        | <b>4.226</b>           | <b>0.001</b>   | <b>0.001</b>             | <ul style="list-style-type: none"> <li>• Confirmation was received in February 2011 of Road Maintenance Grant additional revenue funding totalling £0.721m for future salt acquisition and unplanned maintenance works which maintain the</li> </ul> | <ul style="list-style-type: none"> <li>• There was an inevitable diversion of reactive Routine Maintenance work to Winter Maintenance following the sustained period of winter weather during November and</li> </ul> |

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 12)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Action Required                                                                                                                                                                                                                         |
|---------|---------------------|------------------------|---------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         |                     |                        |               |                          | <p>serviceability or structural integrity of roads i.e. revenue funding.</p> <ul style="list-style-type: none"> <li>• £0.371m of this funding is earmarked for additional Structural Maintenance works with the remaining £0.350m of additional revenue funding being used to purchase further salt stocks to hold as resilience against severe periods of winter weather in the future. This is in accordance with the guidelines for the grant funding, <li>• The presentation and narrative now reflect how the three service areas are inter related based on the grant funding from WAG.</li> <li>• Overall, it is anticipated that there will be no variance at year end across these service areas.</li> </li></ul> | <p>December, with a corresponding impact on expenditure on those service areas.</p> <ul style="list-style-type: none"> <li>• Ensure all grant funded works are completed in line with the terms and conditions of the grant.</li> </ul> |

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 12)

| Service                     | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m)   | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                        | Action Required                                                                                                                                       |
|-----------------------------|---------------------|------------------------|-----------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Trading Standards           | 0.623               | 0.598                  | (0.025)         | (0.025)                  | <ul style="list-style-type: none"> <li>• Non filling of vacancies</li> </ul>                                                                                                                                                                                             |                                                                                                                                                       |
| Health & Safety             | 0.574               | 0.509                  | (0.065)         | (0.065)                  | <ul style="list-style-type: none"> <li>• Non filling of vacancies ahead of the proposed new structure</li> </ul>                                                                                                                                                         |                                                                                                                                                       |
| Other variances (aggregate) | 8.845               | 8.837                  | (0.008)         | 0.044                    | <ul style="list-style-type: none"> <li>• A number of variances of no more than £25k individually relating some minor underspends but in the main to income shortfalls under Flintshire Business Services (£7k), Pollution Control (£20k) and Recycling (£24k)</li> </ul> | Review costs of service and monitor income levels closely. Many of these minor variances are offset by the positive variances identified at Period 6. |
| <b>Total :</b>              | <b>31.824</b>       | <b>31.820</b>          | <b>( 0.006)</b> | <b>(0.011)</b>           |                                                                                                                                                                                                                                                                          |                                                                                                                                                       |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service                                         | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                           | Action Required                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------|---------------------|------------------------|---------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Out of County Pooled Budget (Special Education) | 2.251               | 3.046                  | 0.795         | 0.816                    | <ul style="list-style-type: none"> <li>• There has been an ongoing challenge to accurately project levels of new placements throughout the year.</li> <li>• The cost of each individual placement is high and variations in both numbers and type of placements can have an adverse impact on projected outturn.</li> </ul> | <ul style="list-style-type: none"> <li>• A meeting of senior officers has taken place to discuss the progress of the Action Plan developed by the Task and Finish Group including the key areas of casework review, contract renegotiations and partnership working for commissioning and procurement with an emphasis on the high cost placements. A revised Action Plan is being developed which will be monitored through high level monthly review meetings.</li> <li>• Two key areas of focus going forward will need to be: <ul style="list-style-type: none"> <li>▪ review of individual high cost placements and;</li> <li>▪ contract renegotiation with providers.</li> </ul> </li> <li>• Revised “lean” option appraisal and placement authorization procedures</li> </ul> |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------|---------------------|------------------------|---------------|--------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         |                     |                        |               |                          |                   | <p>have been introduced.</p> <ul style="list-style-type: none"> <li>• Consideration is being given to create a North Wales Consortium for commissioning/ procurement of childrens' high cost placements similar to the SEWIC consortium in South Wales.</li> <li>• Further detailed work also needs to take place to ensure that more local specialised provision is made available for those with higher order needs.</li> <li>• The minister for DCELLS has published the report of the Task and Finish group on Post 16 Special Education. We await details of the outcomes of this report.</li> <li>• Confirmation has been received that the initial grant available for 2011/12 is 90% of the estimated spend.</li> </ul> |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service            | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Action Required                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------|---------------------|------------------------|---------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Libraries and Arts | 2.408               | 2.333                  | ( 0.075)      | ( 0.070)                 | <ul style="list-style-type: none"> <li>Cessation of book fund expenditure for remainder of the year.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>This is a one off in year exercise to assist in reducing the Directorate overall overspend.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Leisure Services   | 3.700               | 4.012                  | 0.312         | 0.333                    | <ul style="list-style-type: none"> <li>It is currently predicted that the pressure in Leisure Services relating to a year on year decrease in income attributed to the current economic climate will continue in 2010/11.</li> <li>An Action Plan has been prepared to address the structural budget shortfalls. This is being taken forward as part of the Flintshire Futures Programme. Until the actions identified are implemented the overspend will continue to be incurred.</li> <li>£101k of the variance relates to a projected shortfall in achieving the good housekeeping energy efficiency target .</li> </ul> | <ul style="list-style-type: none"> <li>Projections will be revised in the light of ongoing monitoring of income.</li> <li>The Leisure Action Plan to address the pressure in the base budget was considered by Lifelong Learning Overview and Scrutiny Committee on 15<sup>th</sup> October and Executive on 19<sup>th</sup> October. Subsequent delays to political decision making mean that identified savings will now only be available from the 2011-12 financial year.</li> <li>Further work is ongoing in liaison with the Energy Efficiency Unit.</li> </ul> |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service               | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Action Required                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------|---------------------|------------------------|---------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Early Years           | 1.043               | 0.886                  | ( 0.157)      | ( 0.126)                 | <ul style="list-style-type: none"> <li>Planned but not committed additional support to playgroups has been frozen.</li> <li>Increased underspend at month 12 is a result of further planned reduction in expenditure to assist in reducing the overall Directorate overspend.</li> </ul>                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>This is a one off in year exercise to assist in reducing the Directorate overall overspend.</li> </ul>                                                                                                                                                                                                                               |
| Schools Non-Delegated | 3.059               | 3.893                  | 0.834         | 0.783                    | <ul style="list-style-type: none"> <li>Uniquely, redundancies in schools as a result of restructuring are funded from the Lifelong Learning Budget. The level of redundancies at the end of the academic year 2009/10 resulted in costs which exceeded the directorate budget provision. Similar restructurings across other directorates are met corporately. Recorded as a risk at month 3.</li> <li>Schools in Flintshire have, for a number of years, participated in a</li> </ul> | <ul style="list-style-type: none"> <li>LEA policy will need to be reviewed for 2011/12. A joint ADEW/HR/Finance working group is looking at an all Wales solution.</li> <li>A working group has been set up to examine options for the scheme to ensure its viability. In 2011/12 interim arrangements have been put in place to monitor and control the charge.</li> </ul> |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service            | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                         | Action Required                                                                                                                                                                     |
|--------------------|---------------------|------------------------|---------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    |                     |                        |               |                          | locally run scheme to mitigate the financial risks for individual schools of teachers going on maternity leave. The current agreement means that teachers maternity pay is paid for by the LEA, allowing the schools the funds to employ temporary cover. The current overspend is £0.117m (plus £0.152m carried forward from 2009/10) for Primary Schools and £0.173m (plus £0.115m carried forward from 2009/10) for Secondary Schools. |                                                                                                                                                                                     |
| Inclusion Services | 5.922               | 5.954                  | 0.032         | 0.017                    |                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>This budget will continue to be under pressure in 2011/12. The Manager of the Service is working closely with Finance to realign.</li> </ul> |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service                 | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Action Required                                                                                                                                                                                                                                                                                                      |
|-------------------------|---------------------|------------------------|---------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| School Improvement Unit | 1.384               | 1.297                  | ( 0.087)      | ( 0.087)                 | <ul style="list-style-type: none"> <li>£30k of expenditure has been reduced from both Primary and Secondary School Improvement budgets.</li> <li>A reduction in distance learning income was noted during January.</li> <li>£40k of funding for NQT (Newly Qualified Teacher) Officer Time funding has not been offset against salary for the last 2 years. It has now been agreed that this will be used to reduce the overall LLL in year overspend.</li> </ul> | <ul style="list-style-type: none"> <li>This is a one off in year exercise to assist in reducing the Directorate overall overspend.</li> <li>Costing review to achieve breakeven by September 2011, pending further structural and budgetary change to implement the regional service from September 2012.</li> </ul> |
| ICT Unit                | 1.307               | 1.168                  | ( 0.139)      | ( 0.100)                 | <ul style="list-style-type: none"> <li>Planned expenditure on IT storage boxes for secondary schools will now be funded via Prudential borrowing.</li> </ul>                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>This is a one off in year exercise to assist in reducing the Directorate overall overspend.</li> </ul>                                                                                                                                                                        |
| Facilities Services     | 1.389               | 1.558                  | 0.169         | 0.032                    | <ul style="list-style-type: none"> <li>Increase of £20k in the cost of sickness cover for the Cleaning Service.</li> <li>After consultation with HR and the Unions the</li> </ul>                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Further expenditure reductions are being explored elsewhere in the Service to reduce the overspend.</li> </ul>                                                                                                                                                                |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Action Required |
|---------|---------------------|------------------------|---------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
|         |                     |                        |               |                          | <p>Service has been advised to settle equal pay claims totalling £51K.</p> <ul style="list-style-type: none"> <li>• Health and Safety work has begun on gas testing and appliance servicing within the Catering Service. (£19k)</li> <li>• Primary School Meals income in March was £20k less projected, possibly due to the warm weather.</li> <li>• Rise in cost of food in March resulted in increased costs. Indications have been received that this may continue during 2011/12 and will be monitored closely. (£11k)</li> <li>• £20k is attributable to school closures during December's poor weather resulting in a loss of income for school meals.</li> <li>• Other minor overspends of £28k.</li> </ul> |                 |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service                   | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                             | Action Required                                                                                                                                                                                                                             |
|---------------------------|---------------------|------------------------|---------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Youth and Community       | 1.443               | 1.535                  | 0.092         | 0.012                    | <ul style="list-style-type: none"> <li>The planned staffing reduction this year has been superseded with a further options appraisal exercise resulting in the planned saving not being met in year.</li> <li>Workwise/Wheels to Work, a long standing grant was not renewed and cost the service almost £50k in redundancy and closure costs. It had been projected that these costs would be incurred by the service in 2011/12.</li> </ul> | <ul style="list-style-type: none"> <li>An expenditure freeze until year end has been agreed within the service to attempt to reduce the overspend.</li> </ul>                                                                               |
| Pupil / Student Transport | 6.132               | 6.484                  | 0.352         | 0.311                    | <ul style="list-style-type: none"> <li>It is currently expected that the School / Pupil Transport service will overspend on College Transport by approximately £0.192m as there is insufficient budget to cover the increased costs.</li> <li>As provision continues to</li> </ul>                                                                                                                                                            | <ul style="list-style-type: none"> <li>This shortfall was identified towards the end of the 2009/10 financial year and was raised and approved as a pressure in the 2011/12 budget process.</li> <li>An analysis of costs of Out</li> </ul> |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Action Required                                                                                                                             |
|---------|---------------------|------------------------|---------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
|         |                     |                        |               |                          | <p>be separated from budgetary responsibility, it is important that the package of efficiencies identified by the client directorate and external consultants is prioritised and implemented by the Integrated Transport Unit.</p> <ul style="list-style-type: none"> <li>• Increased number of service routes across all phases. Future work to re-tender contracts in the new year.</li> <li>• Reduction of overload buses at Deeside College.</li> <li>• Earlier repayment plan agreed following negotiations with Deeside college.</li> <li>• Late in-year notification of pressures include: <ul style="list-style-type: none"> <li>▪ £23k Special schools - increase in 1 to 1 routes at Ysgol Pen Coch (and are subject to specific recommendations for change under the</li> </ul> </li> </ul> | of County travel is being undertaken in 2011/12 which should result in the services being able to recharge to Health and Children Services. |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Action Required |
|---------|---------------------|------------------------|---------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
|         |                     |                        |               |                          | <p>regional project.</p> <ul style="list-style-type: none"> <li>▪ £37k Secondary Schools including:</li> <li>▪ £18k increase in St. Richard Gwyn and Elfed due to SEN taxis (and are subject to specific recommendations for change under the regional project).</li> <li>▪ £16k increase in Mold campus due to additional overload bus</li> <li>▪ £25k College transport - No reduction/cancelled buses in December</li> <li>▪ £15k Special Out of County - additional routes to Brondyffryn and West Kirby residential school are mainly the cause for this increase (and are subject to specific recommendations for change under the regional project).</li> <li>▪ Increase in colleges due to a taxi travelling to Llysfasi £5k</li> </ul> <ul style="list-style-type: none"> <li>• The movement from</li> </ul> |                 |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service       | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                | Action Required                                                                                                                                                                                                                                                                                                                                          |
|---------------|---------------------|------------------------|---------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               |                     |                        |               |                          | period 11 relates to a number of minor differences between actual and projected costs for March relating to Deeside College transport, one-to-one routes to Special schools and Out of County transport.                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                          |
| Service Units | 1.924               | 1.955                  | 0.031         | 0.044                    | <ul style="list-style-type: none"> <li>£6K Reduced expenditure agreed from school furniture budget</li> <li>There is an overspend of £74k relating to the Free School Meals budget. Take-up of free school meals has accelerated during December and January which had not been anticipated by dedicated budget provision.</li> <li>Minor underspends throughout the service have been identified to mitigate against this overspend.</li> </ul> | <ul style="list-style-type: none"> <li>This is a one off in year exercise to assist in reducing the Directorate overall overspend.</li> <li>The level of budget provision for free school meals will be re-assessed during the current service planning/ budget process in order to keep pace with changes within the wider economic climate.</li> </ul> |

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 12)

| Service                       | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                             | Action Required                                                                                                                               |
|-------------------------------|---------------------|------------------------|---------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Management and Administration | 0.990               | 0.870                  | ( 0.120)      | ( 0.068)                 | <ul style="list-style-type: none"> <li>£40k estimated Mobile classroom rentals reduction in expenditure.</li> <li>£15k estimated reduction in expenditure on Audio Visual repairs and replacement in schools.</li> <li>£17k underspend relates to the Insurance Claims budget for Schools. This is due to a higher than projected year end refund.</li> <li>£26k additional vacancy savings were realised.</li> <li>Other minor underspends (£22k)</li> </ul> | <ul style="list-style-type: none"> <li>This is a one off in year exercise to assist in reducing the Directorate overall overspend.</li> </ul> |
| Other Variances (aggregate)   | 77.477              | 77.486                 | 0.009         | ( 0.017)                 | <ul style="list-style-type: none"> <li>Other minor variances of no more than £0.005m</li> </ul>                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                               |
| <b>Total :</b>                | <b>110.429</b>      | <b>112.477</b>         | <b>2.048</b>  | <b>1.880</b>             |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                               |

## CORPORATE SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service         | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Action Required                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------|---------------------|------------------------|---------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chief Executive | 2.337               | 2.247                  | ( 0.090)      | ( 0.058)                 | <ul style="list-style-type: none"> <li>• Corporate Communications Publications savings (A to Z, Your Comm, Your Council, Flintshire Focus) (-£0.037m)</li> <li>• Community Strategy saving (-£0.009m)</li> <li>• Employee Safety Measures saving (-£0.019m)</li> <li>• Vacancy Savings PPP (-£0.009)</li> <li>• Core Funding Agreements savings (-£0.004)</li> <li>• Community Chest Savings (-£0.005m)</li> <li>• Emergency Planning Savings (-£0.004m)</li> <li>• Other Minor Savings (-£0.003)</li> </ul> | <p>Corporate Communications would like to request permission to carry forward the following amounts:</p> <ul style="list-style-type: none"> <li>• £0.003m for the Flintshire Excellence Awards which were due to take place in March but will now be held in April.</li> <li>• £0.006m for the Made in Flintshire promotional/branding and Flintshire awards work in main reception and meeting room areas.</li> </ul> |
| Finance         | 3.178               | 3.149                  | ( 0.029)      | 0.038                    | <ul style="list-style-type: none"> <li>• The net position on staffing costs is an underspend of (-£0.021m) , this is after taking into account several vacancies and the additional costs of senior interim staff and essential additional resources. These are being carefully monitored and will continue until the results of the Finance Function Review (FFR) are implemented.</li> <li>• Use of balances (-£0.041) covering</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>• The HB position is being closely monitored.</li> </ul>                                                                                                                                                                                                                                                                                                                        |

## CORPORATE SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service                                      | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Action Required                                                                                                                                                                     |
|----------------------------------------------|---------------------|------------------------|---------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                              |                     |                        |               |                          | <ul style="list-style-type: none"> <li>consultant costs (£0.041)</li> <li>• Net increase in court costs (£0.015)</li> <li>• Additional funding received from WAG (-£0.035m)</li> <li>• Savings on other employee costs (-£0.018m)</li> <li>• Savings on essential car allowances and transport costs due to staff vacancies (-£0.019m)</li> <li>• Additional costs of software and software maintenance due to legislative changes and purchase of Accounts Payable software add on (£0.011m)</li> <li>• Various other minor variances (£0.004)</li> </ul> |                                                                                                                                                                                     |
| Legal & Democratic                           | 3.805               | 3.537                  | ( 0.268)      | ( 0.267)                 | <ul style="list-style-type: none"> <li>• Various vacancy savings (-£0.067m)</li> <li>• Reduction in Members' Allowances payable and expenses (-£0.116m)</li> <li>• Various other minor reductions in expenditure (-£0.042m)</li> <li>• Increases in income received (-£0.043m)</li> </ul>                                                                                                                                                                                                                                                                  |                                                                                                                                                                                     |
| Human Resources & Organisational Development | 2.822               | 2.918                  | 0.096         | 0.101                    | <ul style="list-style-type: none"> <li>• Vacancy Savings (-£0.042m) which is made up of savings in OHSU</li> <li>• Additional expenditure on CRB Checks (£0.030m)</li> <li>• Additional Consultancy Support including HR Review (-£0.049m)</li> <li>• Additional costs Trent Improvement</li> </ul>                                                                                                                                                                                                                                                        | <p><b>CRB CHECKS</b><br/>A report to CMT to review the current processes and recommend ways of reducing expenditure is currently in its final stages. Any proposed changes will</p> |

## CORPORATE SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service                 | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                           | Action Required                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------|---------------------|------------------------|---------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         |                     |                        |               |                          | Programme (£0.064m) <ul style="list-style-type: none"> <li>• Other Minor savings(-£0.005m)</li> </ul>                                                                                                                                       | need to be approved before the projected overspend can reduce.<br><br>HR would like to request permission to carry forward the following amounts: <ul style="list-style-type: none"> <li>• £0.102m which is the remaining balance of the HRMIS Phase 2 project budget.</li> <li>• £0.038m to purchase some Occupational Health software (OPAS) which was due to be purchased during 2010/11.</li> </ul> |
| ICT & Customer Services | 5.060               | 5.054                  | ( 0.006)      | 0.002                    | <ul style="list-style-type: none"> <li>• Estimated deficit D&amp;P (+£0.104m)</li> <li>• Customer Services Vacancy Savings (-£0.110)</li> <li>• Additional Income Registrars (-£0.018)</li> <li>• Other Minor Pressures (£0.018)</li> </ul> | <b>DESIGN &amp; PRINT</b><br>We are currently projecting a £0.104m deficit for Design & Print for 2010/11. This assumes a £0.090m charge for internal support costs. The options appraisal report has now been published and we are currently in the process of                                                                                                                                         |

## CORPORATE SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------|---------------------|------------------------|---------------|--------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         |                     |                        |               |                          |                   | <p>costing out all future options.</p> <p>ICT would like to request permission to carry forward the following amounts:</p> <ul style="list-style-type: none"> <li>• £0.100m in addition to the amount approved in period 10 for EDRMS. It has been negotiated that payments will now be made in instalments as work is completed instead of in a single payment to purchase the system.</li> <li>• £0.010m for Citrix Access Gateway replacement. Work was due to take place in February and March but supplier design errors were made which meant that incorrect equipment was supplied. The new equipment has now</li> </ul> |

## CORPORATE SERVICES

## Budget Monitoring 2010/11 (Month 12)

| Service            | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m)   | Variance Last Month (£m) | Cause of Variance | Action Required                                                                                                                                                                                                                     |
|--------------------|---------------------|------------------------|-----------------|--------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    |                     |                        |                 |                          |                   | <p>arrived and will be installed during April.</p> <ul style="list-style-type: none"> <li>£0.013m which was part of a £0.040m one-off budget allocated in 2010/11 for NDL Mobile Working and Integration Pilot Projects.</li> </ul> |
| Clwyd Theatr Cymru | 1.130               | 1.130                  | 0.000           | 0.000                    |                   |                                                                                                                                                                                                                                     |
| <b>Total :</b>     | <b>18.332</b>       | <b>18.035</b>          | <b>( 0.297)</b> | <b>( 0.184)</b>          |                   |                                                                                                                                                                                                                                     |

## CENTRAL &amp; CORPORATE FINANCE

## Budget Monitoring 2010/11 (Month 12)

| Service                                       | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Action Required                                                                |
|-----------------------------------------------|------------------------|---------------------------|------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Central Loans & Investment Account            | 13.865                 | 13.746                    | (0.119)          | (0.119)                     | <ul style="list-style-type: none"> <li>The projected outturn of £13.746m reflects a net decrease in Interest/Principal/Debt Management expenses of £0.476m (mainly attributable to a decrease in External Interest payments) and a net decrease in Temporary Investment and Other Interest income of £0.357m (attributable to a decrease in Temporary Investment income and Other Interest income of £0.364m offset by a decrease in the recharge to the HRA of £0.007m).</li> </ul> | <ul style="list-style-type: none"> <li>Continue to monitor closely.</li> </ul> |
| Financing & Funding (insurance, banking etc.) | 1.311                  | 0.191                     | (1.120)          | (1.120)                     | <ul style="list-style-type: none"> <li>The projected outturn of £0.191m reflects write-off income of £0.009m and an increase in Windfall Income of £1.111m due to net Rateable Value reductions income of £0.632m, refund of energy overpayments for the years 2007/08 &amp; 2008/09 of £0.039m, a refund of £0.004m</li> </ul>                                                                                                                                                      | <ul style="list-style-type: none"> <li>Continue to monitor closely.</li> </ul> |

## CENTRAL &amp; CORPORATE FINANCE

## Budget Monitoring 2010/11 (Month 12)

| Service         | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Action Required                                                                                                                                                                                                                |
|-----------------|------------------------|---------------------------|------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                 |                        |                           |                  |                             | received from British Gas and £0.436m of more than anticipated refunds of VAT following a recent House of Lords decision (Fleming and Conde Nast Publications Ltd).                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                |
| Corporate Other | 5.074                  | 4.704                     | (0.370)          | (0.614)                     | <ul style="list-style-type: none"> <li>• Shortfall in the Signpost/Recruitment Advertising efficiencies budget of £0.060m.</li> <li>• Anticipated underspend in pay of £0.968m (assuming no pay award in this financial year).</li> <li>• Part of a procurement efficiency for School Transport tenders had been held centrally until the outcome of the tender process was known. Although £0.400m savings have been achieved by the service and taken centrally</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to monitor closely.</li> <li>• Further work is ongoing to identify savings in Procurement across the Council as part of the ongoing Flintshire Futures Programme.</li> </ul> |

## CENTRAL &amp; CORPORATE FINANCE

## Budget Monitoring 2010/11 (Month 12)

| Service | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Action Required |
|---------|------------------------|---------------------------|------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
|         |                        |                           |                  |                             | <p>during the 10/11 budget process, a further £0.420m has not yet been achieved.</p> <ul style="list-style-type: none"> <li>• An overachievement of the centrally held Matrix efficiency is now projected resulting in an underspend of £0.106m.</li> <li>• £0.018m of Legal Fees relating to a potential constructive dismissal claim.</li> <li>• An anticipated Collection Fund Deficit of £0.117m.</li> <li>• An underspend of £0.104m on the Director/2<sup>nd</sup> Tier Officer appraisal review budget.</li> <li>• An increase of £0.097m in impairment costs relating to the Landsbanki bank investment (in accordance with latest LAAP guidance).</li> </ul> |                 |

## CENTRAL &amp; CORPORATE FINANCE

## Budget Monitoring 2010/11 (Month 12)

| Service                     | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Action Required                                                                                                                        |
|-----------------------------|------------------------|---------------------------|------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
|                             |                        |                           |                  |                             | <ul style="list-style-type: none"> <li>Adjudication Panel advocacy costs of £0.250m.</li> <li>Payroll costing imbalances income of £0.154m.</li> </ul>                                                                                                                                                                                                                                                                                                                    |                                                                                                                                        |
| Central Services Recharges  | (2.034)                | (1.870)                   | 0.164            | 0.164                       | <ul style="list-style-type: none"> <li>The impact of support costs on trading accounts formed the final element of the Central Support Costs Review. This review is now complete and those services that are not now deemed to be trading services will be treated as other Council Fund services for the purposes of the end of year support cost recharges. This overspend is the net effect of overspends previously reported within the effected services.</li> </ul> | <ul style="list-style-type: none"> <li>This is currently an estimate, and the situation will be monitored closely.</li> </ul>          |
| Other variances (aggregate) | 8.422                  | 8.432                     | 0.010            | 0.014                       | <ul style="list-style-type: none"> <li>Anticipated overspend in Coroners' fees of £0.015m.</li> <li>£0.005m underspend due to</li> </ul>                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>This service is managed and monitored by Wrexham C.B.C.</li> <li>Continue to monitor</li> </ul> |

## CENTRAL &amp; CORPORATE FINANCE

## Budget Monitoring 2010/11 (Month 12)

| Service        | Revised Budget<br>(£m) | Projected Outturn<br>(£m) | Variance<br>(£m) | Variance Last Month<br>(£m) | Cause of Variance                               | Action Required |
|----------------|------------------------|---------------------------|------------------|-----------------------------|-------------------------------------------------|-----------------|
|                |                        |                           |                  |                             | less-than-anticipated requests for rate relief. | closely.        |
| <b>Total :</b> | <b>26.638</b>          | <b>25.203</b>             | <b>(1.435)</b>   | <b>(1.675)</b>              |                                                 |                 |

## APPENDIX 7

### Movements on Council Fund Unearmarked Reserves

|                                                                                                                                                                 | £m             | £m             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
| Un-earmarked Reserves as at 1 April 2010                                                                                                                        |                | 6.484          |
| Less - Base Level (Includes increase as per budget report 2009/10)                                                                                              |                | <u>(5.476)</u> |
| Amount Available for Delegation to Executive                                                                                                                    |                | 1.008          |
|                                                                                                                                                                 |                |                |
| Add Projected Underspend as at 31 <sup>st</sup> March 2011                                                                                                      |                | 0.303          |
|                                                                                                                                                                 |                |                |
| Add reserves/balances transferred back (para 5.02)                                                                                                              |                | <u>0.051</u>   |
|                                                                                                                                                                 |                |                |
| Estimated Level of Non-Earmarked Contingency Reserve                                                                                                            |                | 1.362          |
|                                                                                                                                                                 |                |                |
| <u>Add Flintshire Futures Ringfenced Reserve</u>                                                                                                                |                |                |
| Allocations from Efficiency Exercise previously reported earmarked for Flintshire Futures Programme (See Note 1)                                                | 1.952          |                |
| Less commitments actioned in 2010/11 through delegated powers                                                                                                   | (1.512)        |                |
| Less commitments approved in 2011/12 budget process to use the balance to fund one-off exit costs related to Flintshire Futures organisational change projects. | <u>(0.440)</u> | <u>0.000</u>   |
|                                                                                                                                                                 |                |                |
| Estimated Level of Total Contingency Reserve as at 31 <sup>st</sup> March 2011 in total                                                                         |                | 1.362          |

## HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Period 12)

| Service                              | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Action Required                                                                                                                        |
|--------------------------------------|---------------------|------------------------|---------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Rental Income                        | (23.428)            | (23.319)               | 0.109         | 0.116                    | <ul style="list-style-type: none"> <li>£0.050m due to slightly lower rental income as some properties included in budget at zero rent e.g. community houses and the Glan y Morfa conversion from 1 to 2 bed flats.</li> <li>Increased projection for council tax charges on empty properties, in line with voids, leading to a projected overspend of £0.022m</li> <li>£0.039m adverse on empty properties. Average voids are now projected at 2.35% of income, an improvement of 0.86% since the start of 10/11.</li> </ul> | <ul style="list-style-type: none"> <li>Implementation of outcomes from lean management review by 1<sup>st</sup> April 2011.</li> </ul> |
| Estate Management                    | 1.326               | 1.100                  | (0.226)       | (0.231)                  | <ul style="list-style-type: none"> <li>£0.187m Vacancy savings. This is due to restructures not being implemented in 2010/11 as anticipated.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>None</li> </ul>                                                                                 |
| Building Maintenance Trading Account | 0.077               | (0.614)                | (0.691)       | (0.417)                  | <ul style="list-style-type: none"> <li>The increase in income reflects the £0.200m of additional capital works on</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Continue to review and monitor productivity and performance ensuring</li> </ul>                 |

## HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Period 12)

| Service                           | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Action Required                                                                            |
|-----------------------------------|---------------------|------------------------|---------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
|                                   |                     |                        |               |                          | kitchens and damp proofing undertaken by the in-house team and the additional works on emergencies and call outs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | optimum use of retained workforce in delivering repairs within the allocated client budget |
| Capital Financing/Finance Support | 4.548               | 4.040                  | (0.508)       | (0.308)                  | <ul style="list-style-type: none"> <li>• Support recharges have been revised following a review resulting in a £0.050m reduction in charges to the HRA.</li> <li>• £0.070m favourable variance on capital financing charges offset within Housing subsidy line.</li> <li>• £0.150m favourable on insurance costs following FCC's renegotiation of insurance contracts.</li> <li>• £0.060m favourable variance on training following a review of the training budgets.</li> <li>• £0.040m stock ballot costs not anticipated to be spent in 10/11 will be carried forward into 11/12.</li> </ul> |                                                                                            |

## HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Period 12)

| Service               | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Action Required |
|-----------------------|---------------------|------------------------|---------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
|                       |                     |                        |               |                          | <ul style="list-style-type: none"> <li>£0.160m saving on the management and administration recharge following a year end review of HRA support recharges.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |
| Repairs & Maintenance | 9.192               | 9.896                  | 0.704         | 0.406                    | <ul style="list-style-type: none"> <li>£500k costs have been incurred due to the bad weather placing a strain on emergency repairs and call outs, an additional 281 emergencies compared to 10/11.</li> <li>Increased spend of £84k on servicing costs from a change of procedures following the lean review.</li> <li>£196k adverse variance due to an increase in the number of empty properties being received. The average repair cost per empty property is also increasing.</li> <li>£100k redundancy budget arising from the restructure and not anticipated to be</li> </ul> |                 |

## HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Period 12)

| Service         | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m)  | Variance Last Month (£m) | Cause of Variance                                                                                                                                                                           | Action Required |
|-----------------|---------------------|------------------------|----------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
|                 |                     |                        |                |                          | spent in 2010/11, £50k requested to be carried forward into 2011/12.                                                                                                                        |                 |
| Housing Subsidy | 6.263               | 6.384                  | 0.121          | 0.121                    | <ul style="list-style-type: none"> <li>£0.120m adverse variance to budget. This is offset by slightly higher average rents than anticipated and lower capital financing charges.</li> </ul> |                 |
| Other           | 2.415               | 2.386                  | (0.029)        | 0.002                    |                                                                                                                                                                                             |                 |
| <b>Total</b>    | <b>0.393</b>        | <b>(0.127)</b>         | <b>(0.520)</b> | <b>(0.311)</b>           |                                                                                                                                                                                             |                 |

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **21 JUNE 2011**  
**REPORT BY:**      **DIRECTOR OF LIFELONG LEARNING**  
**SUBJECT :**         **SCHOOL MODERNISATION: SECONDARY REVIEW**

### **1.00 PURPOSE OF REPORT**

1.01 The purpose of this report is to commission community consultation for Area Reviews of Secondary School Provision, in accordance with the Council's School Modernisation Strategy and 14-19 Transformation Strategic Outline Case.

### **2.00 BACKGROUND**

2.01 Flintshire County Council is committed to working with schools and communities to secure high quality learning opportunities for all. It also seeks to use the resources that it has (people, funding, buildings, information and technology) efficiently and effectively to secure better outcomes and value for money. We do this building on the knowledge that all Secondary Schools in Flintshire are improving schools, and committed to successful outcomes for learners.

2.02 The County Council's Strategic Assessment of Risks and Challenges, Estyn Inspection reports, the School Modernisation Strategy, the 14-19 Transformation Strategic Outline Case, Directorate Plans and previous Scrutiny reports set out the challenge that we face.. The challenge is to ensure that our schools continue to provide an appropriate 'fit for purpose' environment at a time when there is limited money to deliver increasing expectations. Too many of our schools are also in inappropriate buildings that cannot meet the needs of current or future pupils and staff.

2.03 Key issues that inform the debate are:

- the duty to provide sufficient school places in the right places;
- population forecasts indicating demographic changes affecting both urban and rural communities;
- raising educational standards through high quality teaching and learning and improving the learning environment;
- seeking to minimise the impact of transitions between different stages of education;
- local and national initiatives to make all school buildings "fit for purpose" for the 21st century and removing excessive surplus places;

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Date: 15/06/2011

- future financial settlements leaving decreasing financial room for manoeuvre;
  - significant differences in the way schools are funded, with very small provision being disproportionately expensive;
  - the breadth of educational and extra-curricular provision very small schools can provide; schools and their buildings being important to their communities, and being able to do more than provide education for children; and
  - the challenge of refurbishment and renewal without sufficient money to replace, remodel or improve all adequate school buildings.
- 2.04 In its 2009 report on the strategic management of education in Flintshire, ESTYN identified tackling school modernisation as a key recommendation. Whilst recognising considerable preparatory work has been undertaken over the last few years, the 2011 14-19 Area Inspection recommends that there is still a major challenge to address inefficient provision. There is a need to make key decisions in relation to some school communities.
- 2.05 The 2009 School Modernisation Strategy sets out that consultation will take place to develop a plan for the future of local educational provision under a number of circumstances, including when schools have more than 25% surplus places.
- 2.06 Following consultation with stakeholders on the original School Modernisation Strategy and the subsequent “Transformation” business case, it is now the time for students and parents to be involved in developing the next steps for education in their local areas. This will be formally commissioned at the next Executive meeting.
- 2.07 The Welsh Government, Estyn and the Wales Audit Office have tasked Authorities in Wales to reduce surplus places in their school provision, in response to the general downturn in pupil numbers and to ensure that resources are best used to improve pupils’ learning opportunities and outcomes. The future allocation of funding to improve learning environments also depends on reducing surplus capacity or finding alternative uses. The recent Thomas review recommends tying capital investment to having a resilient plan to reducing local surplus places to below 10%.
- 2.08 Maintaining under-used buildings (surplus places) incurs costs, and any savings made from the removal of surplus should be directed to the front-line educational provision, paying for teachers, teaching assistants, learning resources and improving learning environments.
- 2.09 The Flintshire School Modernisation Strategy includes the provision for the Area review of School Provision. The Strategy also includes the requirement to review schools with over 25% surplus places. There are currently three

Secondary Schools in excess of this percentage. These schools account for the largest proportion of surplus places in Flintshire, at 64.44% of the overall surplus. The Schools are Holywell High School (409 surplus places, 38% of the school's capacity), Elfed High School (321 surplus places, 31% of the school's capacity) and John Summers High School (169 surplus places, 30% of the school's capacity).

- 2.10 It is fully recognised within the School Modernisation Strategy and the 14-19 Transformation Strategic Outline Case, that solutions cannot be found without the local authority, schools and other partners working together. The reviews of provision are to be held on an area basis. This will involve wider planning discussions in the three areas of Holywell, Queensferry/ Shotton/ Connah's Quay and Mold/ Mynydd Isa/ Buckley.
- 2.11 The Welsh Government funds post-16 education directly, and does so on a basis of student numbers. The issue for many schools is the difficulty in sustaining a financially viable sixth form where numbers are low, and to maintain the breadth of curriculum required by the Welsh Government's Learning and Skills Measure. The 2009 Flintshire School Modernisation Strategy states that a sixth form should have a minimum of 120 students to remain financially viable, and to offer the breadth of curriculum choice that is now required in accordance with the Learning and Skills measure.

Other key issues which will be considered in commissioned area discussions include:

- the potential for educational opportunities and outcomes to be improved further, including provision for pupils and the 14-19 Transformation Programme;
- the need for the particular type of provision that is proposed, for example the level of demographic change or parental demand for faith schools in the area;
- compliance with equality legislation and the Welsh Assembly Government's strategy for tackling child poverty;
- accessibility and journey times to schools;
- the effect on the Welsh language, Welsh medium learning and its maintenance in the community;
- considering additional community focused facilities or preserving existing community service provision offered by a school, together with the impact on the local community and on social cohesion;
- the condition of the buildings, their fitness for purpose, their backlog of repairs and maintenance and whether change would contribute towards achieving the County Council's agreed strategy for making all its school buildings fit for purpose; and

- the cost-effectiveness of change options and whether adequate financial resources are available to implement them

### **3.00 CONSIDERATIONS**

3.01 Officers of the Authority are seeking approval from the County Council's Executive to start a process of community consultation, which will involve Governors, Staff, Unions, Parents, Students and the wider Communities.

3.02 Options will be formulated as a basis for local area discussion, and an invitation will be extended to consultees to put forward their own options for consideration by the Authority. The Council's School Modernisation Strategy envisages that the following options will be appraised:

- removing temporary or unused accommodation;
- developing new school use of surplus accommodation;
- developing community use of premises;
- non-school use of surplus accommodation;
- closure of part of a school; and federations, merging/amalgamating schools, and where appropriate, school closure

3.03 Members of the Lifelong Learning Overview and Scrutiny Committee will be asked to scrutinise and advise on developments at each stage of the local area review process at future meetings. The Lifelong Learning Overview and Scrutiny Committee has commissioned a workshop on initial option appraisals in relation to each area.

3.04 It is proposed that the initial consultation period begins before the end of the 2011 academic year, and that the process is resumed in September 2011. An indicative timetable is set out at Appendix 2. The purpose of open consultation is to:

- share the issues & seek solutions;
- explain the rationale and logic for the change options;
- ensure that participants feel fully part of the planning process;
- act as a mechanism for capturing feedback and informing the ongoing review process;
- ensure that we are transparent and honest at all times; and gain community awareness and support for any eventual change proposals

3.05 All responses to the consultations will be reported to members, and consideration will then be given to the outcomes of the consultation, and the formulation of preferred options which will then be the subject to the

statutory process, which provides the opportunity for any formal objections to the preferred options. In the event of objections, the decision would be for Welsh Ministers of the Welsh Government.

- 3.06 It is envisaged that we will consult with students via school councils meeting together. This work will build upon the extensive “student voice” material developed as part of generating the 14-19 Transformation Strategic Outline Case.
- 3.07 It is envisaged that we will consult with parents of Students through published consultation booklets and school based drop-in sessions in which everyone attending will have the opportunity to communicate ideas for the future on key themes, such as:
- educational vision;
  - safeguarding and well-being;
  - community, leisure and culture;
  - data, demography and information;
  - transport and access planning; and development ideas and feedback collation
- 3.08 There will need to be appropriate direct meetings with school staff, governors and local Councillors. There will also need to be appropriate meetings with Trade Unions, Diocesan Authorities and other key partner organisations.
- 3.09 The County Council's Lifelong Learning Overview and Scrutiny Committee met on 9th June 2011 to consider this report. Scrutiny discussion is part of “stakeholder mapping” in which we consider if there are “hard to reach” or other groups for whom we should consider a bespoke consultation strategy. The purpose of the discussion was for members to:
- consider the information and advise on the outlined methodology to be adopted in consulting with communities;
  - note the key role envisaged for scrutiny in considering developing option appraisals for future provision in each area; and
  - commission a formal report to the Lifelong Learning Overview and Scrutiny Committee at each stage of the area review process at Appendix 2.
- 3.10 At the 9th June 2011 meeting the Lifelong Learning Overview and Scrutiny Committee voted to note the report and to commission a seminar on the initial option appraisals for each area on 30th June 2011.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Executive members consider the information and support the outlined methodology to be adopted in consulting with communities.
- 4.02 That Executive members support the full involvement of the Lifelong Learning Overview and Scrutiny Committee in considering developing option appraisals in each area and formal reports at each stage of the area review process.
- 4.03 That Executive members commission a further report following the Consultation Stage which sets out recommendations following the full option appraisal consultation in each area.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None at this stage

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

- 6.01 None at this stage

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None at this stage

#### **8.00 EQUALITIES IMPACT**

- 8.01 A full equalities impact assessment is required as part of developing the business case and statutory proposals for any school organisational change.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None at this stage. The process for consultation will be overseen by a multi-disciplinary team drawn from across the Council.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 The report sets out key strategies for consultation on secondary school modernisation. There will be a requirement for further consultation with staff and service users and other partners over the next six months of the project development of business cases and possible statutory proposals.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 Initial discussions with elected members, headteachers, governor representatives and partner organisations in relation to developing the review process.

#### **12.00 APPENDICES**

- 12.01 Appendix A - Capacity and surplus place information ~January 2011  
Appendix B - Proposed timescale for Area Reviews

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

Estyn Inspection Report 2009  
School Modernisation Strategy 2009  
14-19 Transformation Outline Case 2009  
14-19 Transformation Strategic Outline Case 2010  
14-19 Area Inspection 2011

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## Appendix A

**Chart 2.6 Secondary School Capacity and Surplus Places Information January 2011**

| School               | Type        | NOR Year 7-11 | NOR Year 12-13 | NOR Total    | Capacity     | Surplus Capacity | %Surplus Places         |
|----------------------|-------------|---------------|----------------|--------------|--------------|------------------|-------------------------|
| Alun High            | 11-18       | 1218          | 491            | 1709         | 1768         | 59               | 3.34%                   |
| Argoed High          | 11-16       | 585           | 0              | 585          | 580          | -5               | -0.86%                  |
| Castell Alun High    | 11-18       | 1058          | 234            | 1292         | 1240         | -52              | -4.19%                  |
| Connah's Quay High   | 11-18       | 880           | 111            | 991          | 1102         | 111              | 10.07%                  |
| Elfed High           | 11-18       | 620           | 96             | 716          | 1037         | 321              | 30.95%                  |
| Flint High           | 11-18       | 605           | 89             | 694          | 797          | 151              | 21.24%                  |
| Hawarden High        | 11-18       | 949           | 198            | 1147         | 1145         | -2               | -0.86%                  |
| Holywell High        | 11-18       | 575           | 91             | 666          | 1075         | 409              | 38.05%                  |
| John Summers High    | 11-18       | 348           | 48             | 396          | 565          | 169              | 29.91%                  |
| St David's High      | 11-18       | 545           | 72             | 617          | 687          | 70               | 10.19%                  |
| St Richard Gwyn High | 11-18 R.C.  | 809           | 130            | 939          | 1000         | 61               | 6.10%                   |
| Ysgol Maes Garmon    | 11-18 Welsh | 473           | 87             | 560          | 711          | 151              | 21.24%                  |
| <b>TOTALS</b>        |             |               |                | <b>10312</b> | <b>11707</b> | <b>1395</b>      | <b>Average = 13.13%</b> |

### Key Points:

- In January 2011 there were three Flintshire CC secondary schools with surplus places in excess of the Welsh Assembly Government's current recommended maximum level of 25% surplus places.
- These three schools; Elfed High, Holywell High and John Summers High taken together accounted for 64.44% of the surplus place capacity in the 12 Flintshire CC mainstream secondary schools in January 2011.
- The average surplus place percentage level for all 12 mainstream secondary schools in January 2011 was 13.13%.
- Some Flintshire sixth forms (Year 12 and Year 13) are extremely small, causing difficulty in terms of planning for curriculum breadth and financial sustainability.

| Stage of Process | Description of process                                                                                                                                                                                                                         | Details                                                                                                                                                     |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stage One        | <p><b><i>Consultation Stage</i></b></p> <p>Informal information gathering and sharing of data, in depth discussion of issues and ideas.<br/>           Consultation events.<br/>           Comments to be submitted to the County Council.</p> | <p>Meetings with Headteachers, Governors, Students and Public Consultation deadline September 30 2011.</p> <p>Report back to Executive in October 2011.</p> |
| Stage Two        | <p><b><i>Publication of Notices</i></b></p> <p>If agreed, Local Authority to formally propose changes to the schools through publication of a Statutory Notice.</p>                                                                            | November 2011                                                                                                                                               |
| Stage Three      | <p><b><i>End of Statutory Notice Period</i></b></p> <p>Decision taken in light of comments and objections received and whether a referral to the Welsh Assembly Government is required.</p>                                                    | December 2011                                                                                                                                               |
| Stage Four       | <p><b><i>Implementation</i></b></p>                                                                                                                                                                                                            | September 2012- September 2014                                                                                                                              |

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 14**

**REPORT TO: EXECUTIVE**  
**DATE : 21 JUNE 2011**  
**REPORT BY: DIRECTOR OF LIFELONG LEARNING**  
**SUBJECT : DEESIDE LEISURE CENTRE: PHASE 4 SPA POOL**

**1.00 PURPOSE OF REPORT**

1.01 The report is to seek approval for Phase 4 of the re-development of Deeside Leisure Centre.

**2.00 BACKGROUND**

2.01 The phased re-development of Deeside Leisure Centre under the Partnership Agreement with Alliance Leisure Services is well underway.

2.02 Phase one which is to provide 6 floodlit 5-a-side pitches was completed in November 2010 and are now in use.

2.03 Phase two which is to provide new Fitness/Health Spa facilities was approved in December 2010 construction on this phase has now started with completion dates for the fitness suite being August 2011 and the Spa Jan 2012.

2.04 Phase three of the development; refurbishment of reception, foyer, cafeteria and the construction of an extreme zone within the arena is due to commence shortly with completion due in January 2012.

2.05 This report concerns proposals for an additional phase to the re-development which comprises of the installation of a Spa pool (subject to electrical loadings)

**3.00 CONSIDERATIONS**

3.01 The development of the spa facility at Deeside Leisure Centre is due to commence in August 2011 and will consist of a dedicated reception area, four Treatment Rooms, and a large heat experience spa comprising of:

- Herb sauna
- Crystal Steam Room
- Salt grotto
- Heated Loungers
- Aroma Room
- Foot Spa's
- Igloo
- Feature Showers

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Date: 15/06/2011

- 3.02 Alliance Leisure Services and the project board have recommended the inclusion of a spa pool into the Deeside Leisure Centre spa development.
- 3.03 If a spa pool was included in the Deeside development it would give Flintshire County Council greater flexibility when considering the future of the two other health suites offered within the County at Flint Pavilion and Holywell Leisure Centre. Both facilities act as an 'added value' feature for membership but sales generate limited direct income, have high utility costs and will shortly require significant investment on an annual basis to maintain the current provision and / or require significant capital investment to refurbish them.
- 3.04 The inclusion of a spa pool within the Deeside Leisure Centre would ensure that there would be one high quality offer within the county.
- 3.05 Flintshire County Council and Alliance Leisure Services are currently in the process of designing the Flint Pavilion development and once complete will be recommending the health suite space is utilised for another more commercial provision.
- 3.06 Alliance Leisure Services will offer a Performance Risk Share which will develop income levels up to an agreed threshold with a share of income then being paid to Alliance once the agreed threshold has been surpassed. Threshold levels have yet to be agreed but will not be lower than the necessary level to meet all rental payments due under the contract.
- 3.07 If approved, it is considered that Phase 4 could be undertaken in parallel with Phase 2 and with minimal disturbance to the existing operation of the Centre. The Centre will remain operational throughout; albeit that there will be some disruption to normal service delivery. On this basis, it is considered possible that completion of Phase 4 can be achieved by January 2012.

#### **4.00 RECOMMENDATIONS**

- 4.01 Executive is requested to approve the proposed Phase 4 re-development works at Deeside Leisure Centre (subject to the spa pool falling within the electrical loading restrictions) and to authorise officers to conclude a Works Contract to meet all requirements within the financing constraints.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The detailed financial implications are set out within the Appendix to the report with the total cost of the Deeside Leisure Centre redevelopment increasing by £160,000 which will increase the monthly rentals payable by circa £1,700 per month. The business model has been refined to accommodate the increased rental and Alliance Leisure Services will

increase their partnership agreement threshold by £1,700 per month to cover the increase, which should ensure that the net effect on the Centre's annual revenue budget will be the same as previously approved, as the additional cost will be met by additional income. This will require a contract variation the current phase 3 contract to reflect the increase in capital cost and whilst it will be treated as an additional development it will be delivered through the phase 3 contract.

**6.00 ANTI POVERTY IMPACT**

6.01 None.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None.

**8.00 EQUALITIES IMPACT**

8.01 The new facilities will provide increased opportunities not currently available at a reasonable cost or within a public facility anywhere in Wales.

**9.00 PERSONNEL IMPLICATIONS**

9.01 There will be additional employment opportunities created as a consequence of this proposed re-development.

**10.00 CONSULTATION REQUIRED**

10.01 Further consultations will be required with existing users.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Consultations have taken place with specialist service designers and providers in preparing these proposals.

**12.00 APPENDICES**

12.01 Facility Development Proposal - Deeside Leisure Centre Spa Pool Option Business Plan – Flintshire Spa

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

None

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**Flintshire Spa**

|                                                 | <b>YEAR 1</b>  | <b>YEAR 2</b>  | <b>YEAR 3</b>  |
|-------------------------------------------------|----------------|----------------|----------------|
| Rooms                                           | 4              | 4              | 4              |
| No. of Beauty Treatments                        | 4708           | 5840           | 7300           |
| Average Price of Treatments                     | 23.00          | 24.00          | 26.00          |
| Beauty Treatment Revenue                        | 108,284        | 140,160        | 189,800        |
| Beauty Products                                 | 21,657         | 28,032         | 37,960         |
| Beauty Club Membership @ £35 per month          | 10,500         | 14,000         | 17,500         |
| Spa Day Visitor @£12.50 per session             | 88,073         | 114,063        | 152,083        |
| Wet Spa only membership @ £5 per session        | 33,333         | 33,333         | 33,333         |
| Tanning @ £23.00                                | 5,482          | 10,963         | 10,963         |
| Teen Parties                                    | 5,633          | 5,633          | 11,267         |
| Juice Bar                                       | 18,000         | 19,000         | 19,500         |
| <b>Total Revenue</b>                            | <b>290,962</b> | <b>365,185</b> | <b>472,407</b> |
| Cost of Sales:                                  |                |                |                |
| Salon stock                                     | 19,491         | 25,229         | 34,164         |
| Beauty Products                                 | 14,077         | 18,221         | 24,674         |
| Spa Admissions - <u>Estimated</u> Energy Cost   | 6,000          | 6,000          | 6,000          |
| Cost of tanning                                 | 603            | 1,206          | 1,206          |
| Cost of teen parties                            | 845            | 845            | 1,690          |
| Cost of Juice Bar                               | 9,000          | 9,500          | 9,750          |
| <b>Total Cost of Sales</b>                      | <b>50,016</b>  | <b>61,001</b>  | <b>77,484</b>  |
| Laundry & Linen                                 | 6,582          | 8,395          | 10,950         |
| Materials                                       | 2,000          | 2,500          | 3,000          |
| Maintenance & Renewals                          | 2,200          | 3,000          | 4,000          |
| Printing & Stationery                           | 2,500          | 2,000          | 2,600          |
| Postage                                         | 2,000          | 1,800          | 2,300          |
| Telephone Office                                | 1,000          | 1,000          | 1,000          |
| Stocktaking                                     | -              | -              | -              |
| Uniforms                                        | 2,000          | 1,800          | 2,600          |
| Recruitment                                     | 1,500          | 1,500          | 1,500          |
| Spa Agents Commission                           | 3,853          | 5,289          | 5,904          |
| Credit Card Commission                          | 727            | 913            | 1,181          |
| Licences                                        | -              | -              | -              |
| General expenses                                | 2,500          | 2,500          | 2,500          |
| Insurance                                       | -              | -              | -              |
| TV Licences                                     | -              | -              | -              |
| Sales and Marketing                             | -              | -              | -              |
| <b>Gross Profit</b>                             | <b>214,084</b> | <b>273,487</b> | <b>357,388</b> |
| Staffing                                        | 85,920         | 134,424        | 172,976        |
| <b>Net Contribution</b>                         | <b>128,164</b> | <b>139,063</b> | <b>184,411</b> |
| Contribution %                                  | 44.0%          | 38.1%          | 39.0%          |
| Manager                                         | 36,000         | 37,080         | 38,192         |
| Assistant Manager                               | 0              | 0              | 0              |
| Therapists                                      | 49,920         | 79,872         | 99,840         |
| Staffing for Facility (excl beauty and manager) | 0              | 17,472         | 34,944         |
| <b>Total Staffing</b>                           | <b>85,920</b>  | <b>134,424</b> | <b>172,976</b> |

## Deeside Leisure Centre Spa Pool Option

The development of the spa facility has Deeside Leisure Centre is due to commence in August 2011 and will consist of:

- A dedicated reception area
- 4 x Treatment Rooms
- A large heat experience spa comprising of:
  - ✓ Herb sauna
  - ✓ Crystal Steam Room
  - ✓ Salt grotto
  - ✓ Heated Loungers
  - ✓ Aroma Room
  - ✓ Foot Spa's
  - ✓ Igloo
  - ✓ Feature Showers



It has become apparent since visiting other Flintshire County Council facilities that there are two other health suite offers within the county at Flint Pavilion and Holywell Leisure Centre. Both facilities are tired and whilst acting as an 'added value' feature for membership sales generate limited direct income, have high utility costs and will require shortly significant investment on an annual basis to maintain the current provision and / or require significant capital investment to refurbish them.

|                                                                                                                                                                                                | Holywell Leisure Centre | Flint Pavilion        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------|
| <b>Current Income</b>                                                                                                                                                                          | £11,803                 | £22,464               |
| <b>Expenditure</b>                                                                                                                                                                             |                         |                       |
| Current utility costs<br>(Steam Room 3kw / Spa 8kw /Sauna 3kw / Inferred 2kw<br><b>Total 16kw</b><br>Electric @ £1.60 per kwh . Centre open 51 weeks a year<br>72hrs a week @ £1.60 = £5875.20 | £5875                   | £5,875                |
| Staffing costs<br>£6.28ph +26.94% oncosts                                                                                                                                                      | £12,021pa (29hrs pw)    | £34,820pa (84 hrs pw) |
| Surplus / Defecit                                                                                                                                                                              | <b>-£6,093</b>          | <b>-£18,231</b>       |
| Annual Maintenance Costs                                                                                                                                                                       | £5,000                  | £5,000                |
| Estimated refurbishment costs by ISG                                                                                                                                                           | £150,000                | £150,000              |

With these costs / revenue implications in mind it has been suggested that it may be more appropriate to cite a spa pool at Deeside Leisure Centre which will compliment the current offer shortly to be developed. The benefits of such would be:

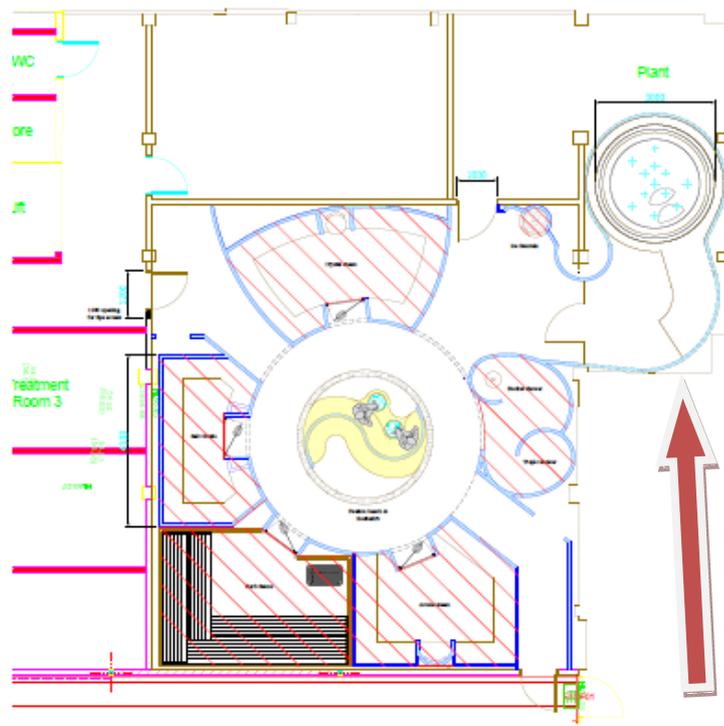
- Currently both centres are running their health suites at a loss once utility and staffing costs are factored into the overall performance equation. Holywell Leisure Centre loses £6,000 pa and Flint pavilion loses £18,231 pa (Total - £24,231) - prior to annual maintenance costs being taken into account.
- Annual saving on energy (as there would be one efficient spa pool offer within the county as opposed to two inefficient ones, which would help meet the carbon footprint reduction the council is tasked with.
- Annual saving on maintenance at Holywell LC & Flint Pavilion to maintain the existing provision. This has been estimated at £5,000 pa at each site but could be more.
- A saving of circa £300,000 within the authority as neither site would undergo a health suite refurbishment
- By moving the spa pool offer to the new day spa facility at Deeside Leisure Centre there would be one high quality offer within the county as opposed to three offers which would eliminate any centre competing for the same business.
- The spaces maybe able to be used for other more commercial provision

#### Spa Pool Provision at Deeside Leisure Centre

Alliance Leisure has had a spa pool option designed and costed for Deeside Leisure Centre which would be located adjacent to the proposed day spa.

#### The Proposed Spa with Spa Pool

- A dedicated reception area & juice bar
- 4 x treatment rooms
- Large relaxation area
  - ✓ Herb sauna
  - ✓ Crystal Steam Room
  - ✓ Salt Grotto
  - ✓ Aroma Room
  - ✓ Footspa's
  - ✓ Ice Feature
  - ✓ Bucket Shower
  - ✓ Tropical Shower
  - ✓ Spa Pool



To incorporate the spa pool however will add a further £160,000 to the project costs which is made up of:

Spa Pool: £ 50,808  
M&E: £ 56,000  
Hoist: £ 10,750  
Build: £ 42,442  
**Total: £160,000**

**Indicative rental over 10 years = £20,480pa**



The cost of citing a spa pool at Deeside Leisure Centre can be funded by either:

1. Utilising the savings generated at Flint Pavilion and Holywell Leisure centre (£24,231pa)
2. Using capital money that would have had to be spent on refurbishing the two health suites at Flint Pavilion and Holywell Leisure Centre
3. Increasing the contract value by £160,000 which would increase the monthly rental on the current development at Deeside Leisure Centre - this would have to be taken as a further contract (phase 4).

### **Business Plan Performance**

Alliance Leisure are confident that the current business plan for the day spa at Deeside Leisure Centre can be improved upon if a spa offering is added and are willing to increase its threshold bands to reflect the additional direct cost to the Deeside project irrespective of how the spa pool is to be funded.

The business plan can be improved upon by:

Juice Bar: The facility currently being designed has been able to accommodate a juice bar which after costs will be able to return an additional £9,000 per annum. This has not been shown in any of the existing business plans.

Partnering Contract: ALS will increase its banding threshold by £1,700 per month and will drive users into the spa by:

- Launch campaign and all supporting material
    - In-reach
    - Outreach
    - Corporates
    - Specific Target Groups
  - Co-ordination of campaigns and campaign planning
  - On-going 12 month marketing planning
  - Bespoke promotions
- Pre-Opening Support
    - Recruitment
    - Product House selection
    - Pricing Strategy
    - Procedures Manual

- Lead Generation Tools

Additional Support: ALS is also committing to adding additional resource to ensure all areas of development realise their full potential. Alison Bishop (a senior member of the Alliance team) is being seconded to the Flintshire projects to work with the team to ensure:

- Recruitment
- Programming
- Marketing
- Staff training is all organised and co-ordinated.

**Deeside Leisure Centre Spa Pool Option**

| Current Performance                                                                                                              |                | Post Development |                |                 |                 |                 | Notes                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------|----------------|------------------|----------------|-----------------|-----------------|-----------------|------------------------------------------------------------------------------|
|                                                                                                                                  | Existing       | 2011/12          | 2012/13        | 2013/14         | 2014/2015       | 2015/16         |                                                                              |
| Phase 1 All weather 3G pitches income                                                                                            | £0.00          | £139,919         | £150,581       | £161,904        | £161,904        | £161,904        |                                                                              |
| Phase 1 All weather 3G pitches rental                                                                                            |                | £94,200          | £94,200        | £94,200         | £94,200         | £94,200         | 7 Yr rental ends Nov 2017                                                    |
| Phase 1 Pitch Surplus                                                                                                            |                | £45,719          | £56,381        | £67,704         | £67,704         | £67,704         |                                                                              |
| Phase 2b Fitness / Toning Surplus                                                                                                | £22,000        | £165,945         | £261,182       | £289,856        | £309,451        | £310,585        |                                                                              |
| Phase 2c Spa Surplus                                                                                                             |                | £119,209         | £129,611       | £174,710        | £174,710        | £174,710        |                                                                              |
| Phase 2b/2c Rental                                                                                                               |                | £380,616         | £380,616       | £380,616        | £380,616        | £380,616        | 15 yr build rental / 7 year fitness & spa kit. Rental will commence Jan 2012 |
| Phase 2 Surplus                                                                                                                  |                | -£95,462         | £10,177        | £83,950         | £103,545        | £104,679        | therefore 5 months fitness income will be achieved prior to rental           |
| Phase 3 Extreme Surplus                                                                                                          |                | £194,094         | £216,877       | £249,136        | £258,699        | £263,292        |                                                                              |
| Phase 3 Rental                                                                                                                   |                | £227,976         | £227,976       | £227,976        | £227,976        | £227,976        | 15 yr build rental / 10 year kit. Rental will commence Dec 2011              |
| Phase 3 Surplus                                                                                                                  |                | -£33,882         | -£11,099       | £21,160         | £30,723         | £35,316         |                                                                              |
| <b>Total Surplus (Phase 1 / 2 / 3)</b>                                                                                           | <b>£22,000</b> | <b>-£83,625</b>  | <b>£55,459</b> | <b>£172,814</b> | <b>£201,972</b> | <b>£207,699</b> |                                                                              |
| <b>Build now includes new roof works / electrical upgrades &amp; new sports hall floor</b>                                       |                |                  |                |                 |                 |                 |                                                                              |
| <b>Phase 4 (Spa pool)</b>                                                                                                        |                |                  |                |                 |                 |                 |                                                                              |
| Additional Spa Income (Juice bar)                                                                                                |                | £9,000           | £9,000         | £9,000          | £9,000          | £9,000          |                                                                              |
| Additional Spa Income (from FCC customers & other private customers who would transfer usage to the enhanced spa offering @ 35%) |                | £11,993          | £11,993        | £11,993         | £11,993         | £11,993         |                                                                              |
| Additional Spa rental                                                                                                            |                | £20,480          | £20,480        | £20,480         | £20,480         | £20,480         |                                                                              |
| <b>Total Surplus</b>                                                                                                             |                | <b>-£83,112</b>  | <b>£55,972</b> | <b>£173,327</b> | <b>£202,485</b> | <b>£208,212</b> |                                                                              |

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **21 JUNE 2011**  
**REPORT BY:**      **MEMBER ENGAGEMENT MANAGER**  
**SUBJECT :**         **COMMUNITY HOUSE REVIEW**

### **1.00 PURPOSE OF REPORT**

- 1.01 To present to Executive the work of the Community House Task & Finish Group, with proposals for the introduction of a policy for the management of current and future Community Houses.

### **2.00 BACKGROUND**

- 2.01 In April 2010, following a suggestion made by Councillor Attridge, the former Community & Housing Overview & Scrutiny Committee formed a task and finish group to consider the operation and management in the use of current and future community houses. The task and finish group members were Councillors Ron Hampson (Chair), Gareth Roberts, David Mcfarlane, Haydn Bateman, Norma Jones, Ray Hughes and co-opted Marion Bateman, with officer assistance from Hannah Fargher, Neighbourhood Manager and Samantha Owen, Overview & Scrutiny Facilitator. The Task group's terms of reference were agreed and brought before full committee for support on 6 July 2010, (attached appendix one).

### **3.00 CONSIDERATIONS**

- 3.01 The review consisted of four task group meetings, two site visits and two workshops with representatives from each of the Community Houses.
- 3.02 The purpose of the first task group meeting was to gain a base line knowledge of the current position of the running of community houses in Flintshire and to agree the terms of reference for the review. The six community houses/rooms were in Panton Place, The Holway and The Strand in Holywell, Knight's Green in Flint, Manley Court in Shotton, and Saltney Ferry.
- 3.03 The two site visits helped the task group members understand the different services each of the community houses offered and identified a number of differences in how each of the community houses were managed by their respective management committee's. An agreed set of questions had been prepared in advance of the visits, which were completed during each of the visits. As a result of the site visits the task group agreed that it was unfair that the three community rooms at Manley Court, Knight's Green and Panton

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Date: 15/06/2011

Place should be labelled a community house, as these had been set up purely to address the needs of residents in each of the sheltered complexes.

- 3.04 Through the use of the workshops, the task and finish group were able to consult with community representatives throughout the development of the draft policy and working procedures, as members recognised the impact the proposed policy would have on community representatives.
- 3.05 The work of the member and officer task and finish group has resulted in the development of:
- An application form along with guidance notes for prospective community houses
  - An annual review and business plan template with guidance notes for existing community houses.
  - An annual health and safety inspection check list
  - Revised management agreement which now includes a code of conduct
  - The draft policy which draws together all the processes, (attached appendix two)
  - A review of the financial costs to the authority in supporting community houses.
- 3.06 The draft policy recognises the important services a community house can provide for its community, with the charging of rent being determined on the value of services provided at a community house, the needs of the community and whether the services are provided by another organisation within the vicinity. This proposal will allow the flexibility for the authority to introduce a suitable rental charge if the need is identified.
- 3.07 It was agreed by the group that the authority should continue covering the costs for repairs and maintenance and the building insurance for all three community houses. However, to provide fairness and consistency, arrangements would be made with the management committee from The Strand, to phase out the total financial support for running costs, and bring them into line with the same financial support given to The Holway and Saltney Ferry community houses.
- 3.08 It was agreed that a training session would be arranged and facilitated by the Tenant Participation Officer to assist each of the community houses in preparing their first annual review and business plan. This support will be on-going as a when required.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Executive consider and support the process taken by the task and finish group in developing the proposed processes and draft Community House Policy.

4.02 That Executive approve the adoption of the attached Community House Policy.

4.03 That delegated power be given to the Head of Housing, in consultation with the relevant portfolio holder for decisions required relating to applications for new Community Houses, and if the need arises the closure of an existing Community House.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The adoption of the draft Community House Policy will see savings to Houses Services following the withdrawal of financial support for running costs to The Strand community house, Holywell, which equated to £3103.63 during the last financial year.

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

6.01 A well supported and managed community house can have a positive impact on anti poverty through the activities, services and training it can offer.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 Not applicable.

#### **8.00 EQUALITIES IMPACT**

8.01 A well supported and managed community house can reach out to the local community, and create cohesion within the neighbourhood. It is an ideal location for different groups to meet each other in an informal setting.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 None as a direct result of this report. However, with the introduction of the proposed processes, community support need may be identified and require officer time from within existing Housing Services resources.

#### **10.00 CONSULTATION REQUIRED**

10.01 With Stakeholders as identified below.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 The Member and Officer task and finish group have consulted with the three community rooms and three community houses through a site visit and workshops. The Housing Overview & Scrutiny Committee have received three reports throughout the review including the final report on 13 April 2011 detailing the above proposals, which were support by the committee.

The Head of Housing was consulted throughout the review.

## **12.00 APPENDICES**

- 12.01 Appendix 1 - Terms of Reference
- Appendix 2 - Draft Community House Policy

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

notes from task group meetings, workshops and site visit

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**FLINTSHIRE COUNTY COUNCIL**  
**Community & Housing OVERVIEW & SCRUTINY COMMITTEE**



**PROJECT PLAN FOR REVIEW OF Community Houses**

|                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>TERMS OF REFERENCE</b></p> <p><i>Set specific objectives.</i></p> <p><i>Be clear as to what is, and, as importantly, what is not, included in the topic.</i></p>                                                                                                                                                                   | <p>To produce a comprehensive policy to enable the Council to monitor and manage the use of its current and future Community Houses in terms of best value and community engagement. In doing so the following areas will be considered:</p> <ul style="list-style-type: none"> <li>• Identify the current community needs v current provision</li> <li>• Identify the current costs to the authority in providing community houses, e.g. maintenance costs.</li> <li>• Confirm the financial stability of each of the current community houses, (do they charge for the activities they provide?)</li> <li>• Consider the viability of introducing nominal rent charges. If so, should the charges be phased in gradually?</li> <li>• Develop an application form for future community houses.</li> </ul> |
| <p><b>EVIDENCE GATHERING</b></p> <p>➤ <b>Documents</b><br/><i>What? Why?</i></p> <p>➤ <b>Internal Contributors</b><br/><i>(Both Members and officers) Who? Why?</i></p> <p>➤ <b>External Contributors</b><br/><i>(e.g. Service users, community representatives, key stakeholders, recognised experts, other organisations etc.)</i></p> | <p>Shelter – A good practice guide: Developing and supporting community houses.</p> <p>Flintshire County Council – A guide to setting up and managing a Community House.</p> <p>Head of Housing – Knowledge and Expertise</p> <p>Neighbourhood Housing Manager – Knowledge and Expertise in ensuring objectives are achieved.</p> <p>Executive Member Housing – Political support</p> <p>Tenants &amp; Resident Association/Management Committee representatives from the existing six community houses.</p>                                                                                                                                                                                                                                                                                               |

APPENDIX ONE

*Who? Why?*

➤ **Site Visits**

*Where? Why?*

Visit each of the six community houses to identify current facilities/activities offered and the future/ongoing finance required.

➤ **Consultation/Research/Other Methods**

*Why? What? Who?*

*Does the Committee wish to publicise its review by issuing a Press Release and possibly invite views?*

To be considered.

**FORMAT OF MEETINGS**

➤ **Venue of Meetings**

*Can they be held in the community?*

County Hall, Mold

➤ **Frequency of Meetings**

Up to twice monthly

➤ **Co-options**

*Does the Committee wish to co-opt members onto the Committee for the review? If so, who and why?*

Councillor Marian Bateman, who was a substitute on the Community & Housing Overview & Scrutiny committee at the time the item was considered, and had a keen interest in participating.

➤ **Member Involvement**

*Full Committee, task and finish working group or individual or paired Members to drive the review.*

Task and Finish group with Officer support, to report back to full committee in regular intervals.

APPENDIX ONE

|                                                                                                                                                                                             |                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <p><b>TIMESCALES FOR REVIEW</b><br/> <i>Realistic and achievable timescale. Establish a commencement date and set a target date for issue of final report to the full Committee.</i></p>    | <p>The first meeting of the group was 22 June 2010, and it is hoped that the review will be completed Autumn 2010.</p> |
| <p><b>FOLLOW UP</b><br/> <i>What happens next?<br/>         Should a Press Release be issued drawing attention to the Committee's report?<br/>         Monitoring/progress reports?</i></p> | <p>T.B.C.</p>                                                                                                          |
| <p><b>LESSONS LEARNED</b><br/> <i>Review the complete process.<br/>         What went well, what did not go quite so well and what can be learned for future reviews?</i></p>               |                                                                                                                        |

Please note that during the course of the review, the Community & Environment Overview & Scrutiny Facilitator will update this document when necessary. However, it should be as accurate as possible from the start of the review and any changes to this document must be approved by the full Committee.

Flintshire County Council  
**COMMUNITY HOUSE POLICY**  
**2011**

APPENDIX THREE  
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DRAFT

## APPENDIX THREE

### 1.0 Introduction

- 1.1 Flintshire County Council has provided Community Houses for over ten years, as it recognises the invaluable contribution they make towards building stronger, more sustainable communities.
- 1.2 Community Houses provide an excellent opportunity for landlords and local people to work together. Due to their small scale and neighbourhood focus, they can appeal to individuals and families who may feel excluded from more formally run facilities. They can also offer a variety of activities tailored to the specific needs of the local community, provide a focus for the neighbourhood and a place where people can meet and break down barriers to social exclusion.
- 1.3 This policy and guidance has been written to assist both existing users of Community Houses and individuals / groups who are considering applying to the Council for a Community House.
- 1.4 For the purpose of this document, a Community House is defined as:

“...A house or flat belonging to a local authority, which is developed within an easily defined neighbourhood such as council estate or a group of streets with a shared sense of identity. Their development is based on needs identified by the community, which may include anti social behaviour, lack of service provision or the simply the need for somewhere to meet. Importantly, a Community House is a place over which the community has a high degree of control”.
- 1.5 The Council will support Community Houses to:
  - Function in order to reduce social isolation and promote a sense of belonging and community spirit.
  - Serve as a vital community resource through the provision of a range of programs and services.
  - Foster family support, community advancement and learning opportunities for all.
  - Be administered by a not for profit organisation.
  - Provide an integrated range of services to meet the diverse needs of individuals and families.

## APPENDIX THREE

### 2.0 Application Process

- 2.1 The Council require specific information in order to determine whether to support the provision of a Community House. Consequently, it is necessary for all new requests to be submitted using Flintshire County Council's Community House Application Form.
- 2.2 The Council may contact the individual / group making the application in order to obtain further information.
- 2.3 The Council will acknowledge receipt of Community House application forms within 10 working days.
- 2.4 A member / officer group will take responsibility for approving / rejecting Community House applications, with delegated power of decision with the relevant Executive Member. Where the Community House application is within the ward of the relevant Executive Member, to ensure openness and transparency the decision will be made by another Executive Member.
- 2.5 Once a fully completed application form has been received, a decision will be made within 20 working days. The applicant will be notified of the Council's decision in writing.
- 2.6 Application forms can be obtained from the Council's Housing Service (see contact details under Section 9).
- 2.7 Guidance notes exist to help individuals / groups complete the application form. Further support to complete the application form can be obtained from the Housing Service (see contact details under Section 9).

## APPENDIX THREE

### 3.0 Annual Review

- 3.1 The Council are committed to the sustainability of its Community Houses, and will work with community groups (Management Committee's) to help improve the services/activities they provide.
- 3.2 As part of the process each Management Committee will be required to complete a review of its facilities, services and activities on a yearly basis. A review form will be provided to each group, which will take the Management Committee step-by-step through many of the issues, barriers and opportunities that the group needs to think about so that it can plan more effectively.
- 3.3 The reviews aim is to prompt Management Committees to think about what changes need to be made to plan for the future and encourage the Committee to get all the information in one place. This will create a baseline – a starting point – which can then be revisited yearly to assess progress, as well as creating a starting point for writing a business plan or funding application.
- 3.4 The review will need to be completed and agreed at a meeting of the Management Committee. Once the review document has been agreed by the Committee it can be received by the Council for consideration.
- 3.5 Guidance notes will be provided to assist the Management Committee in completing the review form. The Guidance notes will also provide contact details of officers available to provide additional assistance if required.
- 3.6 The review form should be received by the Council within four weeks of the meeting of the Management Committee.
- 3.7 Once in receipt of the review form the responsible officer (NHM) will acknowledge receipt within 10 working days. Any actions identified from the review form will be confirmed in writing to the Management Committee within 20 working days. Each action will detail who is responsible and a target date for completion.
- 3.8 All identified actions will be followed up six months after the date of issue of the review form to ensure each action has been signed off.

## APPENDIX THREE

### 4.0 Community House Inspection

- 4.1 A Community House safety inspection will be completed on a yearly basis which will compliment the Community House Review.
- 4.2 The purpose of the inspection is to:
- Enable control measures to be checked
  - Enable work practices to be observed
  - Provide a mechanism for identifying hazards
  - To mitigate risks for the accountable body (Flintshire County Council or the Management Committee. Please refer to section 8.0 Accountability).

The inspection checklist has been designed to identify the areas to be inspected. The checklist will include the most significant hazards and the controls that are expected in the area. It will include not only the physical features, but it will also check that the correct working practices are being followed.

- 4.3 The inspections will be completed by a responsible officer of the Council. Once completed it will be dated, agreed and signed off by the responsible officer and a Management Committee member. The Management Committee will be provided with a copy of the inspection checklist.
- 4.4 An action plan will be prepared to address any issues identified by the inspection. Each action will detail who is responsible and a target date for completion. The Management Committee will be provided with a copy of the inspection checklist.
- 4.5 Completed office copies shall be kept on file for at least one year by the responsible officer to allow for comparison on subsequent inspections.

### 5.0 Business Plan

- 5.1 In addition to a yearly review, Community Houses will be required to develop a three year business plan.
- 5.2 The Council needs to know that Management Committees of each of the community houses have a clear understanding of their customers, strengths, competition and the foresight to plan for the future. The finished business plan will act as an operating tool to help the Management Committees to achieve their aims. The plan will also act as an effective communication tool for the Council.
- 5.3 A Business Plan template will be provided along with guidance notes to assist the management committee in completing the Business Plan. The Guidance notes will also provide contact details of officers available to provide additional assistance if required.
- 5.4 The Business Plan will need to be completed in preparation for a Meeting of the Management Committee. Once the plan has been agreed by the Committee it can be received by the Council for consideration.

## APPENDIX THREE

- 5.5 The Business Plan should be received by the Council within four weeks of the meeting of the Management Committee.
- 5.6 Once the Business Plan has been approved by the Council, it should become an operational tool to measure the success of the community house. The plan can be updated as milestones are reached. Typically, this should coincide with the annual review.

### **6.0 Closing a Community House (by the Committee)**

- 6.1 Community Houses can be closed for a number of reasons, which can include:
- More suitable accommodation is found elsewhere.
  - The management committee disbands.
  - Funding problems.
  - Services cease to operate.
- 6.2 In the event that problems are encountered by the Management Committee the Council (upon request) will provide support and guidance to assist groups to identify solutions in order to sustain the service.
- 6.3 The Council can also assist in the following ways:
- Marketing and publicity of events and services.
  - Supporting the committee to develop good governance.
  - Providing support to engage new residents.
  - Advising on funding opportunities.
  - Providing training to enhance skills and knowledge.
- 6.4 The management / tenancy agreement will stipulate the length of notice the committee are required to give to the Council in the event they wish to terminate the agreement.
- 6.5 The management agreement will set out the arrangements for vacating the premises. Some of these arrangements will include:
- Responsibility for meter readings and notification to service providers.
  - Payment of all running costs up until the end of the agreement.
  - Removal of signage and equipment.
  - Handover of keys and security information.
  - Converting the property to a dwelling.

### **Closing a Community House (by Flintshire County Council)**

- 6.6 Flintshire County Council may wish to close a Community House for a number of reasons, which may include:
- The conduct of illegal or immoral purposes.
  - High demand for social housing / accommodation in the area.
  - Low demand for the service / facility.
  - Financial mismanagement.

## APPENDIX THREE

- Poor take up of existing services.

- 6.7 The Council will take into account the information contained within the annual review, business plan and health and safety inspection before any consideration is made to close the facility.
- 6.8 The Council will meet with the Management Committee to discuss concerns and identify potential remedies prior to making any decision to close the facility.
- 6.9 In the event that the Council decide to pursue closure of a Community House the matter will be managed in accordance with the management / tenancy agreement.

### **7.0 Appeals Process**

- 7.1 In the event that the Council refuse an application for a Community House, the applicant is entitled to appeal the decision.
- 7.2 Appeals must be submitted in writing using the correct form obtainable from the Council (see contact details under Section 9).
- 7.3 A member / officer group will take responsibility for assessing appeals, with overall delegated power of decision with the relevant Executive Member. The member/officer group will not include members that are associated with the Community House being considered for appeal. In addition, if the appeal is within the ward of the relevant Executive Member, the decision will be passed to an alternative Executive Member to ensure openness and transparency.
- 7.4 The Council will consider all appeals on their merits and provide a written response within 20 working days. The decision of the Council will be final.
- 7.5 Any new application for a Community House cannot be submitted until 6 months has lapsed following the date of the appeal decision.

## 8.0 Accountability

- 8.1 Each Community House Management Committee will hold a management agreement for their relevant community house. The conditions contained within it will be agreed and signed by both a representative from the Council and a member of the Management Committee.
- 8.2 The Management Agreement will contain details of what the Council, the Management Committee and service users are accountable for.
- 8.3 Accountabilities of the Council will include:
- Determining the level of rental charges (if any) relating to the property. This will be based on the services provided by the community house, the needs of the community, and whether the services are provided by any other organisation(s) in the area identified as the 'community' within the management committee's constitution.
  - Carry out repairs and maintenance to the building, (to include such items as doors, windows, locks, electrical, plumbing repairs, gas servicing and cyclical repairs etc). Malicious damage, or damage caused by users will be re-charged to the management committee and will be reported to the police.
  - Insure the structure of the building (NB. Not the contents).
  - Ensures that, at the time of making these arrangements, in conjunction with the Management Committee, the Community House complies with the relevant Fire Regulations and Health and Safety requirements. The costs for any action required in respect of any new standards or legislation will be agreed between both parties. In addition, any costs arising from the requirement for alterations (e.g. structural) will be agreed between both parties.
  - Provide and maintain fire safety equipment.
  - Carry out a yearly inspection of the property, and complete all outstanding actions they are accountable for.
- 8.4 Accountabilities of service users will include:
- Ensure appropriate and responsible use of the community house, (i.e. no loud music, inconsiderate parking of vehicles, etc.)
  - Take responsibility for Health & Safety issues connected to the use of the community facility when it is used by them.
  - Ensure that the appropriate licences and permissions are applied for to host activities.
  - Keep the facility in a clean, hygienic condition when used.

## APPENDIX THREE

- Ensure the resident/group who books the facility will be in attendance during the event.
- Keys to gain access must be collected from the appointed key holders and returned immediately after use. (Key holder information will be posted on notice boards with the community house.
- To adhere to the terms of the Code of Conduct

### 8.5 Accountabilities of the Management Committee will include:

- Provide the Council with details of Management Committee members, copies of relevant certificates, constitution and their annual review/business plan.
- Provide the Council with a contact list of the appointed key holders. (Key holder information will be posted on notice boards).
- Ensure appropriate use of the community house and ensure user groups hold relevant insurances/permissions to hold events.
- Acquire funding for all utility bills, rates, contents insurance furniture, equipment and rent where applicable.
- Ensures that, at the time of making these arrangements, in conjunction with the Council, the Community House complies with the relevant Fire Regulations and Health and Safety requirements. The costs for any action required in respect of any new standards or legislation will be agreed between both parties. In addition, any costs arising from the requirement for alterations (e.g. structural) will be agreed between both parties.
- Undertake bookings for use of the facility through a booking diary system. Block booking can only be made for up to 3 months in advance. (The booking diary must be available for inspection each year upon submission of the annual review).
- Allow access by a council representative to carry out a yearly property inspection, and complete all outstanding actions the group are accountable for.
- Reserve the right to refuse admission of a resident/user group.
- To adhere to the terms of the Code of Conduct

### 8.6 The Council aims to be open and supportive, and provide everyone the opportunity to access services at the Community House in a safe and friendly environment.

This can only happen if everyone treats each other with courtesy and respect. A code of conduct will be displayed in each Community House, and will make clear what behaviour is expected of service users, committee members and volunteers.

## APPENDIX THREE

The Code of Conduct will also be incorporated within the Management Agreement.

- 8.7 Failure to meet the requirements of the Code of Conduct is unacceptable, and may result in further action. Such action can include:
- Being removed from the premises
  - Being excluded from the premises and activities for a period of time
  - Being excluded from the premises and activities permanently
  - Being asked to resign as a member of the committee and/or volunteer.
  - Legal action being taken in cases of suspected unlawful actions.
- 8.8 The introduction of an annual review, business plan and community house inspection checklist will aid in ensuring each body adheres to their responsibilities.
- 8.9 These arrangements will be reviewed annually after the passing of one year from the date of inception and if necessary will be amended. This will be a joint review between Flintshire County Council, user groups and Management Committee.

### 9.0 Contact details

Further advice / information / application forms relating to Community Houses can be sought from:

Hannah Fargher  
Neighbourhood Housing Manager  
Flintshire County Council  
County Hall  
Mold  
CH7 6NN

01352-701484  
[hannah.fargher@flintshire.gov.uk](mailto:hannah.fargher@flintshire.gov.uk)

Debbie Davies  
Tenant Participation Officer  
Flintshire County Council  
County Offices  
Chapel Street  
Flint

01352 703816  
[debbie.davies@flintshire.gov.uk](mailto:debbie.davies@flintshire.gov.uk)

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 16**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **21 JUNE 2011**  
**REPORT BY:**      **DIRECTOR OF COMMUNITY SERVICES**  
**SUBJECT :**         **SECOND CHILDREN'S SAFEGUARDING MANAGER POST**  
                                 **WITHIN SOCIAL SERVICES FOR CHILDREN**

**1.00 PURPOSE OF REPORT**

1.01 To seek permission to appoint a second Children's Safeguarding Manager to fill the current capacity gap, plus accompanying administrative support.

**2.00 BACKGROUND**

2.01 The post of Children's Safeguarding Manager is a pivotal one in terms of the Directorate's responsibilities to keep children safe. The post holder is responsible for the chairing of all child protection conferences within the county boundaries, for advising in house and external agency staff on safeguarding issues and a host of other associated activities as outlined in the job description attached as appendix 1 to this report.

2.02 At one point there were two such posts within the department but one of the posts was deleted in 2006 as a savings measure and a post holder made redundant.

2.03 The numbers of children on the child protection register has risen in recent years as a result of national high profile child death cases and as can be seen from the table below has hovered around 85-100+ since at least 2008.

| YEAR END NUMBERS (31 <sup>ST</sup> MARCH) |     | High Point during period |
|-------------------------------------------|-----|--------------------------|
| 2007                                      | 59  | 66                       |
| 2008                                      | 90  | 90                       |
| 2009                                      | 77  | 86                       |
| 2010                                      | 103 | 111                      |
| 2011                                      | 88  | 95                       |

2.04 It is clear therefore that the rise does not reflect a short term increase but rather a long term trend which we anticipate will continue given the current economic climate and societal issues such as substance misuse and domestic violence.

---

Date: 15/06/2011

2.05 Further, the chart below illustrates the numbers of child protection case conferences held over a five year period and highlights the capacity issues identified in such a high activity arena noting that not all initial child protection case conferences result in registration and that children move on and off the register over a 12 month period.

| <b>TYPE</b>                          | <b>2006/<br/>07</b> | <b>2007/<br/>08</b> | <b>2008/<br/>09</b> | <b>2009/<br/>10</b> | <b>2010/<br/>11</b> |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Initial Child Protection Conferences | 46                  | 56                  | 72                  | 119                 | 106                 |
| Review Child Protection Conferences  | 23                  | 76                  | 111                 | 259                 | 250                 |
| <b>Total</b>                         | <b>69</b>           | <b>132</b>          | <b>183</b>          | <b>378</b>          | <b>356</b>          |

2.06 Although the increase from 2009/10 onwards can be partially accounted for by a different counting method for siblings the rise is still significant.

2.07 Child protection case conferences are held at intervals of 3 months post registration then at minimum intervals of 6 months.

2.08 The timeliness of initial and review conferences is a national performance indicator.

2.09 The case complexity is also increasing and the time allotted to case conferences is increasing as a direct result of this. At the present time child protection case conferences occur on two days per week (Tuesday and Thursday) with an additional day (Monday) allocated for urgent initial conferences should the need arise. The set days for conferences is required to ensure that colleagues from other agencies preserve the time aside in their diaries and thus assure quoracy. Restrictions in this regard mean that the conference chair has 3 conferences per day on most days which takes its toll on her as the sole chair for such meetings within the county.

2.10 Clearly with only one chair available there are times when sickness or other absence means we have to find cover arrangements and we have external consultants to provide this who have the necessary skills and expertise to undertake the role and can provide the requisite degree of independence from front line operations. We are fortunate in that the current post holder's sickness record is exemplary and she manages her workload well but in truth she has been unable to engage in the full range of associated activities in relation to her role and has had restrictions placed upon her ability to access a full range of personal development/ training opportunities to enhance her role and contribute to her own professional development.

- 2.11 Within the county council we also employ two Independent Reviewing Officers whose primary responsibility it is to oversee the care plans of our looked after population. The job descriptions of the IRO's and the Safeguarding Manager contain flexibility for cover arrangements across function but in essence this has not occurred as the numbers of children looked after has hovered around 200 for a number of years also as can be demonstrated by the table below.

| <b>YEAR END NUMBERS (AS AT 31<sup>ST</sup> MARCH)</b> |            |
|-------------------------------------------------------|------------|
| <b>2007</b>                                           | <b>189</b> |
| <b>2008</b>                                           | <b>198</b> |
| <b>2009</b>                                           | <b>193</b> |
| <b>2010</b>                                           | <b>194</b> |
| <b>2011</b>                                           | <b>194</b> |

- 2.12 Many local authorities host a Safeguarding Unit for the IRO/ CP Chair function and roles are combined. It is our aspiration to consider this further should the additional post be approved. For a number of years the IRO's/ CP chairs plus their respective managers have met regularly to discuss their respective roles and issues of mutual concern or consideration. Bringing the functions more closely together in future would be the logical next step. One of the IROs has undertaken mentoring on the Child Protection chair's role over the past 12 months from our external consultant on children's safeguarding and could cover both discreet areas once capacity allows.
- 2.13 We are currently undertaking an evaluation of the children's safeguarding function in an attempt to streamline operations.

### **3.00 CONSIDERATIONS**

- 3.01 A measured approach has been deployed thus far in terms of managing the capacity issues relating to this post but clearly the rising trend is not abating, the complexity of cases increases the time required for discussion and the current position is therefore unsustainable in the longer term.
- 3.02 Alongside this, new requirements as outlined in the Children Act 2008 further underscores the need for increased capacity to advise on placements in the health and education sector and in the secure estate.

### **4.00 RECOMMENDATIONS**

- 4.01 That Executive endorses the proposal to recruit an additional post of Children's Safeguarding Manager for a three year contract.

- 4.02 That Executive also endorses additional part time administrative support for the same period.
- 4.03 That the situation is reviewed in 2014 and a decision made at that time to extend or delete the post.
- 4.04 That in the interim the Head of Social Services for Children and the Head of Development and Resources commence discussions with the relevant officers with a view to developing the ideas around a Safeguarding Unit.

## **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The costs of appointing to these posts are as follows (assume bottom of scale)

|                                      |                |
|--------------------------------------|----------------|
| Children's Safeguarding Manager (M3) | <b>£42,549</b> |
|--------------------------------------|----------------|

|                                               |               |
|-----------------------------------------------|---------------|
| Administrator (Scale 2)<br>(£18,809 pro rata) | <b>£9,404</b> |
|-----------------------------------------------|---------------|

**Total: £51, 953**

- 5.02 Money has been made available via WAG grant to implement provisions around the Children Act 2008. The funding for the additional post will therefore be met from within the Directorate's budget. In essence funds are already being utilised to provide cover in the absence of the post holder and this money would be redirected to the new posts. Money has also been utilised to support the additional administrative burden on the team.
- 5.03 It is acknowledged that few areas are expanding within the current financial climate but as has been demonstrated the numbers of looked after children and those on the child protection register have remained static over a number of years and, given the growth since the original post was deleted we believe the reinstatement of the post- at least for a three year period- is well evidenced and provides the structure to maintain the oversight of safe practice in this regard.

## **6.00 ANTI POVERTY IMPACT**

- 6.01 The identification of children suffering neglect and abuse is central to the authority's safeguarding role and the production of clear child protection plans to safeguard children and support parents can negate the impact of poverty.

## **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None directly as a result of this report.

**8.00 EQUALITIES IMPACT**

8.01 The UN Convention on the Rights of the Child and the 7 core aims refer to the rights of children to live free of abuse and neglect. The role of the Children's Safeguarding Manager is key to ensuring that the county council's responsibilities in this regard are discharged.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None noted.

**10.00 CONSULTATION REQUIRED**

10.01 None noted.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None noted.

**12.00 APPENDICES**

12.01 Safeguarding Manager Job Description & Person Specification

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

None

Contact Officer: Carol Salmon  
Telephone: 01352 702503  
E-Mail: carol\_salmon@flintshire.gov.uk

**Title of Post** Children's Safeguarding Manager  
**Directorate** Community Services  
**Post Numbers** 620 3220 0001  
**Reports To** Head of Social Services for Children

**1. Job Purpose** To co-ordinate the effective management and development of Flintshire's Safeguarding Children System in order to meet identified needs and legislative requirements, to protect children and young people from harm and to promote the welfare of children in need.

- 2. Principal Accountabilities**
- 2.1 Lead and co-ordinate inter-agency children's safeguarding services within Flintshire through prime responsibility for joint initiatives in strategy and operations to ensure efficient and effective case management.
  - 2.2 Provide the Local Safeguarding Children Board with regular reports to ensure that the Board has up to date information on the level of safeguarding activity in the County and is aware of any issues affecting inter-agency practice.
  - 2.3 Lead the development of quality standards in the field to ensure that all agencies operate in a consistent way in the delivery of services to safeguarding the welfare of the child population.
  - 2.4 Monitor all safeguarding activities within the Directorate and provide monthly reports to the Head of Social Services for Children to ensure that established quality standards are adhered to, and that any gaps in provision are identified.
  - 2.5 Establish and maintain the Flintshire Child Protection Register to ensure that all agencies have 24 hour access to accurate information about children on the register.
  - 2.6 Chair all child protection case conferences to ensure that consistent standards are applied to the multi agency decision making process.
  - 2.7 In conjunction with the Independent Reviewing Officers chair Placement with Parents Meetings when necessary to ensure that

appropriate recommendations are made to the Head of Social Services for Children.

2.8 Review Inter-Agency child protection plans at regular intervals and notify relevant managers of any shortfalls in practice or resources to ensure that the service is monitored effectively.

2.9 Provide advice, consultation and support to Children's Services staff and to staff in other agencies to ensure that they respond to service user needs in a way which keeps children safe.

2.10 Contribute to the design and delivery of inter-agency training in the field of children's safeguarding to ensure that staff from all agencies receive the training suited to their role and function.

2.11 Source, collate and disseminate contemporary research in the field to ensure that child care staff remain up to date with current theory and practice.

2.12 Contribute to the multi-agency public protection agenda by attendance at MAPPA meetings.

2.13 Manage the Positive Outcomes Service and chair Positive Outcomes Meetings for a transitional period until the advent of new management arrangements for this service.

### **3. Job Context**

This post is critical to the success of the County Council's responsibility for Children's Safeguarding. The postholder has primary responsibility for ensuring that the Directorate discharges its responsibilities in the field in a way which ensures that good inter-agency networks are established and maintained. The job involves a high degree of skill in working with professional staff from other agencies, i.e. police, education, health and voluntary bodies as well as with parents and children. The whole area has a very high public profile and the post holder is required to make difficult judgements which involve a high level of professional expertise and involves complex risk management of cases which are often the subject of substantial media interest. It is because of the high public sensitivity to child protection issues that the structure provides for direct reporting to the Head of Social

Services for Children.

THE JOB DESCRIPTION MAY CHANGE SLIGHTLY AS DISCUSSIONS ENSUE WITH THE INDEPENDENT REVIEWING OFFICERS TO ACHIEVE A UNIFIED APPROACH TO CHAIRING BOTH LAC REVIEWS AND CHILD PROTECTION CONFERENCES.

#### **4. Contacts**

##### **Internal**

##### a) Internal:

- Director of Lifelong Learning/ Head of Social Services for Adults (as Statutory Director of Community Services)/ Head of Social Services for Children– to discuss strategic developments within the field and provide monitoring reports.
  
- Child Care Team Managers – to ensure effectiveness of the systems and to ensure that standards are maintained.
  
- Other Directorate staff – to provide advice, guidance and support on matters relating to children’s safeguarding.
  
- Elected members – to respond to enquiries and to present reports at Social & Health Overview & Scrutiny and the Children’s Services Forum.
  
- Liaison with the Planning and Management Information Team to ensure reporting on performance indicators is accurate, timely and consistent.

##### **External**

##### b) External:

- Senior managers from other agencies – to discuss strategic developments in children’s safeguarding services and to regulate and develop those services.
  
- Professional colleagues in all agencies concerned with child care – to ensure co-operation and smooth resolution of difficulties and to provide specialist advice and guidance.
  
- Those in similar roles in other counties – to ensure the sharing of

information and consistencies in practice across Wales.

- The LSCB Executive/ Operations Board – to discuss all matters related to the effective management of the safeguarding system.

- Voluntary agencies – to promote awareness.

- Welsh Assembly – to discuss government guidance and to respond to requests for reports/ statistics.

- Parents and children – to prepare them for attendance at child protection conferences.

## **5. Organisation**

## **6. Knowledge and Experience**

The postholder must have a recognised qualification in Social Work (i.e. CQSW, CSS or DipSW) and preferably have undertaken post qualification studies in child protection or management studies. A thorough knowledge of current research and up to date practice in the field is essential.

The postholder should have a minimum of five years experience and proven competence as a practitioner and manager within the field of child care – three of which should be in front line child protection work. They must be able to demonstrate an ability to take difficult and media-sensitive decisions in complex cases.

The post requires a high level of interpersonal skills, the ability to negotiate effectively and the ability to chair Inter-Agency meetings. The postholder must also be able to direct others in relation to processes to be followed or decisions to be taken.

A sound working knowledge of the Children Act (1989), the Children Act (2004) and associated regulations and guidance is required, together with a working knowledge of the statutory responsibilities of all agencies in respect of children's safeguarding.

Success in the post requires a commitment to partnership with agencies in the statutory and voluntary sectors, with service users

and advocates, together with an ability to work well under pressure. Familiarity with information management systems and an appreciation of the performance management agenda will need to be demonstrated during the selection process.

## 7. Dimensions

### Finance Number of Staff Statistics

- 2 fte 152 Child Protection Case Conferences & Reviews per year (projected 2006)  
56 Children on Child Protection Register (21.10.06)

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

**REPORT TO: EXECUTIVE**  
**DATE : 21 JUNE 2011**  
**REPORT BY: DIRECTOR OF COMMUNITY SERVICES**  
**SUBJECT : MENTOR / VOLUNTEER PROJECT UPDATE (MAY 2011)**

### **1.00 PURPOSE OF REPORT**

- 1.01 To review the progress of the Mentor / Volunteer Project and to consider an increase in the post-holder's hours to meet the growth and demand generated by the project.

### **2.00 BACKGROUND**

- 2.01 The current Mentor / Volunteer Project emerged from the previous Leaving Care Mentor Scheme which operated from 2002 - 2009. The project was originally managed by the Princes Trust until they withdrew. The significant benefits of the original project lay in the commitment of its volunteers to work with young people on the cusp of or having left care. The decision was taken to further expand the project to include all young people and children from 0-18 who were identified as children in need, in need of protection, looked after, children with disabilities and continuing to support those leaving care.

#### (i) Recruitment

Working in partnership with the Flintshire Volunteer Centre they have provided the opportunity for potential volunteers to register on their database, this is then relayed to the project manager. The project received 52 requests, 23 were interviewed and 11 were offered volunteer posts, bringing the total (including existing volunteers) up to 17.

#### (ii) Policies and Procedures

These have been fully modernised and consist of a handbook to all new volunteers, standardised guidance on safeguarding and other related activities and as of May (2011) all referrals are now received via the Community Services Paris System.

#### (iii) Training

All volunteers are subject to monthly group supervision and when active with a young person, to a twelve weekly cycle of supervision.

Training is provided by 'in-house' services and supplemented by external training provided by Dynamix.

#### (iv) Working With Children and Young People

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Date: 15/06/2011

The underlying principles are to encourage children and young people known to the CIDS or currently looked after or care leavers to explore ways to improve their social and life opportunities. This is further reinforced by the commitment to meet the 7 core aims and objectives.

Work is measured by means of an 'outcome star chart' this allows for self-assessment and consider any re-alignment in the work being undertaken.

- 2.02 Over the last 13 months (February 2010 - March 2011) 14 young people have received support. In all this constitutes in the region of 260 direct contact hours, it is anticipated with a fully serviced staff this will be in excess of 1000 hours for 11/12.
- 2.03 The current volunteers work on an individual basis with young people but should the additional hours be agreed we will be implementing plans to use volunteers as an exit to formal interventions with families as an additional form of support for a set period e.g. when children's names are deleted from the child protection register, when children voluntarily accommodated return to their parents or following a discrete intervention such as a parenting programme, etc.

### **3.00 CONSIDERATIONS**

- 3.01 Given the growth and proposed expansion of the project it is expected that additional volunteer capacity alongside project overview will need to be addressed. This will be a tangible outcome with increased rates of referrals and the potential to develop the work more closely with families with children / young people on the Child Protection Register and high level children in need cases.
- 3.02 The project has exceeded expectations in its first year and year (11/12) should see a further period of expansion. The current cohort of volunteers are beginning to demonstrate effective outcomes. Referrals for children / young people with disabilities has significantly grown.
- 3.03 This represents a positive achievement in terms of service development combined with valuable outcomes for the children / young people in receipt of services.

### **4.00 RECOMMENDATIONS**

- 4.01 That consideration be given to agree to the expansion of the project by increasing the post-holders available hours (see 5.00).

### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 Two options have been considered:

Option 1

Increase the post-holders capacity to 25 hours, this would be at a cost of £16,000 (current £12,000) with potential administrative support at £6,500 (Scale (2)), this would increase the volunteer pool to 30 and increase in the volunteer activity fund from £10,000 to £15,000 this would see a total cost from £22,000 to £37,000 p.a.

Option 2

Full-time co-ordinator at £24,000 admin support at £6,500 (S2), increased volunteers to 40, activity fund at £20,000, with a total cost of £50,7000.

5.02 It is expected that these costs will be met by Social Services for Children base budget allocation.

**6.00 ANTI POVERTY IMPACT**

6.01 None to report.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None to report.

**8.00 EQUALITIES IMPACT**

8.01 None to report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None to report.

**10.00 CONSULTATION REQUIRED**

10.01 Project Co-ordinator.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Senior Management Team, Children's Services Workforce as referrers, Project Coordinator.

**12.00 APPENDICES**

12.01 None.

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

None

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## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 18

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **21 JUNE 2011**  
**REPORT BY:**      **DIRECTOR OF ENVIRONMENT**  
**SUBJECT :**         **RURAL DEVELOPMENT PLAN FOR WALES 2007 - 2013,**  
                              **BUSINESS PLAN 2**

### **1.00 PURPOSE OF REPORT**

1.01 To update Members on the progress of the implementation of the Rural Development Plan (RDP) for Wales 2007 - 2013 for both Business Plan 1 and Business Plan 2.

### **2.00 BACKGROUND**

2.01 Members will be aware that the RDP programme covers two Business Plan periods. Business Plan 1 ran from 20th June 2008 to 28th February 2011 and Business Plan 2 runs from 1st March 2011 to 31st December 2013.

2.02 The County Council is acting as the Lead Body providing the administration, support and management for the programme. The County Council is responsible for overseeing the implementation of Axis 3 in Flintshire. Measures under Axis 3 seek to increase economic performance and income levels and improve the quality of life, whilst addressing issues of social inclusion and isolation within rural areas.

2.03 RDP Axis 4 seeks to pilot innovative rural development projects. In Flintshire Axis 4 is delivered by Cadwyn Clwyd who contract directly with WAG.

### **3.00 CONSIDERATIONS**

3.01 Business Plan 1 operated from June 2008 to February 2011. The majority of projects came to a conclusion at the end of February. However a small number of Axis 3 projects have requested extensions until later in the year because they have proven to be successful and have asked for the opportunity to utilise additional funding and thus generate additional outputs and achievements

3.02 Most of the projects have either nearly utilised their RDP allocation and match funding or are on profile with their expenditure. There are two projects, however, which have made significant de-commitments. A request to transfer the majority of this de-committed funding to another project in Flintshire has been approved by WAG. As a result we will vire £252K into the Realising the Potential of Tourism Project. This will:

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Date: 15/06/2011

1. Extend the business grant scheme to support another 10 businesses.
  2. Allow us to support small tourism infrastructure projects in Mold, Holywell and Talacre.
- 3.03 In December 2010 the Welsh Assembly Government approved detailed project applications that were submitted as part of a Business Plan 2 bid for RDP funding. Three Axis 3 umbrella projects, with a total value of approximately £2.62 million and one Axis 4 project with a value of £2.36 million have been approved, resulting in approximately £4.98 million of investment for Flintshire's rural communities.
- 3.04 These projects will address areas such as business start up and enterprise, village renewal and streetscape enhancements, improvements to the rural infrastructure, rural access routes, local produce, rural tourism, agri-energy schemes and heritage initiatives. Flintshire County Council itself has had two activities approved under Business Plan 2 with a total value of just under £1.8 million:
- a) 'Town and Village Streetscape Enhancements' - to make physical improvements to, and support businesses in, key tourist destinations in Flintshire such as Mold, Holywell, Talacre and Gronant (£894,132). This activity forms part of the umbrella project 'Flintshire Village Enhancements';
  - b) 'Linking Flintshire's Communities' - to develop new linear and circular walking, cycling and riding routes for local people and visitors (£865,929).
- 3.05 The Welsh Assembly Government issued the County Council with a funding offer for the Business Plan 2 projects in February 2011.
- 3.06 A fuller report, with greater detail on the projects themselves will be placed in the Members library.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Members note the progress and approve of the implementation of the Rural Development Plan (RDP) for Wales 2007 - 2013 for both Business Plan 1 and Business Plan 2.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None above those already approved at the 10 August 2010 Executive Committee meeting.

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

- 6.01 The measures included within the RDP have been identified to assist rural areas, address deprivation and weaknesses such as low productivity, employment, local economic activity rates, the existence of pockets of social exclusion and poor access to services. The programme and the Business Plan projects will therefore make an important contribution towards sustaining communities in rural Flintshire.

## **7.00 ENVIRONMENTAL IMPACT**

- 7.01 Environmental sustainability is one of the cross-cutting themes for the programme and all projects and contracts will need to integrate this into their design and delivery and their impact will be monitored.

## **8.00 EQUALITIES IMPACT**

- 8.01 Equal opportunities, social inclusion and the Welsh language are cross-cutting themes for the RDP and all projects and contracts will need to integrate these into their design and delivery and their impact will be monitored.

## **9.00 PERSONNEL IMPLICATIONS**

- 9.01 The administration and management role of the Lead Body requires considerable staff time to ensure robust programme and project management. Funding is available from the RDP to provide staff resources to manage the programme.

## **10.00 CONSULTATION REQUIRED**

- 10.01 Rural ward members, rural town and community councils, public sector agencies and voluntary and community groups will play a key role in implementing the programme and have an opportunity to be involved in many of the projects to be implemented.

## **11.00 CONSULTATION UNDERTAKEN**

- 11.01 Consultation has been very wide in developing the themes and projects for the programme.

## **12.00 APPENDICES**

None.

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

Rural Development Plan for Wales 2007 -2013 (WAG)  
Rural Development Strategy for Flintshire  
Flintshire Business Plan 1 2008 - 2010  
Flintshire Business Plan 2 2011 - 2013

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 19**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **21 JUNE 2011**  
**REPORT BY:**      **DIRECTOR OF ENVIRONMENT**  
**SUBJECT :**         **FLINTSHIRE FLOOD RISK ASSESSMENT**

**1.00 PURPOSE OF REPORT**

1.01 To advise Members of the requirement to undertake a Flood Risk Assessment and advise on the areas of potential risk.

**2.00 BACKGROUND**

2.01 Following the significant flooding in Gloucester in 2007 Sir Michael Pitt undertook a detailed review. The recommendations were wide ranging but the key element was recognition that the public did not understand nor particularly care what type of flooding they were suffering and which organisation would take the lead in dealing with the issue. There needed to be a coordinated response and surface water flooding needed a lead agency. Many of the recommendations have been adopted by Welsh Assembly Government (WAG).

2.02 Following the report and the need to transpose the EU Flood Directive the government published two key parts of legislation; The Flood Risk Regulations 2009 (transposing the directive) and the Flood and Water Management Act 2010 (taking forward many but not all of the key recommendations of the Pitt Review).

2.03 Under these two pieces of legislation Councils in Wales, as Lead Local Flood Authorities (LLFA), will be given additional responsibility to develop, maintain, apply and monitor a strategy for dealing with surface water, ground-water and ordinary watercourses.

2.04 In terms of the Flood and Water Management Act, WG have yet to provide full guidance on implementation. In recognition of the financial circumstances that Councils currently face, the Act will be implemented in staged "Commencements." WG aim to publish the National Strategy in July 2011. LLFAs will then be required to develop local strategies consistent with the national strategy.

Some Commencements took effect in 2010, such as definitions of flood, flood risk etc and a requirement for Councils, the Environment Agency, Welsh Water and Flood Risk Management Authorities to co-operate on flood risk management matters.

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A duty to investigate flooding incidents and publish reports on the findings and a duty to compile a register of features considered to have a significant effect on flood risk commenced in April 2011.

It is anticipated that a new duty to issue consents for proposed works on ordinary watercourses in connection with planning applications for new development will commence in April 2012.

The Act will require a mandatory build standard for private foul sewers to be introduced from October 2011. Water companies will be required to adopt these private sewers. For consistency, existing private sewers will also become the responsibility of the water companies. Note: this does not include single connections on private land.

In 2012, LLFAs will assume the role of SuDS Approval Body (SAB.) SABs will be required to ensure that new developments do not discharge surface water into a system that conveys foul sewage.

There is a WAG consultation due on SuDS National Standards in the Summer of 2011, at which time it is hoped that more details will emerge of exactly what Councils will be required to do.

Designation of third party assets is a further Commencement for which no date has yet been set.

2.05 The Environment Agency Wales report "Flooding in Wales", set out some stark facts:

- One in six properties in Wales is at risk of flooding.
- Over 220,000 properties at risk of flooding from rivers or the sea in Wales, of which 64,000 are at significant risk.
- 97,000 of these are also vulnerable to surface water flooding with a further 137,000 properties susceptible to surface water flooding alone.
- 57% living in flood risk areas knew they were at risk and for these three out of five of them had taken some form of action to prepare for flooding.

2.06 As well as providing more detailed information on where the greatest risks are, the report also shows that a sizable part of the nation's important infrastructure and public services are in flood risk areas. For example, over 80% of water and sewage pumping stations /treatment works are in flood risk areas, with 67% at significant risk.

2.07 The Wales Audit Office report on Coastal Flooding and Erosion examined the approach to flooding incidents and how we protect our communities in 2008. It found merit in the WAG 'New Approaches' programme with the emphasis on management of risk rather than the traditional approach of defending the

coastline. However this new approach requires a great deal of public engagement and confidence if communities are to understand why certain decisions are taken and why certain options need to be pursued.

- 2.08 Local Authorities are also actively engaged in developing Shoreline Management Plans; a large-scale assessment of the risks associated with the coastal processes, seeking to reduce these risks to people and the developed, historic and natural environments. Coastal processes considered include tidal patterns, wave height, wave direction and the movement of beach and seabed materials. Members will be aware that a report was approved by Executive in November 2010 (Adoption of the Shoreline Management Plan). The Environment Agency will be reporting on marine and coastal issue.
- 2.09 There has also been a great deal of activity developing River Basins Management Plans for the three main catchments in Wales with associated Catchment Flood Management Plans.
- 2.10 These processes are relevant because flooding often occurs with different aspects such as surface water issues (now a LA responsibility) and waste water systems backing up (Water and sewage provider) and potential problems with inflows to river systems (Environment Agency). Therefore activity across the flood regime is interconnected and impacts are often felt elsewhere.

### **3.00 CONSIDERATIONS**

- 3.01 There are three Key Stages of the Flood Risk Management Cycle under the Flood Risk Regulations;

#### **1st Stage - Preliminary Assessment Report - Local Authorities to complete by 22 June 2011**

The first stage is for the authorities to prepare an assessment that considers general flood risk from all sources to enable authorities to proceed to the second stage, which involved identifying areas of significant flood risk (Flood Risk Areas) on basis of this report.

Lead Local Flood Authorities (LLFAs - effectively all LA's in Wales) - County and Borough Councils - are responsible for assessing risk from local sources of flooding, i.e. surface water, ground-water, ordinary watercourse, canals and flooding from lakes within their areas. They will also need to take into account impacts of flooding from main rivers, the sea or reservoirs on risk from local sources. The EA is responsible for assessing flood risk from main rivers, the sea and reservoirs.

LLFAs need to follow Welsh Government guidelines to identify Flood Risk Areas, which are those areas where the risk from flooding is significant, on

the basis of this assessment. This will be based upon the definition of 'significant' risk which the individual LLFAs will determine for their area. Whilst WAG has power to vary this definition it is clear that they currently do not intend to offer a different definition for Wales.

### **2nd Stage - Flood hazard maps and flood risk maps - by 22 June 2013**

The second stage applies only to those Flood Risk Area identified above. LLFAs will need to prepare flood hazard maps and flood risk maps that show the potential extent and consequences of flooding in a Flood Risk Area. Flood hazard maps will show the likely extent, direction and speed of a flood and its probability, whereas flood risk maps will show the number of people, economic and industrial activities and protected areas affected as well as any impact on water quality. It is likely that some authorities will have a larger number of maps to prepare others less so; this is impossible to quantify as it depends upon the definition of 'significant' which we do not have as yet.

### **3rd Stage - Flood Risk Management Plans (FRMPs) - by 22 June 2015**

The third stage requires management plans to be put in place for Flood Risk Areas. In preparing the plans, LLFAs will need to bring together objectives and measures that relate to: the prevention of flooding; protection of individuals, communities and the environment against the consequences of flooding; and arrangements for forecasting and warning.

This will involve considering the need for appropriate planning policies to be introduced to instigate the impact of developments on the surrounding environment, flood management actions, resilience measures and for work to be done by partners - such as internal drainage boards and water companies. LLFAs will have the option of including these plans as an integral part of their local flood risk management strategy under the Flood and Water Management Act, or using these plans to inform their strategy.

Funding for carrying out the work that has been identified through this process is a concern; especially as the current European Convergence and Competitiveness programmes will be winding up during this period (notwithstanding a possible extension to the programme in some form).

- 3.02 In reviewing the areas which may form the basis of the Preliminary Flood Risk Assessment no locations have been identified, through use of the guidance. A copy of the draft Preliminary Flood Risk Assessment is available within the Members Library.
- 3.03 For an area to be designated as a Flood Risk Area using the Welsh Government guidance, there must be a population of over 5,000 in a community at risk of flooding. Whilst no such areas have been identified, there is clear historic evidence that problems have been caused by flooding

in the past these areas are listed below. The Council, in 2003, submitted a number of Project Appraisal Reports (PARs) as part of a process of identification of potential areas of concern, the intention being that these would inform WAG of the general level of cost/exposure throughout Wales of dealing with potential areas of flooding.

- Mold
- Hendre
- Flint
- Bagillt
- Pontblyddyn

3.04 Some work has already been undertaken in Mold to improve the position in relation to flood risk and a further extension of this project is currently in the design and development phase.

#### **4.00 RECOMMENDATIONS**

4.01 That the report and the attached Preliminary Flood Risk Assessment is noted and approved.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 Grant funding from WAG totalling £22,727 has been provided to undertake the first stage in preparing a Preliminary Assessment Report by 22nd June 2011.

5.02 Initial early cost estimates indicate a cost in the order of £4.8M (based on 2003 base estimates developed as part of the PARs). However, further and more detailed work will be necessary to review and revise these costs in relation to any legislative changes or guidance.

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

6.01 Not as a direct result of this report.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 Positive in that it seeks to address areas within the County which may be subject to flooding.

#### **8.00 EQUALITIES IMPACT**

8.01 None as a direct result of this report.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 None as a direct result of this report.

**10.00 CONSULTATION REQUIRED**

10.01 Local Members and key stakeholders as the studies make progress.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None at the moment.

**12.00 APPENDICES**

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

Flooding in Wales: A national assessment of flood risk

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 20**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **21 JUNE 2011**  
**REPORT BY:**      **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL  
DEVELOPMENT**  
**SUBJECT :**         **SALARY OVERPAYMENTS**

**1.00 PURPOSE OF REPORT**

- 1.01 To advise Members of progress made in for managing the salary overpayments reported previously.
- 1.02 To provide a factual and balanced overview of the issues and the handling strategy.

**2.00 BACKGROUND**

- 2.01 In August 2008 queries were raised by a County Council member on the level and value of overpayments, the responses to which were reported to the local press. The adverse media coverage on the salary overpayments in 2010 further highlighted the need to review and improve protocols and procedures surrounding the processing and reporting of overpayments and to address the causes of the overpayments.
- 2.02 Following the renewed media interest in May 2011, an update report is required.

**3.00 CONSIDERATIONS**

**Actions Planned / Undertaken**

- 3.01 The following provides an overview of the work being undertaken to identify the underlying causes, and actions being taken to address the issues and mitigate risks.
- 3.02 All overpayments are electronically recorded centrally providing details of the amounts, reasons, department attributable, method of recovery and noting remedial action that could be taken to prevent reoccurrence. The establishment of closer links between Payroll and Corporate Debt Recovery in the approach of communicating with overpaid employees has created a more seamless approach to the recovery process.
- 3.03 Formal guidelines have been written, correspondence standardised, all documents and updates are distributed to all Human Resources Service and

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Date: 15/06/2011

Corporate Debt Recovery staff. Compliance and adherence to the procedures is monitored monthly.

3.04 In August 2010 the Wales Audit Office advised Flintshire's Internal Audit service to undertake an overpayments audit to establish the extent of the overpayments, the reasons why the overpayment occurred, the action being taken to recover the overpayments and what is being done to mitigate the risk of any future occurrences. Their remit was to:

1. Establish the information held on the occurrence of overpayments and the balance outstanding.
2. Ascertain whether regular reports were provided to senior management regarding the overpayment situation.
3. Ascertain how overpayments were identified within the Statement of Accounts and any exclusions.
4. Examine the overpayments procedure.
5. For a sample of overpayments, identify: Why the payment occurred, What was being done to ensure recovery and by whom, any overpayments where action had not been taken to recover the monies.

The Audit commenced during the review of protocols and procedures and was published in October 2010 with 6 "significant" recommendations and two items "meriting attention". A follow up audit has since been conducted, in February 2011, and is, soon to be published in which the auditors were pleased to note that all recommendations had been implemented.

3.05 The cause of the majority of overpayments is a result of late notification of changes and leavers from departments to the HR Service Centre. Monthly statistics are produced and presented to the Corporate Management Team and data within the reports identifies Departmental errors in order that trends and issues be identified and addressed. Notifications from schools were highlighted as a particular area of concern and procedures within payroll and education staffing have been enhanced to ensure that employees are not paid beyond the notified contract date.

3.06 The new procedures and guidelines were implemented in September and continue to be developed. During the period September 2010 to March 2011 there were 150 overpayments totalling £106,422.08. An analysis of the origin of overpayments for 2010/11 identified that departmental error accounted for 54% of overpayments, Payroll & HR accounted for 28.50% of errors, employee error was 10.5% and 7% of the errors were system related.

3.07 Public sector organisations should pursue recovery of overpayments irrespective of how they came to be made. However, there may be practical and/or legal limits to how cases should be handled, if an

employee contests the proposed recovery each case should be dealt with on its merits considering:

1. The type of overpayment
2. Whether the recipient accepted the money in good or bad faith.
3. The cost-effectiveness of recovery action.
4. Any relevant personal circumstances of the payee, including defences against recovery.
5. The length of time since the payment in question was made.
6. The need to deal equitably with overpayments to a group of people in similar circumstances.

Where an employee has indicated their intention not to repay in full or in part an overpayment, they will be requested to submit in writing their reasons for not repaying after which the formal disputes procedure, introduced in April 2011, will be followed. This approach represents a significant improvement in managing the recovery of salary overpayments in a consistent and fair manner.

3.08 The Chief Executive, Head of Finance and Head of Human Resources & Organisational Development are responsible for the oversight and management of the overpayment process, building upon its strengths and addressing weaknesses.

3.09 Recent press reports were not representative of the true facts, indicating amounts ranging from £46,000 to £100,000 were the result of “a second payroll blunder in five months”. This was not the case, the figures provided to the press were accumulated figures not representative of the 99.99% accuracy of monthly payments processed.

3.10 Early settlement of disputes is encouraged through a combination of protocols and active case management by Human Resources staff whose aim is to provide a comprehensive framework for good practice in communicating with employees, managers and trade unions or representatives.

#### **4.00 RECOMMENDATIONS**

4.01 That Members note and endorse the work undertaken and the measures and actions continuing to address the identified issues and risks.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 As set out above.

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

6.01 None.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None.

**8.00 EQUALITIES IMPACT**

8.01 None.

**9.00 PERSONNEL IMPLICATIONS**

9.01 The approach and procedures for managing any impact on employees, for example where salary overpayments have been made, are being monitored and improved as appropriate.

**10.00 CONSULTATION REQUIRED**

10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None.

**12.00 APPENDICES**

12.01 None.

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

None

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## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 21

**REPORT TO:**      **EXECUTIVE**  
**DATE :**            **21 JUNE 2011**  
**REPORT BY:**    **HEAD OF ICT AND CUSTOMER SERVICES**  
**SUBJECT :**        **FLINTSHIRE LEAN ACADEMY**

### **1.00 PURPOSE OF REPORT**

1.01 To provide members with an overview of the Lean Academy project a key enabling and support project within the Flintshire Futures programme and the outcomes of the initial series of lean reviews undertaken.

### **2.00 BACKGROUND**

2.01 The objective of the Lean Academy project is to create local capacity in the use of lean business improvement techniques to deliver change, service improvements and efficiencies aligned to the Flintshire Futures programme.

2.02 There are essentially four main objectives of any lean review:-

- to improve quality - focussed on what the customer wants and needs
- to eliminate waste
- to reduce time
- to reduce total costs

One or more of these objectives can be applied to any change project whether it be a service review, the introduction of new ICT systems or the creation of a new service.

### **3.00 CONSIDERATIONS**

3.01 There is an increasing use of lean business improvement techniques within both the public and private sector. Whilst here in Flintshire business process reengineering (BPR) has been used within projects, these have tended to be as part of an ICT project and the approaches used have been inconsistent.

3.02 The success of the Flintshire Futures programme requires us to challenge how we currently do things, is it meeting the requirements of the customer and how we can do it better and more efficiently.

3.03 Although in the council we have some staff with BPR skills, capacity is an issue and increasingly we have to look externally to meet our needs. Rather than depend on expensive external resources to meet our increasing requirement for lean skills and capacity it was decided we should look to "grow our own" capability and capacity internally.

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Date: 15/06/2011

- 3.04 When we started the project Housing had already started an ambitious programme of lean work with some major service improvements and efficiencies being identified. To ensure a consistent approach was used across the Council the company supporting the lean work within Housing were engaged to provide training and support for the wider corporate project.
- 3.05 The project has involved almost 40 staff undertaking 5 days intensive training in lean tools and techniques. Following on from the training each cohort of staff have been involved in a lean review project selected by senior management. This approach has enabled staff to apply their learning immediately on completion of their training on a "live" project delivering benefits for the Council in many cases attached to a Flintshire Futures project.
- 3.06 In addition as part of the overall project, training has been provided to Directors, Heads of Service and Service Managers providing them with an overview of lean, concepts and prepare them to lead and implement the change arising from each of the projects.
- 3.07 To date as part of the lean academy project reviews have been undertaken of Procurement, Accounts Receivable, Planning Enforcement, Complaint Handling, Committee Administration, ICT Service Requests, Education Statementing and Planning Appeals. Some examples of the outcomes of the reviews are:-
- Procurement - average cost of procurement from raising order to paying the invoice currently £34, can be reduced to £10 using electronic ordering and invoicing, £20 for manual. Major potential savings when you consider we process 40,000 orders and 125,000 invoices annually.*
- Complaints - 49% reduction in process steps and 50% reduction in staff time.*
- Accounts Receivable - currently 68 steps in process costing £98, opportunity to reduce to 38 steps costing £27 (investment in ICT required). The review has provided valuable input for Flintshire Futures Corporate debt project*
- 3.08 In all cases the reviews identified options for change and recommendations which deliver improved services for the customer, reduction in waste and efficiency savings.
- 3.09 Once the review stage of the project is complete responsibility for implementation of the recommendations lies with the appropriate Head of Service. It is recognised that some of the recommendations cannot be implemented in isolation and are a part of a larger change project or service review, however in all cases the project team identified quick wins which could deliver benefits immediately.

- 3.10 Almost 40 staff have now completed the lean academy training and participated in a project. In addition lean skills and capacity have been developed within Housing and a lean review has been undertaken of the duty and assessment team within Childrens Services.
- 3.11 Each member of staff who have been part of the lean academy project have committed a minimum of 12 days to lean review work across the organisation providing us with in effect 480 lean consultancy days which previously we would have had to source externally.
- 3.12 Requests for lean reviews are now channelled via the academy and staff are allocated based on availability and areas of expertise/interest. Already we have allocated lean review teams to Telecare, Street Works, Disabled Facilities Grants, Occupational Health and the HR service review.
- 3.13 Feedback from staff who have participated in the Flintshire Academy project has been extremely positive and the staff involved have shown huge amounts of enthusiasm, energy and commitment to the reviews they have undertaken.
- 3.14 The approach we have taken in Flintshire to develop lean capacity is an innovative approach which has potential to be replicated in other organisations and also offers potential collaborative opportunities. A national project looking at lean across the Welsh public sector is in progress as part of the Efficiency and Innovation Board work programme and we have been approached by the project team to provide details of our lean academy project to inform any national lean programme.

#### **4.00 RECOMMENDATIONS**

- 4.01 Members note the content of the report and endorse the approach taken to introduce lean skills and capacity within the organisation

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 An investment in training and support of £100,000 has been made creating the capacity and skills within the academy. From the reviews undertaken to date the potential efficiencies identified provide a return in excess of 3:1. If you then take account of the free consultancy days committed by academy participants of 480 days the project is already providing a significant return on investment.
- 5.02 A major proportion of the efficiencies identified relate to staff time in undertaking transactional tasks. As recommendations from the reviews are implemented consideration needs to be given how these efficiencies are realised, either in a cashable or none-cashable form.

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

6.01 None directly from this report

**7.00 ENVIRONMENTAL IMPACT**

7.01 None directly from this report

**8.00 EQUALITIES IMPACT**

8.01 None directly from this report

**9.00 PERSONNEL IMPLICATIONS**

9.01 None directly from this report but lean reviews are likely to deliver outcomes which will have personnel implications.

**10.00 CONSULTATION REQUIRED**

10.01 As part of any lean review work undertaken it is vital that service staff are involved in the review and are consulted on options for change and recommendations.

10.02 One of the principles of lean is to focus on what the customer needs therefore it is important to consult with them when undertaking lean reviews.

**11.00 CONSULTATION UNDERTAKEN**

11.01 As part of reviews undertaken to date.

**12.00 APPENDICES**

12.01 None

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

Packs containing full details of each review undertaken to date are available

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**FOR INFORMATION**

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:** EXECUTIVE  
**DATE:** 21 JUNE, 2011  
**REPORT BY:** CHIEF EXECUTIVE  
**SUBJECT:** EXERCISE OF DELEGATED POWERS

**1.00 PURPOSE OF REPORT**

1.01 To inform Members of action taken under delegated powers.

**2.00 BACKGROUND**

2.01 At the Executive Meeting held on 31<sup>st</sup> October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

**3.00 RECOMMENDATION**

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

**4.00 FINANCIAL IMPLICATIONS**

4.01 As detailed in each report.

**5.00 ANTI-POVERTY IMPACT**

5.01 As detailed in each report.

**6.00 ENVIRONMENTAL IMPACT**

6.01 As detailed in each report.

**7.00 EQUALITIES IMPACT**

7.01 As detailed in each report.

**8.00 PERSONNEL IMPLICATIONS**

8.01 As detailed in each report

**9.00 CONSULTATION REQUIRED**

9.01 Not applicable

**10.00 CONSULTATION UNDERTAKEN**

10.01 Not applicable

## **11.00 APPENDICES**

11.01 Summary of Decisions taken under Delegated Powers.

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

Background documents: See individual report.

Contact Officer: Detailed on the individual reports.

**APPENDIX 1**

**EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN**

**Directorate**

**Subject**

**Lifelong Learning**

Disposal of Garden City Library, Sealand Avenue, Garden City

Creation of Lead Authority Partnership – North East Wales Schools Library Service

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

## **Executive Forward Work Programme** **Months 06 to 10/2011**

The following reports are included in the Forward Work Programme for submission to this meeting of the Executive. However, the reports are not included on the agenda for the reasons stated:-

### **Chief Executive**

- WAO Corporate Assessment  
Deferred as the report from WAO will not be available until the end of June
- 2010/11 Performance and Outcome Agreement Overview Report and 2010/11 Service Performance Report  
These reports will form part of the Quarter 4/Year End Performance Review 2010/11

### **Human Resources & Organisational Development**

- People Strategy Update  
Deferred to July as work is still ongoing on the Strategy

### **ICT & Customer Services**

- Regional Collaboration - Support Services Board Update  
A verbal update will be provided to LSG
- Design and Print Service Review  
Further options appraisal work being undertaken with staff and Trade Unions.

### **Community Services**

- Supporting People  
The Supporting People Operational Plan 2011/12 was considered at Executive on 17 May 2011
- Joint Children Integrated Disabilities Service  
Further work is ongoing and an update will be submitted in due course

### **Environment**

- Street Lighting Review  
The report has been put back to allow the new Streetscene structure within the Environment Directorate to be implemented. This is because the current split responsibility for the service will be removed and the single officer delivering the service in future will have a significant input into the scope of the review

- Streetscene Depot Review  
Deferred pending further development of strategic options relating to depot integration

**EXECUTIVE MEETING DATES**

**FORWARD WORK PROGRAMME ITEMS – MAY 2011 - OCTOBER 2011**

| <b>MEETING DATE</b> | <b>DIRECTORATE/DIVISION</b>                  | <b>TOPIC</b>                                                               | <b>REPORT TYPE<br/>(Strategic/Operational)</b> | <b>PORTFOLIO</b>     |
|---------------------|----------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------|----------------------|
| <b>21 June 2011</b> | Chief Executive                              | ❖ WAO Corporate Assessment                                                 | Strategic                                      | Corporate Management |
|                     |                                              | ❖ 2010/11 Performance and Outcome Agreement Overview Report                | Operational                                    | Corporate Management |
|                     |                                              | ❖ 2010/11 Strategic Assessment of Risks and Challenges; End of Year Review | Operational                                    | Corporate Management |
|                     |                                              | ❖ 2010/11 Service Performance Reports                                      | Operational                                    | Corporate Management |
|                     | Human Resources & Organisational Development | ❖ People Strategy Update                                                   | Strategic                                      | Corporate Management |
|                     | ICT & Customer Services                      | ❖ Regional Collaboration – Support Services Board Update                   | Operational                                    | Corporate Management |

|  |                    |                                                                                                                                                      |                                                          |                                                                                                  |
|--|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------|
|  |                    | <ul style="list-style-type: none"> <li>❖ Flintshire Lean Academy</li> <li>❖ Design and Print Service Review</li> </ul>                               | <p>Operational</p> <p>Operational</p>                    | <p>Corporate Management</p> <p>Corporate Management</p>                                          |
|  | Finance            | <ul style="list-style-type: none"> <li>❖ Council Fund &amp; HRA Revenue Budget Monitoring 2010/11 (Month 12)</li> <li>❖ MTFS Update</li> </ul>       | <p>Operational</p> <p>Operational</p>                    | <p>Finance &amp; Asset Mngt</p> <p>Asset Management</p>                                          |
|  | Community Services | <ul style="list-style-type: none"> <li>❖ Supporting People</li> <li>❖ Joint Children Integrated Disabilities Service</li> </ul>                      | <p>Strategic</p> <p>Operational</p>                      | <p>Social Services/Housing</p> <p>Social Services</p>                                            |
|  | Environment        | <ul style="list-style-type: none"> <li>❖ Street Lighting Review</li> <li>❖ Streetscene Depot Review</li> </ul>                                       | <p>Operational</p> <p>Operational</p>                    | <p>Environment</p> <p>Environment</p>                                                            |
|  | Lifelong Learning  | <ul style="list-style-type: none"> <li>❖ Deeside Leisure Centre Update Report</li> <li>❖ Small Schools Review</li> <li>❖ 14-19 Inspection</li> </ul> | <p>Operational</p> <p>Operational</p> <p>Operational</p> | <p>Leisure &amp; Public Protection</p> <p>Education &amp; Youth</p> <p>Education &amp; Youth</p> |

|              |                 |                                                                                                                                                                                                                                                                                                  |                                                                                            |                                                                                                                                             |
|--------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| 19 July 2011 | Chief Executive | <ul style="list-style-type: none"> <li>❖ Climate Change Adaptation Planning</li> <li>❖ Strategic Partnership Performance – Mid Year Review</li> <li>❖ Contractor Functions 2010/11 Review</li> <li>❖ Equality Annual Reports: Race and Gender</li> <li>❖ Welsh Language Annual Report</li> </ul> | <p>Strategic</p> <p>Strategic</p> <p>Operational</p> <p>Operational</p> <p>Operational</p> | <p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p> |
|              | Finance         | <ul style="list-style-type: none"> <li>❖ Capital Outturn 2010/11</li> <li>❖ Council Fund &amp; HRA Revenue Budget Monitoring 2010/11 (Final Outturn)</li> <li>❖ Interim Council Fund and HRA Budget Monitoring 2011/12</li> <li>❖ Prudential Indicators Actual 2010/11</li> </ul>                | <p>Operational</p> <p>Operational</p> <p>Operational</p> <p>Operational</p>                | <p>Finance &amp; Asset Mngt</p> <p>Finance &amp; Asset Mngt</p> <p>Finance &amp; Asset Mngt</p> <p>Finance &amp; Asset Mngt</p>             |

|                          |                                              |                                                            |             |                             |
|--------------------------|----------------------------------------------|------------------------------------------------------------|-------------|-----------------------------|
|                          | Community Services                           | ❖ Introduction of Interest Bearing Loans                   | Operational | Housing                     |
|                          | Environment                                  | ❖ A Local Asset Backed Vehicle for Flintshire              | Strategic   | Regeneration & Tourism      |
|                          |                                              | ❖ Review of Household Recycling Facilities                 | Operational | Waste Management            |
|                          |                                              | ❖ Draft Communicable Disease Outbreak Plan for Wales       | Operational | Leisure & Public Protection |
|                          |                                              | ❖ Street Markets                                           | Operational | Regeneration & Tourism      |
|                          | Lifelong Learning                            | ❖ Inclusion Strategy; Primary Strategy; Secondary Strategy | Strategic   | Education & Youth           |
| <b>20 September 2011</b> | Chief Executive                              | ❖ Green Dragon Audit                                       | Strategic   | Corporate Management        |
|                          |                                              | ❖ Voluntary Sector – Mid Year Review                       | Strategic   | Corporate Management        |
|                          |                                              | ❖ Q1 Service Performance Reports                           | Operational | Corporate Management        |
|                          | Human Resources & Organisational Development | ❖ Workforce Information – Quarter 1                        | Strategic   | Corporate Management        |
|                          |                                              | ❖ MASS – Quarter 1                                         | Strategic   | Corporate Management        |

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|------------------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------|
|                        |                         |                                                                                                                                                                                          |                                                      |                                                                 |
|                        | ICT & Customer Services | <ul style="list-style-type: none"> <li>❖ ICT Strategy Update</li> <li>❖ Customer Services Strategy Update</li> </ul>                                                                     | <p>Strategic</p> <p>Strategic</p>                    | <p>Corporate Management</p> <p>Corporate Management</p>         |
|                        | Finance                 | <ul style="list-style-type: none"> <li>❖ Council Fund &amp; HRA Revenue Budget Monitoring 2011/12 (Month 3)</li> <li>❖ Treasury Management Annual Report</li> </ul>                      | <p>Operational</p> <p>Operational</p>                | <p>Finance &amp; Asset Mngt</p> <p>Finance &amp; Asset Mngt</p> |
|                        | Community Services      | <ul style="list-style-type: none"> <li>❖ Charging Policy</li> </ul>                                                                                                                      | <p>Operational</p>                                   | <p>Social Services</p>                                          |
|                        | Environment             | <ul style="list-style-type: none"> <li>❖ Review of Winter Maintenance Policy</li> <li>❖ Development Briefs for the UDP Allocated Housing Sites</li> <li>❖ Public Conveniences</li> </ul> | <p>Strategic</p> <p>Strategic</p> <p>Operational</p> | <p>Environment</p> <p>Environment</p> <p>Waste Management</p>   |
| <b>18 October 2011</b> | Chief Executive         | <ul style="list-style-type: none"> <li>❖ Annual Performance Report</li> </ul>                                                                                                            | <p>Operational</p>                                   | <p>Corporate Management</p>                                     |
|                        | Finance                 | <ul style="list-style-type: none"> <li>❖ Capital Programme 2011/12 (Month 4)</li> <li>❖ Council Fund &amp; HRA Revenue Budget Monitoring 2011/12</li> </ul>                              | <p>Operational</p> <p>Operational</p>                | <p>Finance &amp; Asset Mngt</p> <p>Finance &amp; Asset Mngt</p> |

|  |                   |                                                    |             |                             |
|--|-------------------|----------------------------------------------------|-------------|-----------------------------|
|  |                   | (Month 4)<br>❖ Mid Year Treasury Management Report | Operational | Finance & Asset Mngt        |
|  | Lifelong Learning | ❖ Deeside Leisure Centre Update                    | Operational | Leisure & Public Protection |