

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

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

Your Ref /
Eich Cyf

ur Ref / Ein Cyf ^{COO}

Date / Dyddiad 24/03/2010

Ask for / Gofynner am Nicola Gittins

Direct Dial / Rhif Union 01352 702345

Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM,**
COUNTY HALL, MOLD on **TUESDAY, 30 MARCH 2010** at **09:30** to consider the
following items.

Yours faithfully



Democracy and Governance Manager

A G E N D A

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on
09/03/2010 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. **FLINTSHIRE FUTURES PROGRAMME**

Report of the Chief Executive - Portfolio of the Leader and Executive
Member for Finance and Asset Management and Executive Member for
Corporate Management and Strategy

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www.flintshire.gov.uk
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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. DRAFT YOUTH SERVICE STRATEGY
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education and Youth Services
6. SCHOOL EFFECTIVENESS FRAMEWORK AND PROFESSIONAL LEARNING COMMUNITIES PROJECT
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education and Youth Services

OPERATIONAL REPORTS

7. CORPORATE BUSINESS CONTINUITY PLAN
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management and Strategy
8. REVENUE BUDGET MONITORING 2009/10 (MONTH 10)
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
9. WALKABOUT FLINTSHIRE
Report of the Director of Lifelong Learning and Director of Community Services and Director of Environment - Portfolio of the Executive Member for Leisure and Public Protection and Clean Team Activity and Theatre Clwyd
10. EUROPEAN REGIONAL DEVELOPMENT FUND PRIORITY FOUR
Report of the Director of Environment - Portfolio of the Deputy Leader and Executive Member for Environment and Regeneration and Tourism
11. REVISION OF THE FLINTSHIRE COUNTY COUNCIL CEMETERY REGULATIONS
Report of the Director of Environment - Portfolio of the Executive Member for Leisure and Public Protection and Clean Team Activity and Theatre Clwyd
12. WALES AUDIT OFFICE, REVIEW OF CARBON MANAGEMENT, FLINTSHIRE COUNTY COUNCIL
Report of the Director of Environment - Portfolio of the Executive Member for Waste Management and Strategy and Function
13. PROPOSED AMALGAMATION OF DEE ROAD INFANTS AND CUSTOM HOUSE LANE JUNIOR SCHOOLS TO CREATE A NEW PRIMARY SCHOOL IN SEPTEMBER 2012
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education and Youth Services
14. DELEGATED POWERS
Report of the Chief Executive enclosed
15. FOR INFORMATION
A copy of the Executive Forward Work Programme (months 11/09 to 04/10) together with an update are enclosed for information

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

The following item is considered to be exempt by virtue of Paragraph(s) 12, 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

16. NEIGHBOURHOOD HOUSING TEAM RESTRUCTURE
Report of the Director of Community Services - Portfolio of the Executive
Member for Housing Management and Function

EXECUTIVE
9 MARCH 2010

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 9 March, 2010.

PRESENT: Councillor A. Woolley (Chairman)

Councillors: C. A. Ellis, H. D. Hutchinson, N. M. Matthews, N. Phillips, T. Sharps, N. Steele-Mortimer and H. Yale

ALSO PRESENT: Councillors: K. Armstrong-Braun, J. B. Attridge, S. R. Baker, P. J. Curtis, A. Davies-Cooke, H. T. Isherwood, D. I. Mackie, D. L. Mackie, A. P. Shotton and C. A. Thomas

IN ATTENDANCE:

Chief Executive, Director of Environment, Director of Lifelong Learning, Head of Legal and Democratic Services, Head of Finance, Head of ICT and Customer Services, Head of Social Services for Children and Team Manager – Committee Services

278. MINUTES

The minutes of the meeting of the Executive held on 16 February 2010 and 17 February 2010 were confirmed as a correct record.

279. DECLARATIONS OF INTEREST

None were received.

280. RESPONSES TO UDP PROPOSED MODIFICATIONS REPRESENTATIONS AND ADOPTION PROCESS

The Executive Member for Environment, Regeneration and Tourism introduced a report of the Director of Environment on the outcomes of the consultation exercise carried out late in 2009 on the Proposed Modifications to the Emerging Flintshire Unitary Development Plan (EFUDP).

The report recommended responses to the representations made and sought agreement to proceed to adopt the FUDP.

The Executive Member said if the Plan was approved, it would be possible for the Council to submit an application to the Welsh Assembly Government (WAG) for approval to commence the Local Development Plan (LDP) process, which would enable Members to influence the County's strategic land use planning development from 2015.

The Director of Environment added that the UDP had been extensively scrutinised by the Inspector and the recommendations of the Inspector were accepted at Executive and County Council in July 2009. He said the valid

concerns of the public which remained would be dealt with through the planning process.

The Chief Executive said the management of the representations received had been exhaustive and WAG was eager that the UDP was adopted so that Flintshire had an up to date Plan in place. The LDP was a creative process with more flexibility than the UDP; many Welsh authorities were close to adopting their respective LDP.

RESOLVED

That recommendations 1, 2, 3 and 4 below be submitted to County Council on 9 March 2010 for approval:

- (1) that the recommended responses to the Proposed Modification representations contained within appendices 1 – 14 previously circulated be agreed
- (2) that public notice of the Council's intention to adopt the Flintshire Unitary Development Plan as soon as possible following the meeting be given
- (3) that officers be given delegated authority to publish a notice of adoption of the UDP after 28 days from publishing the notice referred to in (2) above
- (4) that officers be given delegated authority to prepare the final version of the Plan for publication, including the need to address any final minor errors or matters of consistency that may come to light following the meeting

281. NORTH WALES ADOPTION SERVICE

The Executive Member for Social Services presented a report of the Director of Community Services on the progress in the development of the North Wales Adoption Service. The report sought approval of the policies across North Wales, the draft Partnership Agreement and the future merger of the Flintshire and Wrexham Adoption Panels.

The Head of Social Services for Children explained that the six North Wales local authorities had agreed, in principle, to establish a North Wales Adoption Service (NWAS). This had been progressing under the framework of the Regional Partnership and Collaborative Agenda.

The Executive Member added that the total cost of providing the service was estimated to be £758,493 which would be funded from the 6 North Wales Authorities. Flintshire's financial contribution would be £169,902 and this would be met from the existing Adoption budget. The Executive Member explained that this was however an 'Invest to Save' initiative.

The Chief Executive welcomed the report which was a good example of collaboration.

RESOLVED

- (a) That the progress to date in implementing the North Wales Adoption Service be noted;
- (b) That the draft Partnership Agreement be approved;
- (c) That the financial contribution required by Flintshire by the new service be noted; and
- (d) That the future merger of the Flintshire County Council and Wrexham County Borough Councils Adoption Panels be approved.

282. SHORTBREAK PROVISION AT AROSFA

The Executive Member for Social Services presented a report of the Director of Community Services which sought approval to develop and increase the range of shortbreak provision for children and young people with disabilities at the residential unit known as Arosfa.

Expanding the current service would reduce the number of children who were waiting for placement and could in future provide care packages for children who would otherwise require an out of county placement. Moving the unit to the Arosfa site would provide for further expansion in the future when finances allowed.

RESOLVED

- (a) That the opportunity to expand the shortbreak provision provided within Flintshire be endorsed; and
- (b) That the proposal for a tendering and procurement process to be instigated be accepted which will seek to test the market for providers interested in operating and managing the unit, under the service specification as set down by the Local Authority be accepted. It was envisaged that the current provider, Action for Children, would be interested in re-tendering for the unit.

283. THE PRIVATE SECTOR HOUSING RENEWAL & IMPROVEMENT POLICY 2010

The Executive Member for Housing Management and Function presented a report of the Head of Housing which proposed the Private Sector Housing Renewal & Improvement Policy to Members for approval. The County-wide Policy took account of the seminar held on 27 January and a subsequent session held on 24 February 2010. The Policy had also been the subject of consultation with key internal stakeholders and Flintshire residents.

It was best practice to regularly review the Policy. As part of the development of the Renewal Area function, in addition to the Council's

traditional functions, it was timely to review and update the current Policy which was last updated in 2007.

The Head of Housing explained that the revision of the Policy must consider the need for assistance across the County to ensure that vulnerable people were able to access it. Following Member feedback and good practice, the new Policy included some loan assistance in the form of zero interest charges which would be registered against the equity of the property concerned.

Area based renewal and the group repair of properties was proposed and would be piloted initially in the Renewal Area. A Group Repair scheme involved the external improvement of a group of properties which would be organised by the Council.

RESOLVED

- (a) That the revised Private Sector Housing Renewal & Improvement Policy for implementation on 1 April 2010 be approved;
- (b) That the acquisition of land and property within the Renewal Area on the terms set out in the report be approved; and
- (c) That the commissioning of a Private Sector Stock Condition and Energy Survey as detailed in this report be approved.

284. CIVIL PARKING ENFORCEMENT

The Executive Member for Environment, Regeneration and Tourism presented a report of the Director of Environment which sought approval for the introduction of Civil Parking Enforcement in Flintshire, and that the application to the Welsh Assembly Government for a Civil Enforcement Area within the County, with the exception of Trunk Roads and associated slip roads, be progressed as soon as practicable.

The Director of Environment explained that it would take approximately 12/18 months to achieve the Civil Parking Enforcement Status; a Business Plan needed to be submitted to WAG for approval.

RESOLVED

- (a) That the introduction of Civil Parking Enforcement in Flintshire, excluding the trunk roads and associated slip roads be approved;
- (b) That an application for a Civil Enforcement Area within Flintshire is developed, including an appropriate business case, and submitted to the Welsh Assembly Government. A target implementation date has been provisionally set as June 2011 with update reports to the Executive at appropriate points in the process; and

- (c) That the creation of a temporary 12 month post to deliver (a) and (b) be approved.

285. POST 16 EDUCATIONAL PROVISION

The Executive Member for Education and Youth Services presented a report of the Director of Lifelong Learning which requested that a review of post 16 educational provision in Flintshire in line with the School Modernisation Strategy be commissioned. The purpose was to develop a plan for post 16 structures in Flintshire that promoted high quality provision and was both viable and sustainable across post 16 and pre 16 secondary education.

The Welsh Assembly Government (WAG) had, through its Transformation Programme, prioritised modernisation of learning delivery across Wales so that it worked more efficiently and effectively.

The Director of Lifelong Learning explained that the Lifelong Learning Overview and Scrutiny Committee had recognised the need to make rapid progress in addressing the positive challenges of the Learning and Skills Measure and heightened increasing pressures from the national Post 16 Funding Mechanism.

RESOLVED

- (a) That a post 16 provision review for Flintshire be commissioned; and
- (b) That the Lifelong Learning Overview and Scrutiny Committee be commissioned to monitor and evaluate the progress of the review.

286. QUARTER 3 PERFORMANCE REVIEW 2009/10

The Chief Executive presented the 2009/10 Quarter 3 performance reports which had been produced at Head of Service/Divisional level under the adopted business model of the Council. He explained that copies of the detailed performance reports were available in the Members' Library and on request. Also, Members would receive respective reports when circulated with the Overview and Scrutiny Committee agendas.

The Executive Member for Housing Management and Function said the data on page 163 on Housing – Landlord Services appeared to be a drop in performance. She explained that if the hard to let properties were included in those figures it would actually show an improvement.

RESOLVED

That the 2009/10 Quarter 3 Performance Reports be endorsed, and referred to the appropriate Overview and Scrutiny Committees for consideration.

287. CAPITAL PROGRAMME 2009/10 (MONTH 9)

The Head of Finance presented the latest capital programme information for 2009/10 at month 9. Section 3.00 of the report set out how the programme had changed during 2009/10, with details of particular schemes and programme areas being set out in detail.

The report noted that the capital receipts position continued to be monitored closely in the light of the current economic downturn. As at the end of month 9, receipts were £0.930m below the budgeted level; the shortfall would be recouped in 2010/11 at no detriment to the overall planned capital programme.

The report also noted that recorded capital expenditure at month 10 stood at £18.826m out of a total programme of £37.279m. Members were assured that the Corporate Asset Management Group continued to manage the programme carefully, but it may be that some schemes and their funding would now take place or be completed after 1 April rather than in 2009/10.

RESOLVED

That the report be noted.

288. 2001 CENSUS

The Chief Executive presented a report which provided an update on the Council's participation in the planning and organisation of the 2011 Census. He emphasised the importance of the promotion of the Census to the workforce (as potential census recruits) and to the local communities.

RESOLVED

That the report be noted.

289. FLINTSHIRE REGISTRATION SERVICE – REVIEW OF FEES

The Head of ICT and Customer Services presented a report which sought approval to revise the fees charged by Flintshire County Council for the registration of premises in accordance with the principles set out in the European Service Directive and for the attendance of staff at premises licensed as a venue for civil marriages and civil partnerships.

RESOLVED:

That the registration fees below be approved from 1 April 2010:

Application for new premises to be licensed and approved as a venue for civil marriages and civil partnerships	£930.00
Renewal application for premises to be licensed and approved as a venue for civil marriages and civil partnerships	£824.00
Attendance of registration staff at an approved venue to conduct a civil marriage or civil partnership:	
Monday to Friday	£222.00
Saturday	£267.00
Sunday and Bank Holidays	£313.00
Celebratory Services:	
Monday to Friday	£140.00
Saturday	£162.00
Sunday and Bank Holidays	£194.00
	<i>All Subject to VAT</i>

290. WELSH ASSEMBLY GOVERNMENT (WAG) CONSULTATION “PAYING FOR CARE”

The Executive Member for Social Services presented a report of the Director of Community Services on the Welsh Assembly Government (WAG) Green Paper “Paying for Care in Wales: creating a fair sustainable system”.

The proposals for charging for non-residential care services would set a maximum charge of £50 per week, which would potentially benefit 430 people in Flintshire. This would reduce the Council’s income by approximately £500,000, but WAG had indicated that it would make up the shortfall resulting from the cessation of the Joint Working Special Grant.

The Executive Member explained that, of the five main funding options for paying for care, WAG had reject the first three so two options remained. It was unclear what the financial implications would be on local authorities when the final decision was made. She added that the Executive had made it known that they were against attendance allowance being included in paying for care as it was felt it would take away independence and choice.

The Head of Social Services for Children echoed the comments of the Executive Member and said the indicative financial assistance offered by WAG needed to be closely scrutinised in future years, given the potential increase in demographics.

The Chief Executive said that if the Green Paper was adopted, services would need to be maintained with the costs being met by WAG in coming years.

RESOLVED

That the consultation response on behalf of the Council be endorsed.

291. PROPOSED AMALGAMATION OF INFANT AND JUNIOR SCHOOLS – MYNYDD ISA

The Executive Member for Education and Youth Services presented a report of the Director of Lifelong Learning which sought approval for officers to carry out a series of consultations relating to the proposed amalgamation of Mynydd Isa Wat's Dyke Infant School and Mynydd Isa Junior School.

The Director of Lifelong Learning said meetings with the full Governing Bodies of the schools and with staff indicated that there was general support for the amalgamation of the schools to form an all-through Primary School, which would occupy the existing accommodation.

RESOLVED

That a period of consultation with staff, governors and parents of both Mynydd Isa Wat's Dyke Infant School and Mynydd Isa Junior School in relation to the proposed amalgamation be approved. The outcome will be reported back to Executive in a subsequent report.

292. PROPOSED AMALGAMATION OF INFANT AND JUNIOR SCHOOLS - BROUGHTON

The Executive Member for Education and Youth Services presented a report of the Director of Lifelong Learning which sought approval to carry out a series of consultations relating to the proposed amalgamation of Broughton Infant and Junior Schools.

The existing schools were physically linked via a corridor which was currently used by the public lending library and as a consequence, was secured from the existing schools by lockable doors. Proposals to re-configure some of the library and school accommodation would enable the linking corridor to be used and minimise any building works that would be necessary to provide a co-located Key Stage One and Key Stage Two provision.

RESOLVED

That a period of consultation with staff, governors and parents of both Broughton Infant and Junior Schools in relation to the proposed amalgamation be approved. The outcome will be reported back to Executive in a subsequent report.

293. OUT OF COUNTY BUDGET REVIEW

The Director of Lifelong Learning presented a report which was a joint one with the Director of Community Services. It included an action plan

based upon the findings of the Out of County Placement Budget Review Group.

The Director stressed the pressures in meeting the needs of children with significant learning needs and explained that there were added cost pressures because of demography.

The action plan had been considered at a joint meeting of the Lifelong Learning and Social and Health Overview and Scrutiny Committee and a more detailed seminar would be held in April 2010. Progress reports would be submitted to Executive and Overview and Scrutiny.

In addition, the Director highlighted a further significant budget pressure for 2010/11. Notification had been received on post 16 out of county funding; there was a significant difference in the initial allocation against what the authority expected to incur.

The Executive Member for Social Services asked that an amendment be made to the recommendation outlined in 4.03 to read 'following a joint meeting of Lifelong Learning and Social and Health Overview and Scrutiny Committee' which was agreed.

The Chief Executive said, to be notified in February of the budget pressure was not acceptable. The Authority could not have foreseen the pressure when it consulted on the budget.

RESOLVED

- (a) That the draft action plan be approved;
- (b) That reports be submitted to the Executive twice a year on the progress of actions undertaken within the plan; and
- (c) Following the joint Lifelong Learning and Social and Health Overview and Scrutiny Committee meeting, a seminar for all Members be arranged to consider the range of needs and services across the client group.

294. ESTYN INSPECTION REPORT – ACTION PLAN

The Executive Member for Education and Youth Services presented a report of the Director of Lifelong Learning which was to consider the progress made in the implementation of the Action Plan following the 2009 Estyn inspection.

Specific areas for further improvement were identified in paragraph 3.07 of the report.

The Director of Lifelong Learning explained that the action plan had been submitted to the Lifelong Learning Overview and Scrutiny Committee. Rather than look at just the six recommendations, it had been decided to

widen the process and look at additional indicators; significant progress had been made across all areas of the action plan. Further work needed to be undertaken on three areas – 1 = review of recharges-traded services, 2 = undertake an audit of the Welsh speaking one to one support and specialist advice in the inclusion service and 3 = broadband for schools. The Head of ICT and Customer Services explained that broadband was only required for a small number of schools; the vast majority had broadband that met WAG standards

RESOLVED

That the progress in the implementation of the post-inspection Action Plan be noted.

295. LETTINGS CHARGES – YOUTH CENTRES

The Executive Member for Education and Youth Services presented a report of the Director of Lifelong Learning which sought approval for the increase of lettings charges for Youth Centres with effect from 1 April 2010.

The current scheme of charges created the effect of subsidising community groups from the Youth Service budget. Details of the costs incurred for a letting were outlined in the report.

The Executive Member said the Lifelong Learning Overview and Scrutiny Committee had been analysing Playground funding pressures in recent months. The recommendations from that work needed to be considered along with the proposals set out in the report. He recognised that there were issues with the funding of Playgroups and said it was being looked into to see how it could be better funded without having an impact on the Youth Service budget.

The Director of Lifelong Learning said it was important that the charges were increased to recover costs.

The Chairman invited Councillor C. A. Thomas, a Member of the former Playgroup Funding Task Group, to address the Committee. She said she had been advised by an officer that the increase would not be made this year and asked for clarification. The Director said there was a misunderstanding as that was not the advice that the officer said had been given.

The Head of Finance added that as part of the budget strategy, the authority was required to look at charges on an annual basis for council services provided. This process needed to be regularised as part of the budget; charges were expected to increase in line with inflation. Another factor was subsidy. If the authority wanted to subsidise a service, e.g. Playgroups, it needed to be open and transparent and not be a hidden subsidy.

RESOLVED

That a programme of incremental increases to Youth Centre lettings charges be implemented from 1 April 2010 as outlined in paragraph 4.01 of the report.

296. EXERCISE OF DELEGATED POWERS

An information report of the Chief Executive, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to inform Members of actions taken under delegated powers.

The actions taken were as set out below:-

Environment

- Disposal of former garaging site at the head of Park Crescent, Penyffordd for the provision of affordable housing
- Disposal of land adjacent to "Brooklea", 2 Chester Road, Saltney for the land to be acquired to be fenced off to provide access security to St David's High School
- Disposal of six square metres of land adjacent to 23, St Cynfarch's Avenue, Hope to assist with local traffic management
- Unresolved objections to Traffic Regulation Orders associated with the installation of pedestrian/cycle facilities in Mostyn and Ffynnongroyw as part of the All Wales Coastal Path and also the Dee Coastal Path and to confirm the Executive Members delegated decision to overrule the objections
- Unresolved objection following the public advertisement for the installation of waiting restrictions on the B5125, between the Post Office and the roundabout by St David's Park, and to recommend that the Executive Member overrules the objection

Lifelong Learning

- Fees and charges (Libraries) – proposed amendments 2010-11
- Appointment of a temporary Principal Museums Officer – Maternity Cover

297. 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 meeting as the following items were considered to be exempt by virtue of paragraphs 12, 14 and 15 of Schedule 12a of the Local Government Act 1972 (as amended).

298. SECURITY/CARETAKING SERVICE REDESIGN

The Director of Lifelong Learning presented a report which sought approval for the consultation with employees about a review of the Security, Caretaking and CCTV services at County Hall.

RESOLVED:

- (a) That the review of the Security and Caretaking provision at the County Hall Campus be approved;
- (b) That consultation be approved to take place with the affected employees and their Trade Union representatives in order to develop a detailed proposal for restructure, including a potential need for redundancy; and
- (c) That a further report be commissioned after the initial consultation to focus on detailed implementation proposals.

299. HEAD OF CULTURE AND LEISURE

The Director of Lifelong Learning presented a report which sought approval for initial consultation on developing integrated leadership arrangements for Culture and Leisure.

RESOLVED:

That initial consultation be approved in relation to the creation of a combined Head of Culture and Leisure post.

300. DEESIDE LEISURE CENTRE: APPOINTMENT OF DEVELOPMENT PARTNER

The Director of Lifelong Learning presented report which provided information on the progress in the procurement process for a Development Partner.

Members expressed their thanks to Mike Hornby and Stuart D'Henin for their work on the project. The Executive Member for Environment, Regeneration and Tourism said it was an exciting scheme which would be a credit to Flintshire County Council.

RESOLVED:

That Company B be approved as the preferred Development Partner and to authorise the preparation of a Partnering Contract and the subsequent commencement of detailed design work of the phased re-development at Deeside Leisure Centre.

301. DURATION OF MEETING

The meeting commenced at 9.30a.m. and ended at 11.15a.m.

302. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were 2 members of the press in attendance and no members of the public.

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Chairman

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

EXECUTIVE	DATE: 9 March 2010
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MEMBER	ITEM	MIN. NO. REFERS
	None were received.	

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **30 MARCH 2010**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **FLINTSHIRE FUTURES PROGRAMME**

1.00 PURPOSE OF REPORT

- 1.01 To present an outline of the developing Flintshire Futures Programme, designed to manage the impacts of reducing public sector finance, for information and broad endorsement.

2.00 BACKGROUND

- 2.01 The public services will experience significant reductions in available revenue and capital resources from central government over the medium to longer-term. The full extent of this reduction cannot be forecast with accuracy due to a number of key variables. These variables include the rate of recovery of the domestic economy and the impact of economic inactivity on the welfare state, and the philosophy and choices of a new government on monetary and fiscal policy following the general election. However, official government figures, authoritative research drawing on those figures and forecasts of reputable organisations such as the Institute for Fiscal Studies all reinforce that the reductions will be on a scale without precedent in recent times.
- 2.02 In Wales, the Welsh Assembly Government has begun to model the impacts of the national financial projections and has called for a response of collective leadership within the public sector and amongst social partners at a first Public Services Summit (26 February). The *Making the Connections* policy programme which emerged from the earlier Beecham Review titled *Beyond Boundaries*, one of promoting collaboration within the public services and incremental change from within, has been reinforced by the Assembly Government. However, greater ambition and a new pace in innovation is both expected and required.

3.00 CONSIDERATIONS

- 3.01 The financial context is extremely challenging. The forecasts for the public services in Wales vary. The forecasts at the extreme end of the scale show a reduction of 20% in revenue budgets over a seven year period and a reduction in the availability of capital of up to 50%. Authoritative research commissioned by SOLACE titled *Challenging Times* presents 'best', 'moderate' and 'worst' case scenarios for small, medium and large local authorities based on these forecasts. A recent publication of the Wales Audit Office *The Public Service Funding Challenge* interprets the forecasts as

presenting a £1.5 billion loss in public sector investment in Wales for the three year period from April 2011 against a total devolved budget of £15.7 billion in Wales in 2010-11.

3.2 Flintshire, as a medium sized local authority, has an approximate £366 million gross annual turnover and £240 million turnover net of specific grants. Based on internal modelling, using the 'moderate' case as a benchmark and drawing on the SOLACE research, the cumulative revenue funding 'gap' for the three year period 2011-12 to 2013-14 will be between £19 million and £28 million. These figures do not make any allowance for local growth or local pressures.

3.3 Some realities of this challenging situation are set out below:

- internal efficiency and greater collaboration within the public services, combined, will make a significant and positive contribution to the funding 'gap'. However, they alone will not bridge the 'gap'. Local choices on service priorities and investment will have to be made
- the financial benefits of collaborative working, in formative or newly proposed projects, will not be realised until the mid-term given the work involved in project development and testing and then implementation. Mid-term is taken to be 2-3 years. Therefore the 'gap' in 2011-12 and 2012-13 will have to be bridged, principally, by internal change and local choice on priorities
- the extent of local organisational change we are already managing is significant and challenging. We cannot change at a pace greater than our capacity will allow
- capacity and resources, both expertise and finances to 'invest to save' will be needed from local, regional and national sources
- we must ensure that we protect service continuity and resilience during change and be clear about the minima for service standards and thresholds below which we cannot perform to a level of public confidence

The Flintshire Futures Programme

3.4 The developing *Flintshire Futures* Programme is whole-scale, ambitious and challenging. The *Flintshire Futures* programme aims to:-

- set out a statement of intent on 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 for change within a co-ordinated and corporately led programme
- provide options for choice over our priorities

- enable us to make best use of our capacity and to be clear about what resources we need, from within and nationally, to meet the challenge

3.5 The *Flintshire Futures* programme has two proposed parts. Firstly, the Change Programme. Secondly, the Choice Programme. Efficiency is a dominant principle in the Change Programme. Collaboration and alternative methods of service delivery are dominant in the Choice Programme.

The Change Programme

3.6 The aim of the proposed Change Programme, building on the first two phases of organisational change which are already at an advanced stage within the organisation, is to make the Council as efficient as possible by:-

- organisational re-design to improve efficiency e.g. service reviews
- reducing overhead costs wherever possible e.g. management costs
- streamlining organisational processes e.g. lean methodology
- more effective systems e.g. electronic information storage
- eliminating wastage and duplication e.g. administrative processes
- raising productivity (e.g. attendance management)
- changing costly working practices e.g. internal transport costs
- making best use of our building assets and facilities e.g. agile working
- cost effective management of the marketplace e.g. procurement

3.7 The Change Programme will concentrate on those possibilities for change which are internal and do not make a direct and significant impact on the public services we provide.

3.8 The Change Programme could be organised around five themes:-

- Service Reviews
- Customer
- Workforce
- Systems
- Facilities

3.9 The Change Programme could simplistically be called 'good housekeeping' on a grand scale. The more successful the Change Programme becomes the less pressure there will be on the Choice Programme.

- 3.10 An annual 'cashable' and 'non-cashable' efficiencies target will be set for each of the themes under the Change Programme. A rolling target will be set for each three year period. The cashable target for the Change Programme is, at this stage, a notional £10 million for the three year period 2011-12 to 2013-14. This is calculated as 50% of the lower end of the scale in the 'moderate' case.

The Choice Programme

- 3.11 The aim of the proposed Choice Programme is to choose the most effective and cost-efficient ways of governing and providing services whether directly or in forms of partnership and procurement with the local government, public, third and private sectors. The Choice programme would:-
- complete current service reviews (e.g. StreetScene) and commission new service reviews to explore and choose between options for alternative service models, following the second phase of organisational change which is well advanced
 - explore and choose between options for alternative service models with local public and third sector partners through the Local Service Board and Strategic Partnerships
 - explore and choose between options for regional or sub-regional alternative collaborative models with public and third sector partners through the Regional Partnership Board and its four Programme Boards. The Regional Partnership Board has adopted a vision for regional working and collaboration to which Flintshire is a signatory
 - explore and choose between options for regional or sub-regional alternative partnering models with the private sector through the Regional Partnership Board and its four Programme Boards
 - explore and choose between options for national alternative collaborative models with public, third and private sector partners through the national Efficiency and Innovation Programme Board of the Welsh Assembly Government
 - implement current strategies which themselves involve significant service reconfiguration and will generate efficiencies to support both the bridging of the financial 'gap' and reinvestment in local services e.g. the School Modernisation Strategy
- 3.12 The Choice Programme will concentrate on the options for investment in public services, their design, and the way in which they are provided. The Choice Programme will have a direct and significant impact on the public services we provide. The Choice Programme should be politically led with professional advice and support.
- 3.13 The Choice Programme could be organised around four themes:-

- Service Reviews and Collaboration (Local)
- Service Reviews and Collaboration (Regional/Sub-Regional)
- Service Reviews (National)
- Strategies for Change (Local)

3.14 Specific programme efficiencies targets will be set for the Choice Programme. An emerging target within the Regional Partnership Board for regional collaboration is 25% of the total regional funding 'gap' for the six authorities. For Flintshire, this would be the equivalent of an annual cost reduction through collaboration of £6-7 million by 2013-14.

3.15 The combined financial efficiencies of the Change and Choice Programmes will aim to bridge the funding 'gap' to a significant extent. Any remaining 'gap' will have to be bridged by reductions in services against a set of politically supported priorities. Therefore, a further fifth theme of the Choice Programme could be Choices Between Services.

National and Regional Programme Frameworks

3.16 At the recent first Public Services Summit (26.02.10) chaired by the First Minister and addressed and attended by the public services leaders of Wales, a renewed phase of the *Making the Connections* collaborative programme was launched. A new national Efficiency and Innovation Board was formed with seven specialist Programme Boards in the following areas. Flintshire is formally a signatory supporting the programme and its principles and is offering to advise, support and work positively with each of the Programme Boards:-

- collaborative procurement and commissioning
- public service ICT
- asset management
- transforming business process
- new models of service delivery
- developing the workforce
- leadership

3.17 The North Wales Regional Partnership Board, a sub-committee of the Welsh Local Government Association and comprising the leaders and chief executives of the six North Wales unitary local authorities, was formed in 2006 with the principal purpose of leading and supporting collaboration in the public services. The Board has formed four Programme Boards to lead programmes of collaboration in the themed portfolios of education, environment, social care and health, and corporate and support services. Terms of reference have been set for the Programme Boards which have a membership of six lead elected members and six lead officers and are supported by a lead chief executive.

- 3.18 Governance and resourcing plans for the programme are being developed for discussion.

4.00 RECOMMENDATIONS

- 4.01 To note and endorse the outline of the developing Flintshire Futures Programme, designed to manage the impacts of reducing public sector finance.

5.00 FINANCIAL IMPLICATIONS

- 5.01 As contained within the report.

6.00 ANTI POVERTY IMPACT

- 6.01 None directly.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Resilience of services.
Sustainability of funding.

8.00 EQUALITIES IMPACT

- 8.01 None direct.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Significant impact for workforce planning and the design of future structures.

10.00 CONSULTATION REQUIRED

- 10.01 Formal consultation will be required in the development of the Flintshire Futures Model with the Executive, Overview and Scrutiny Committees and external partners including the Wales Audit Office, Welsh Local Government Association and Welsh Assembly Government.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Informal consultation has taken place with the 1st and 2nd Tiers of Management and Executive Members.

12.00 APPENDICES

- 12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

BACKGROUND DOCUMENTS

The Public Services Summit, 26.02.10 Papers (Welsh Assembly Government)
Challenging Times Study: Presentation Slides (SOLACE)
The Public Services Funding Challenge Report (Wales Audit Office)
Vision for Collaboration: Vision of the North Wales Regional Partnership Board
Regional Partnership Board and the Programme Boards Terms of Reference

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **30 MARCH 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **DRAFT YOUTH SERVICE STRATEGY**

1.00 PURPOSE OF REPORT

- 1.01 To present members with the latest version of the Draft Youth Service Strategy, which has been amended as a result of consultation feedback.
- 1.02 To seek the approval of the Executive for the Strategy.

2.00 BACKGROUND

- 2.01 The Draft Strategy has been subject to a consultation period which closed on 31 January 2010. It has also been considered at two meetings of the Lifelong Learning Overview and Scrutiny Committee.
- 2.02 Responses to the consultation document have now been incorporated into the Draft Strategy.
- 2.03 The Vision Statement in the enclosed Draft Strategy was written by a young person from Flintshire, and better reflects the expectations of young people.

3.00 CONSIDERATIONS

- 3.01 Following the approval of the Draft Strategy, the next stage will involve a detailed consultation on possible models of service design and development of action plans to fulfil the priority work streams.

4.00 RECOMMENDATIONS

- 4.01 That members approve the enclosed post-consultation version of the Strategy, and commission additional work on models of service design.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None as a direct result of this report.

6.00 ANTI POVERTY IMPACT

- 6.01 None as a direct result of this report

7.00 ENVIRONMENTAL IMPACT

7.01 None as a direct result of this report

8.00 EQUALITIES IMPACT

8.01 None as a direct result of this report

9.00 PERSONNEL IMPLICATIONS

9.01 As the work on service redesign progresses, there will be changes to staffing. These will be carried out in accordance with the organisational redesign procedures.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 A wide consultation exercise has been carried out, between November 2009 and January 2010.

12.00 APPENDICES

12.01 Final Draft Youth Service Strategy.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE YOUTH AND COMMUNITY SERVICE

Service Strategic Plan April 2010 – March 2014

***“Extending Young People’s Entitlement in
Flintshire”***

Draft 5 – Post Consultation Stage

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FOREWORD TO “EXTENDING YOUNG PEOPLE’S ENTITLEMENT IN FLINTSHIRE”.

Wales is the only Country in Europe to have a statutory basis for the Youth Service. Welsh amendments to the Learning and Skills Act 2000 place a duty on local authorities to provide Youth Support Services.

This new Strategy is about enabling young people in Flintshire to access high quality, responsive and accessible services as a universal entitlement.

A high quality Youth Service will contribute to improving the quality of life and wellbeing of Flintshire’s residents. The development of young people’s skills through informal and non-formal learning experiences will also contribute to educational achievement and to the County’s economic prosperity.

This Strategy is:

- ✓ Aligned to, and in response to, the National Strategy for the Youth Service in Wales - “Young People, Youth Work, Youth Service”
- ✓ A clear statement of the purposes of Youth Work, and of Flintshire County Council’s commitment to supporting high quality opportunities for young people
- ✓ An identified way forward, which sets out the priorities for the Youth Service in Flintshire, in the context of the Council’s aims, national policies and the work of key strategic partnerships
- ✓ A document which will determine specific actions and timescales for achieving them.

The Youth Service has a strong history of working in partnership, and we look forward to working with young people and with partners across sectors to make the universal entitlement a reality for Flintshire’s communities.



Colin Everett
Chief Executive



Ian Budd
Director of Lifelong
Learning



Cllr Nigel Steele-Mortimer
Executive Member
Education and Youth

INTRODUCTION AND BACKGROUND INFORMATION

The Youth and Community Service in Flintshire has experienced significant growth and development over the past six years. Most of this development has been based on the creation of new projects in response to need, and on the increasing value that is being attached to good youth work. It is widely becoming recognised that effective youth work responds to a number of key agendas, and is often very well placed to address the needs of young people in a wide variety of settings.

Whilst the growth and development of the Service is a positive achievement, it has sometimes happened in a manner that has been reactive, based on a desire to seize opportunities. Future Service development needs to be part of a coherent plan, setting out the core values and principles of Youth Work and providing a framework for its direction. The plan will be based on a clear analysis of current needs, identified through a review process, which is described on the following pages.

The national context for the Youth Service in Wales has seen substantial positive developments over the past seven years. The following key policy drivers from the Welsh Assembly Government provide the direction for the Service:

- Welsh Amendments to the Learning and Skills Act 2000, which established a statutory base for the Youth Service in Wales
- Extending Entitlement – Supporting Young People in Wales (Report issued in 2000, and Directions and Guidance issued in 2002)
- “Cymry Ifanc Young Wales” proposed guidance on Youth Support Services (WAG 2010)
- 14-19 Learning Pathways, Guidance 1 and 2
- Young People, Youth Work, Youth Service – National Youth Service Strategy for Wales (launched on 15 March 2007)
- Children and Young People: Rights to Action

In 2007, the Youth Work Curriculum Statement for Wales was reviewed, and an updated version produced. This was launched with the National Strategy for the Youth Service in Wales.

INTENDED OUTCOMES

The new Strategy sets out a framework for achieving the following:

- A clear statement of purpose and an agreed set of priorities for the Service
- A modern, high quality range of points of delivery across the County
- Increased capacity to reach more young people and to promote a greater take-up of the Service
- Increased investment in the Service, with a sustainable core offer
- Flexible and responsive deployment of staffing
- A needs-led approach which is based on the latest management information
- A strong approach to performance management and a culture of continuous improvement
- A high profile for the Service within the Council and within key strategic partnerships, and recognition of the value of high quality Youth Work in responding to a wide range of needs
- A commitment to actively involving young people in the planning, delivery and evaluation of service provision

STRATEGIC PRIORITIES FOR THE YOUTH SERVICE

Based on the Intended Outcomes set out above, the following are the key Strategic priorities for the Service:

- ✓ **Agreed direction and focus for the Service**
- ✓ **The matching of resources to identified needs**
- ✓ **Sustainability of provision, through increased core investment**
- ✓ **High quality service provision, underpinned by rigorous performance management systems and a “learning organisation” approach**
- ✓ **Equality of access to Service provision**

THE PURPOSE AND VALUES OF YOUTH WORK

Youth work in Wales is delivered by the Youth Service through a voluntary relationship between young people and youth workers. Youth Workers operate within their own organisations and communities and in partnership with others.

The Youth Service, as a universal service, is open to all young people within the 11-25 age range.

The type, mix and priorities of youth work are determined on a local, national and organisational level.

The establishment of appropriate provision should be determined by the needs, wants, interests and aspirations of young people.

Youth work provides or facilitates:

- places and relationships within which young people can enjoy themselves, feel secure, supported and valued, learn to take greater control of their lives, and recognise and resist the damaging influences which may affect them;
- non-formal, informal and structured educational programmes which challenge both the institutions and young people themselves to enhance their personal, social and political development;
- access to relevant information, advice, guidance and counselling which includes the understanding of rights and responsibilities.

The purposes of youth work in Wales are:

- to promote and actively encourage opportunities for all young people in order that they may fulfil their potential as empowered individuals and as members of groups and communities;
- to support young people through significant changes in their lives and assist them to understand their rights and responsibilities;
- to encourage young people to develop knowledge, understanding, attitudes and values which enable them to make constructive use of their skills, resources and time.

Source: The Youth Work Curriculum Statement for Wales – The Standing Conference for Youth Work in Wales (2007).

THE OUTCOMES OF YOUTH WORK

Youth work is interested in the whole young person and their experiences and both their present and their future. Eventual outcomes, then, are defined by young people themselves. However, evidence has shown that good youth work provides the support young people need to:

- be healthy
- stay safe
- enjoy and achieve
- make a positive contribution to their communities and to society, and
- achieve economic wellbeing.

Youth work has a distinct contribution to make, and is uniquely placed due to the voluntary nature of young people's relationship with the Youth Service.

(From "The Benefits of Youth Work" – UNITE the Union)

LINKS TO COUNCIL PRIORITIES AND PLANS

Developing the Flintshire Community Strategy 2009 to 2019

The LSB Strategy Group has drafted the Community Strategy and will be consulting on it soon with staff, elected Members, partners and the public.

The Strategy will:

- Provide a statement of intent and priorities for the Local Service Board, collectively as a Partnership but also as individual organisations.
- Support and complement the vision and priorities in the other Strategic Partnership Plans including the Children and Young People's Plan; Good Health, Good Care Strategy; Community Safety Strategic Plan; Regeneration Strategy; Local Development Plans and other major plans and strategies.
- Be the foundation for the Community Strategy Action Plan.
- Be used to influence partnership working, build and demonstrate unity amongst Partners.
- Be used as a lobbying tool for funding and influencing purposes.

It will be used to not only shape the local authority's financial and business planning processes but also those of all its community planning partners.

The Strategy is based around 5 key themes as follows:

THEME	SUB THEMES
1. Economic prosperity	a) Maintaining a competitive position b) Employment and skills c) Sustainable Communities
2. Health improvement through everything we do	a) Promoting and Protecting Health and Well-Being b) Bringing Optimum Health to All c) Increasing Personal and Organisational Responsibility for Health
3. Learning and skills for life	a) Improving opportunities for children and young people b) Widening learning opportunities c) Improving employability and skills
4. Living sustainably	a) Responding to climate change b) Building Sustainable Communities c) Valuing our Environment d) Managing energy, resources and infrastructure
5. Safe and supportive communities	a) Inclusive communities and neighbourhoods b) Communities that are safe and protected from harm c) Supportive communities and neighbourhoods

It is clear that the Youth Service has a contribution to make to all five of the above Themes.

The Flintshire Children and Young People's Plan

Of the agreed priorities within the emerging Children and Young People's Plan for Flintshire, the following priorities are of direct relevance to the Youth Service Plan:

- Supporting vulnerable individuals and groups;
- Raising children and young people's attainment in learning settings;
- Inclusion of all children and young people;
- Reducing the impact of poverty and deprivation;
- Information to be more available and accessible to all;
- Maintain a skilled, competent and knowledgeable workforce;
- Safeguarding children and young people.

Other Relevant Plans/Strategies

- Disability Equalities Scheme
- Race Equality Scheme
- Welsh language Scheme
- A range of prevention strategies, including
 - Early Years Strategy
 - Parenting Strategy
 - Homelessness Strategy
- Healthy Schools and Appetite for Life
- Communities First local Action Plans
- Town and Community Council local Plans

VISION STATEMENT FOR THE YOUTH SERVICE

“Through partnership, the Service will enable young people aged 11-25 to access and learn new skills and experiences. Young people will be supported in achieving their potential and gaining confidence to stand up for their beliefs and values, thereby enhancing their quality of life. The Youth Service will enable young people to have fun and to know what it means to be young in today’s society, whilst making new friends, learning new things, enjoying life and creating better futures for themselves.”

Within the context of the above vision, the Youth Service has identified the following key principles and actions:

Principles	Actions
Young people as equal partners in the Service, based on their voluntary engagement with the Service	Encouraging young people’s active participation in planning, delivering and evaluating service provision.
Enabling young people to make informed and safe choices	Providing a wider range of advice and information services
Promotion of the Universal Entitlement – for all young people	A flexible, inclusive and adaptable range of Youth Work provision, including the development of basic and wider key skills and increasing personal and social skills
Safeguarding and young people’s wellbeing	Promoting healthy and safe lifestyle choices
Full accessibility of Service provision based on principles of inclusion	The provision of recreational and social opportunities in safe and fully accessible environments ¹ High quality, responsive and accessible services ¹
Collaboration and partnership	Positioning the Youth Service appropriately with key partnerships and sharing information on work areas with other services/agencies.

Examples of how the above actions may be taken forward are provided on page 10.

¹ Extending Entitlement – Supporting Young People in Wales (WAG, 2002)

TAKING FORWARD THE ACTIONS

Encouraging active Participation	Providing Advice and Information	Development of Basic and Wider Key Skills	Increasing Personal and Social Skills
Development of local and County Youth Forums	Info Shop and range of Info Outlets	Accreditation schemes	Use of Curriculum Toolkit
Development of Youth Inspectors Project	Increase access to ICT and web based resources	Duke of Edinburgh's Award Scheme	Duke of Edinburgh's Award Scheme
County Youth Conferences	Up to date and relevant information in all Centres	Links with 14-19 Network programmes	Peer Education
Young people's involvement in Youth Service QA Team	Staff training	Cymorth funded programmes	Junior Worker Training
Use of Participation Toolkits	Quality Mark from Canllaw Online.	Careers Youth Worker	Volunteering opportunities
Staff training		FW2 Project	Community projects
Implement Participation Strategy (YPP)		Employability skills through various programmes.	Advocacy service
Supporting Peer Education.			

Promoting Healthy and Safe Lifestyle Choices	Flexible and adaptable range of Provision	Recreational and Social Opportunities	High Quality, Responsive & Accessible Services
Sex & Relationships Education Programme and C Card Scheme	Detached Teams	Outdoor Education programmes	Quality Assurance system
Links to the Young People's Drug and Alcohol Team	Mobile/Outreach work	Well equipped Hub and Satellite Centres	Management Information System
Healthy Eating Programme	Partnerships with Town and Community Councils	Off site visits	Reporting
Sport and recreational activity programmes	Partnerships with other Agencies	Residentials	Review of needs
	Holiday Activity Programmes	Activity programmes	YPP discussions and Plans
	Work in Schools	National and international youth exchanges	Links with other key Strategies and plans.
	Hub and Satellite models		DDA Improvements to Centres

MEETING THE KEY STRATEGIC PRIORITIES

1. Agreed Direction and Focus for the Service

A clear statement of purpose and an agreed set of priorities for the Service will set the direction, and will inform the following:

- Stakeholder understanding and awareness of what the Service is about
- Service planning and review processes, and performance management
- Publicity, promotion and marketing of the Service
- Decisions about the relevance of grant funded projects and opportunities, and their “fit” with the agreed Service direction

2. Matching of Resources to Identified Needs

Specific actions under this priority will include:

- Ensuring that more staffing is directed to face-to-face service delivery
- Increasing capacity and quality through the creation of Full Time Community Youth Worker posts in each of the County's main towns
- The streamlining of Service management arrangements
- Deployment of staff on an area basis
- Retaining and enhancing those buildings which are in the right places
- Service level agreements with specific voluntary sector partners as appropriate
- Development of new approaches to service delivery, especially mobile and outreach provision.

3. Sustainability of Provision Through Increased Investment

The existing over-reliance on external funding will be addressed by the following actions:

- Defining the “core offer” of the Youth Service, to be informed by the National Standards for the Youth Service in Wales, and by the National Strategy for the Youth Service in Wales, and promoting wider access to what is available
- Reviewing the level of core funding for the Youth Service, linked to the SSA for the Service and the National Standards for the Youth Service in Wales
- Commissioning externally funded projects where these fit with the Strategy

4. High Quality Service Provision, Underpinned by Rigorous Performance Management Systems

Specific actions under this priority will include:

- Comprehensive use of the Service's Management Information System by all staff
- Quarterly analysis of management information to determine take up of services
- Staff supervision, continuing professional development, mentoring and appraisal
- Improvement of Centres through Welsh Assembly Government Capital Grants and Flintshire County Council's capital works programme
- Promoting the active involvement of young people in the planning, delivery and evaluation of services, through setting up members' groups, Youth Forum Groups, Youth Councils
- Further development of the Service's internal Quality Assurance system
- Reports to Directorate Management Team, Corporate Management Team and to Council Committees

5. Equality of Access to Service Provision

- The development of Welsh medium Youth Work provision in partnership with relevant Organisations
- An up to date analysis of the needs of ethnic minority groups in the County, and consultation with them to develop effective responses
- Staff training and development to enable wider access to services by young people with disabilities

N.B. The above actions will be set against a timescale after the Consultation phase has closed.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: **EXECUTIVE**
DATE : **30 MARCH 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **SCHOOL EFFECTIVENESS FRAMEWORK AND**
 PROFESSIONAL LEARNING COMMUNITIES PROJECT

1.00 PURPOSE OF REPORT

- 1.01 To present Members with an update on the implementation of the School Effectiveness Framework in Flintshire.

2.00 BACKGROUND

- 2.01 The School Effectiveness Framework (SEF) is the overarching policy framework that seeks to transform educational standards and provision in the Welsh Assembly Government (WAG), local authorities and schools over the next decade. It is Wales' key policy for education reform and the one to which all other policies are being aligned.

- 2.02 The SEF aims to:

- achieve better learning outcomes and well-being for all children and young people regardless of their socio economic background; and
- reduce the variation in learning outcomes within and between classrooms, schools and local authorities.

- 2.03 These will be achieved through:

- ensuring tri-level working that brings together the education community (schools, local authorities and the Assembly Government) to work collaboratively to develop a new paradigm for educational reform;
- focusing on improvements in the quality of teaching and of leadership as key actors in achieving these ends;
- improving learning outcomes and well-being in schools throughout Wales;
- ensuring effective working between services that support children and young people;
- building upon and extending good practice undertaken by schools, local authorities including collaborative consortium working; and
- working with ESTYN so that SEF, inspection and self-evaluation systems are aligned.

- 2.04 There is no doubt that the SEF will become embedded through all levels of the education system - Welsh Assembly Government, local authorities and schools developing different ways of working including the way in which challenge and support can improve outcomes.
- 2.05 These aims and objectives will be achieved by WAG, local authorities and schools working together to develop a National Model for School Improvement that is designed to deliver national priorities, aims and objectives. Local authorities will determine local and regional delivery against this framework. To this end, DCELLS officers met with Directors from across Wales recently to approve and agree a paper, which outlines how SEF will be implemented from September 2010.
- 2.06 The SEF will be used to bring together key WAG policies and approaches so that, in partnership with schools, standards can be raised and underperformance tackled systematically. This should lead to an appropriate balance between challenge and support across all three levels, to build capacity, confidence and competence.
- 2.07 To implement SEF, with the degree of rigour that is expected, will require a radical change in the way that funding is targeted to meet the needs of children and young people at both local and national levels. DCELLS is committed to rationalising the grants currently available to local authorities/schools and to move rapidly towards a funding structure which uses fewer, larger grants, which focus on outcomes rather than inputs and activities.
- 2.08 WAG has identified two authorities in Wales to demonstrate the implementation of SEF - Flintshire and Merthyr Tydfil, ahead of this national roll-out. This project is not a pilot involving a limited number of schools but a 'scaling up' from previous pilots to Local Authority system level.
- 2.09 Schools and local authorities officers in Flintshire will receive expert advice from Prof Alma Harris (Senior Policy Development Officer WAG) and her team specifically in developing a system of professional learning communities (PLCs) across the County.
- 2.10 PLCs are a way of securing higher achievement and improved attainment in schools through teacher collaboration within, between and across schools. The model is predicated upon teachers working together in specific ways to reflect upon and improve classroom practice, thus improving outcomes for learners.
- 2.11 PLCs are a key part of both SEF and the National Model for School Improvement. From September 2010 all local authorities will be expected to have formal systems in place for developing PLCs and for sharing the outcomes of individual PLCs between schools.

- 2.12 To support schools in achieving this model it is expected that local authorities will have in place school improvement and effectiveness practitioners. It is also expected that each school effectiveness team will include both local authority advisers and practicing school leaders.

3.00 CONSIDERATIONS

- 3.01 As outward looking learning communities, schools in Flintshire are well placed to take this agenda forward. The principles of SEF are already embedded into our school improvement work and our Flintshire Aspirations for Learners. Existing good practice has been recognised by both DCELLS and Estyn. The aim of this project will be to develop this model across all schools using the existing capacity of the local authority.
- 3.02 The local authority has retained a high quality school effectiveness team, which includes secondees with recent and relevant experience of school leadership. Lessons learned from the pilot work will be applied to regional and national school improvement planning.

- 3.03 Networking between schools can be facilitated by developing the existing ICT Intranet.

4.00 RECOMMENDATIONS

- 4.01 Members receive this report and note the involvement of the County Council in this project. A formal project evaluation report will be completed in conjunction with DCELLS and be available from Summer 2010. It is expected that this will further shape national policy.

5.00 FINANCIAL IMPLICATIONS

- 5.01 It is recognised that the developments associated with SEF will take place within budgetary constraints at national, local and school levels. There will be no additional funding available to schools nationally to implement this model. However, the Directorate has been awarded a grant of £112,350 in consideration of the work being undertaken for this project. This will enable two members of staff from each school to be supported for up to three days each. The grant also covers the additional work undertaken by local authority officers.

6.00 ANTI POVERTY IMPACT

- 6.01 DCELLS is committed to aligning the SEF with the Child Poverty Strategy for Wales to address issues associated with equity and improve educational performance by and for our most disadvantaged children and young people.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 DCELLS funding will be used to provide support for officers working on the project and specifically for the Principal Learning Adviser for professional development who has taken on the lead role for the implementation of SEF within the local authority.

10.00 CONSULTATION REQUIRED

10.01 None. Involvement in the project by individual schools will be voluntary but recommended.

11.00 CONSULTATION UNDERTAKEN

11.01 SEF was developed nationally in consultation with all stakeholders including a small sample of schools in Flintshire who were involved in the initial pilot.

12.00 APPENDICES

12.01 National School Effectiveness Framework agreement.

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

None.

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Developing A National System For Education In Wales By Embedding the School Effectiveness Framework

Introduction

The purpose of this paper is to set out the process for embedding the School Effectiveness Framework (SEF). The SEF will become embedded through all levels of the education system - Welsh Assembly Government, local authorities and schools developing different ways of working including the way in which challenge and support can improve outcomes.

A key purpose of this paper is to secure a common understanding and the commitment of all parties to working differently and to clarify the respective roles and responsibilities in making improvements. The paper also identifies current levers for change and those levers that will be needed in the future to hold all partners within the education system to account for their part in securing improvements.

The SEF

The SEF is the overarching policy framework that seeks to transform educational standards and provision in Welsh Assembly Government, local authorities and schools over the next decade. It is Wales' key policy for education reform and the one to which all other education policies are aligned.

Aims and objectives

- Achieving better learning outcomes and wellbeing for all children and young people regardless of their socio economic background; and
- Reducing the variation in learning outcomes within and between classrooms, schools and local authorities

These will be achieved through:

- ensuring tri-level working that brings together the education community (schools, local authorities and the Assembly Government) to work collaboratively to develop a new paradigm for educational reform;
- focusing on improvements in the quality of teaching and of leadership as key factors in achieving these ends;
- improving learning outcomes and wellbeing in schools throughout Wales;
- ensuring effective interface between services, partners and organisations that support children and young people;
- building upon and extending good practice undertaken by schools, local authorities including collaborative consortium working;
- using technology to develop efficient digital management and improvement in learners' digital skills;
- working with Estyn so that SEF, inspection and self evaluation systems are aligned; and
- requiring all parties including the Welsh Assembly, DCELLS, local government and schools to rationalise budgets so that collectively the parties

provide better value for money and ensure more of the available education resource gets to the frontline in classrooms across Wales.

These aims and objectives will be achieved by WAG, local authorities and schools working together to develop a national framework that is designed to deliver national priorities, aims and objectives. Local authorities will determine local and regional delivery against this framework.

The SEF will be used to bring together key WAG policies and approaches so that they can raise standards and tackle underperformance systematically. This should lead to an appropriate balance between challenge and support across all three levels, to build capacity, confidence and competence.

Background and context

The Welsh Assembly Government's vision for the future of public services in Wales is based on 'Making the Connections' which places emphasis on partnership working and citizen focused service delivery. The practical application of the MtC principles is set out in 'New Understanding between the Welsh Assembly Government and Local Government in Wales'.

Local authorities have a range of statutory responsibilities including that of community leadership. The Children Act 2004 established local Children and Young People's Partnerships and made local authorities responsible for the development of Children and Young People's Plans (CYPPs). The CYPP is a single strategic plan for all children's services in each local authority and requires the community leadership role to be carried out effectively as a driver for change.

Through a strong community leadership role coupled with effective engagement between partners at the highest level, it is possible to deliver planned, commissioned and co-ordinated improvements in services for children, young people and their families and significantly improve outcomes.

Improved co-ordination also needs to be seen within the regulatory frameworks that apply to local authorities and their partners in developing services and better outcomes for CYP. Whilst Estyn leads on local authority inspection for education, life long learning and skills, WAO and CSSIW have particular roles in terms of partnership working, and other inspectorates such as HIW also feature from time to time. Better co-ordination across inspection bodies should help to reduce the bureaucratic burden on local authorities with a more developmental regulatory framework emerging.

All levels of the education system in Wales must co-operative and collaborate in order to improve outcomes for children and young people. Local Authorities, LHBs and NHS Trusts and their partners, including the police and probation services, have statutory duties under the Children Act 2004 to cooperate to improve the well being of children and young people in their area, as set out in Stronger Partnerships for Better Outcomes Circular 37/2006 issued in July 2006. Such cooperation can only be effective if full engagement in partnership working at all levels of planning, management and delivery is achieved. Schools are key partners in promoting

wellbeing for children and young people and need to be fully involved in co-operative working.

One of our key challenges is to eradicate child poverty in Wales. The Welsh Assembly Government and its partners are developing a Child Poverty Strategy to respond to this challenge. The School Effectiveness Framework has a pivotal role to play in relation to the Strategy and the seven core aims for children and young people.

Planning for the education system at a national, regional and local level must take place within the CYPP context. There is synergy between SEF and a number of the core aims, in particular core aim 2 which states that children and young people deserve to enjoy the best education and training possible.

It is recognised that the developments associated with the SEF will take place within the budgetary constraints at national, local and school levels. It is essential that we use the resources we have more efficiently and effectively to drive up standards. One of the ways in which we will do this is by reducing the bureaucracy and streamlining the education system to make it leaner and more effective to benefit our children and young people.

Between September 2008 and August 2009, WAG, local government and schools have been working on a tri-level basis to consider the most effective way to embed School Effectiveness Framework. The first strategy was to pilot a school improvement process involving 96 schools across the four local authority consortia areas.

This pilot focused on improved approaches to school self evaluation and developmental approaches that include the establishment of Professional Learning Communities (PLCs) to share and embed good practice. PLCs focused on strengthening the quality of teaching and learning and on improving learning outcomes within communities of schools. The schools involved have been supported in this work by either head teachers from other schools or local authority advisers, who were trained for this role. The pilot has generated a considerable amount of useful evidence that has enabled us to shape the future development of the SEF.

Our curriculum is split into three distinct phases: The Foundation Phase; 3-7, 7-14 and 14-19 Learning Pathways. Together, these phases form a continuum from 3-19 years. One of the major challenges is to manage the transition between each phase. Wales' approach to leadership, assessment and outcomes for children and young people directly supports the school improvement agenda. On a wider front, the Transformation Agenda and the 21st Century Schools Programme support the infrastructure to underpin efficient and effective education. Furthermore local authorities need to ensure that they use their resources efficiently so that they have efficient and effective schools in the right places funded appropriately and with buildings that are fit for purpose.

Embedding the SEF will enable the education system to have a sharper and more consistent focus on the right of each and every child and young person to have a high quality learning experience throughout their educational career. It will enable the system to track the progress of every young person along their route through

each of his or her educational settings and schools. This also means that within-school variation, between school variation and local authority performance can be assessed, supported and challenged.

The SEF is positioned firmly at the heart of the Welsh school improvement policy agenda and sets it apart from school improvement strategies elsewhere in the UK and internationally. In Wales the whole educational system within a local authority area will be held accountable for the quality of the educational experience of all of its children and young people.

Roles and Responsibilities within the Education System

Evidence shows that educational reform is most effective when designed and implemented collaboratively and coherently through all levels of the education system: nationally, locally and at the level of the individual learning setting – a process of tri-level reform. To be effective, it requires each of the levels to work together and align their efforts within the SEF. For all the levels there needs to be a clear ‘line of sight’ to the desired outcome of improved children and young people’s learning and wellbeing. The role and responsibility of each partner is outlined below.

Welsh Assembly Government

Welsh Assembly Government is responsible for setting strategic policy direction. As such it needs to ensure that all of its respective departments provide a coherent and consistent message and direction for children and young people policies and programmes.

DCELLS in particular needs to ensure that its wider policies, programmes and grants are fit for purpose and aligned to the children and young people policy and SEF. These policies, programmes and grants need to be monitored and evaluated regularly to measure impact on children and young people outcomes. DCELLS need to ensure that the data it currently collects on local authorities and schools is used as a basis to improve outcomes. As part of the evaluation and monitoring process, Welsh Assembly Government and regulators need to bring the right level of challenge, which seeks to support and encourage local authorities to continue improvement, or where necessary escalate the pace of change. Outcome agreements will be the means by which the priorities and targets for improvement are agreed and local authorities which have a good track record for improving outcomes will have more flexibility.

DCELLS also has a important role in helping to remove barriers to improvement. This means targeting resources to the greatest need and ensuring that human resource, legislation and procedures support the drive for continued improvement.

Local Authority

Under the Children Act (2004) local authorities have to ensure that outcomes for children and young people are improved and in particular to lead on the development and monitoring of the CYP Plan and to ensure effective partnership working.

Under the Education Act 1996, local authorities have statutory responsibility to contribute towards the spiritual, moral, mental and physical development of the community by ensuring that efficient education is available to meet the needs of the children and young people of their area. The central role of local authorities in achieving and sustaining high quality educational outcomes for children and young people will be realised through their support and challenge function.

Local authorities are statutorily responsible for educational quality and outcomes across their locality and are accountable to locally elected members and citizens in their areas.

Consortia and Collaborative Working

There is already joint working between local authorities in Wales across a variety of services. In terms of education, there are presently four formal consortia covering North Wales (6 local authorities), South West and Mid Wales (6 local authorities), Central South Wales (5 local authorities) and South East Wales (5 local authorities). There are also other consortia working together between and across other groups of local authorities.

Each consortium is at a different stage of development though all have submitted to DCELLS an outline of their proposals to develop collaborative working. Whilst these plans are initially based on SEF implementation, each demonstrates a clear ambition to look critically at many education and children and young people's services collaboratively.

There are very good reasons for seeking this sort of development. Philosophically, it fits the notion of system change and system leadership, incorporating the thinking that local authorities like others in tri-level working need to look at and learn from the performance of others and benchmark themselves against the best. Given the present public financial climate, there is also a sound economic rationale for believing that collaboration offers the best opportunities to target scarce resources for better outcomes.

The need to build capacity to ensure that this work can develop to best effect has to be taken into account from the outset.

Schools

Schools are responsible for the quality of the experience offered to children and young people enrolled. Schools also have a shared interest for the outcomes and wellbeing of all the children and young people living within the local area.

Schools are responsible for enabling all children and young people to develop their full potential, promoting a culture of social inclusion and respect for diversity by developing wellbeing and personalised learning. Another key role for schools is that they contribute effectively to meeting the needs of the community through engagement and partnership working and the development of strong professional learning communities.

Estyn

Estyn inspects all schools on a six-year cycle and inspects each local authority's education functions for children and young people twice in a six-year cycle. Estyn's core purpose is to improve the quality of educational outcomes for children and young people by promoting improved teaching and learning; informing national policy and delivering robust, independent and public evaluations at school and local authority level

The inspection cycle is based on a common inspection framework that is aligned with the SEF at school and local authority levels.

The Education System – September 2010 onwards

Over the past two years the Welsh Assembly Government together with its partners has been working to transform and shape the education system. However, the variation in outcomes within and between schools and local authorities suggests that a differentiated approach is needed to bring about improvement. The Welsh Assembly Government intends to work with its partners to develop differentiated approaches to support improvement, including schools supporting one other, which will offer a coherent approach to challenging underperformance and pushing the boundaries of leading edge performance.

Wales has made progress across the board in children and young people's achievement. However, there continue to be differences in outcomes, within schools (where the greatest variation lies), between schools, between local authorities and between the primary and secondary phases of education. Together, these contribute to Wales' overall position within the PISA results and provide a benchmark for the improvement that we seek from our education system.

All partners within the education system recognise that all parties need to seek greater improvements for children and young people. Local authorities have invested considerable energy and resources over many years in challenging and supporting schools to improve children and young people's achievement and attainment delivering their statutory duties effectively, thus realising efficiencies. However, more needs to be done and currently there is energy and drive from all local authority chief executives and leaders to achieving efficiencies and improvements across and between the four consortia.

Our focus for improvement and effectiveness is founded on the following fundamental principles and expected activities ('non-negotiables'):

- the National Purpose for Schools in Wales (as set out in School Effectiveness Framework: Building Effective Learning Communities Together, 2008) – attached at annex 1;
- the embedding of the SEF through the implementation of policy aligned strategically at all three levels ;
- a focus on challenge, support and collaboration, to reduce variations in performance within and between schools and local authorities, based upon an agreed model for school improvement and closely linked with the New Understanding between WAG and local authorities;
- annual self-evaluation updates using Estyn's Common Inspection Framework and developmental tools related to the School Effectiveness Profile to enable them to identify areas for improvement.. The self-evaluation local authorities undertake will form the basis of Estyn's inspections. Estyn will support the development of a self-evaluation toolkit for local authorities, working closely with ADEW, DCELLS and the WAO;
- a focus on developing high quality leadership and training at all levels within the system;

- the promotion of networking, collaboration and clustering within, between and across schools, including Professional Learning Communities and other means to improve learning outcomes, by focusing on the reduction of variation within and between schools. The focus of such collaboration should be on teaching and learning;
- the effective analysis and use of data;
- a focus on inclusion and equity so as to reduce the link between various forms of disadvantage and educational achievement;
- linking local authority performance to outcome agreements;
- rationalising and re-focusing grants to meet the objectives of the SEF; and
- strategic and efficient planning of schools by local authorities which has due regard to parental preference and ensures effective targeting of funding to improve outcomes for children and young people

National Model for School Improvement

Under the auspices of the SEF, WAG, local authorities and schools will jointly and in concert develop a National Model for School Improvement to implement the SEF. The National Model will be adopted by each school, local authority and the Welsh Assembly Government. We anticipate that this will involve:

- local authorities exercising their community leadership role to ensure that improving outcomes for children and young people and school improvement is a key priority for partners and organisations in and across each local authority area
- robust use of data (including Estyn inspection) to benchmark performance and to signal areas for development and implementation;
- a focus on reducing within-school and between school variation;
- sharing leading-edge practice through collaboration, clustering, networking and the development of Professional Learning Communities;
- well planned and designed schools serving their communities which harness the use of technology to secure improvement ;
- the development of a curriculum that can engage children and young people;
- strengthening teaching and learning through a menu of opportunities for continuing professional development (CPD);
- strengthening distributed leadership within the schools and local authorities through customised leadership development;
- strengthening children and young people's participation in decisions that affect them;
- improvement of links with a range of partners including parents/carers, the community, third sector organisations, health service, other local authority services and other local authorities; and
- the development of research capacity

To support schools in achieving this model, local authorities will have in place school improvement and effectiveness practitioners, commonly known as 'system leaders', to include both local authority advisors and practicing school leaders. Using the National Standards for School Improvement Professionals, the teams will:

- support schools so that they can achieve the national model;
- challenge schools and governing bodies by continuous monitoring of performance;
- create and support networks of effective practice within, between and across schools focusing on teaching and learning, with a drive to improve outcomes for all;
- bring together effective head teachers as part of the team focussed on school improvement and head teacher performance management.
- training to ensure that schools make the best use of data to improve performance; and
- work with governing bodies and other local authorities to achieve the above.

To support local authorities, WAG will:

- align thinking across WAG so that there is a coherent and consistent direction for children and young people plans and programmes

To support local authorities, DCELLS will:

- align its school-focused priorities, policies and programmes to the SEF. In particular this will mean that developments in the curriculum, in assessment arrangements, in learning and teaching, in CPD and leadership development are strongly aligned with SEF.
- rationalise the grants currently available to local authorities/schools and to move rapidly towards a funding structure which uses fewer, larger grants with a lighter administrative touch.
- align school grants strategically to the delivery of the SEF's fundamental principles and model for school improvement. This will require monitoring and evaluation by reference, wherever appropriate, to outcomes rather than inputs and activities.
- align the SEF with the Child Poverty Strategy for Wales to address issues associated with equity and improve educational performance by and for our most disadvantaged children and young people; and
- work collaboratively with other policy leads across WAG (e.g. local government, child poverty unit, health and social care) to influence policy development and ensure alignment..

Implementation

The key milestones and actions will be:

- to develop and agree the SEF narrative with ADEW, WLGA and school representatives by 31 January 2010 or as soon as possible thereafter;
- to develop, on a tri-level basis, an outline National Model for School Improvement by 31 January 2010 or as soon as possible thereafter;
- for local authorities to identify a framework within which each can operate to deliver the National Model for School Improvement by the end of April 2010
- for local authorities to include the implementation and delivery of the national Model For School Improvement into their planning from April 2010 or as soon

thereafter as the model is agreed depending upon the CYP Plan review cycles;

- set up an implementation and strategy group which includes representation from WAG, WLGA and ADEW, to develop the implementation plan;
- for local authorities to develop plans to increase the pace and breadth of collaborative working across the consortia areas to achieve the agreed outcomes for embedding the SEF by the end of April 2010;
- DCELLS and ADEW to work together on a range of outcome measures to inform and support the wider work on outcome agreements, based on the 'New Understanding between the Welsh Assembly Government and Local Government in Wales' by 31 March 2010;
- for DCELLS to ensure that the recommendations of the CPD/Leadership review currently underway are aligned strongly to the principles of SEF and the model for school improvement, so that the critical role of high quality teaching and leadership can be supported;
- for DCELLS to ensure that curriculum developments in the Foundation Phase, at 8-14 (particularly in the area of literacy) and at 14-19, are aligned appropriately to SEF including the National Model for School Improvement;
- for DCELLS to ensure that assessment practices across all phases reflect the principles of the SEF and support the National Model for School Improvement;
- to create a School Effectiveness Grant to support local authorities and schools by April 2010 or as soon as possible

Annex 1

National Purpose for Schools

- enable all children and young people to develop their full potential by acquiring skills, knowledge, understanding and attitudes, including personal, social and emotional skills, to enable them to become economically, socially and personally active citizens and lifelong learners;
- promote a culture of social inclusion and respect for diversity, particularly through developing the wellbeing of learners and personalising their learning;
- establish strong professional learning communities in schools where practitioner can develop and share their professional knowledge on learning and teaching;
- offer children and young people a curriculum that engages and motivates them to learn and to achieve their potential;
- provide a learning community for all engaged in school life, with children and young people and their families at the centre, and including governors, teachers, other school staff and adults training to work in schools;
- be a key player with other schools and partner service providers in planning and delivering integrated services for children and young people to improve their wellbeing; and

- provide or facilitate education so that schools contribute to meeting the needs of the community and engage the community as partners to ensure that all schools are community focussed.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: **EXECUTIVE**
DATE : **30 MARCH 2010**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **CORPORATE BUSINESS CONTINUITY PLAN**

1.00 PURPOSE OF REPORT

- 1.01 To endorse the approach taken to develop the Corporate Business Continuity Plan.

2.00 BACKGROUND

- 2.01 Business Continuity Management (BCM) is a process that helps manage risks to the smooth running of an organisation or delivery of service, ensuring continuity of "mission critical services" in the event of a disruption and effective, timely recovery afterwards. The disruption could be loss of ICT, loss of building, loss of staff, or loss of key partner. BCM is one of the Council's strategic risks.

3.00 CONSIDERATIONS

- 3.01 All twenty three "mission critical services" have now submitted their Business Continuity plans, which has enabled the development of the Corporate Business Continuity Plan. This plan provides the overall guidance to the Council in responding to any significant incident that may disrupt the normal business of the Council. A graded response has been included taking into account the degree of issue that the Council could be possibly faced with along with an incident and escalation framework.
- 3.02 The Plan has been developed using "industry standard" models and refined to reflect the Council's own approach to disruption. For example our arrangements for dealing with (and recovering from) the recent severe weather. A testing programme will be put in place to ensure the Plan is robust and reviewed in the light of any findings.

4.00 RECOMMENDATIONS

- 4.01 That Executive endorse the approach taken to develop the Corporate Business Continuity Plan.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Costs for testing plans will be met from existing budgets.

6.00 ANTI POVERTY IMPACT

- 6.01 Our most disadvantaged communities need to be protected from service disruption; this will be identified within our mission critical service plans.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Any environmental impacts will be minimised from activities relating to Business Continuity Planning.

8.00 EQUALITIES IMPACT

- 8.01 Our most disadvantaged communities need to be protected from service disruption; this will be identified within our mission critical service plans.

9.00 PERSONNEL IMPLICATIONS

- 9.01 The mission critical service plans identify specific personnel roles and responsibilities and flexibility of staff will be required to respond.

10.00 CONSULTATION REQUIRED

- 10.01 The Corporate Business Continuity Plan will be reported to Audit Committee.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Corporate Management Team.

12.00 APPENDICES

- 12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Mission Critical Service Plans

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **30 MARCH 2010**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **REVENUE BUDGET MONITORING 2009/10 (MONTH 10)**

1.00 PURPOSE OF REPORT

1.01 To provide members with the most up to date revenue budget monitoring information (Month 10) for the General Fund and the Housing Revenue Account in 2009/10.

1.02 INDEX OF CONTENTS

Section 2	Executive Summary
Paragraph 3.01	General Fund Summary Table
Paragraph 3.05/3.07	Programme of Efficiencies
Paragraph 3.08	Risks and Assumptions
Paragraph 3.13/3.14	Schools Budgets - Over Allocation
Section 4	Non Standard Inflation / Central Contingencies
Section 5	Unearmarked Reserves
Section 6	Housing Revenue Account
Appendix 1	Community Services - Variances Summary
Appendix 2	Environment - Variances Summary
Appendix 3	Lifelong Learning - Variances Summary
Appendix 4	Corporate Services - Variances Summary
Appendix 5	Central & Corporate Finance - Variances Summary
Appendix 6	General Fund Unearmarked Reserves Summary
Appendix 7	Housing Revenue Account - Variances Summary
Appendix 8	Efficiencies Analysis

2.00 EXECUTIVE SUMMARY

2.01 Members are requested to note the projected position at Month 10 which is :

- General Fund - Net overspend of £0.467m (Overspend of £0.208m at Month 9) (Excludes schools over allocation - see paras 3.13/3.14)
- Housing Revenue Account - Net overspend of £0.029m (£0.100m at Month 9)

3.00 CONSIDERATIONS

GENERAL FUND

3.01 The table below shows a projected in-year overspend of £0.467m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 9	Month 10	Month 9	Month 10	Month 9	Month 10
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	53.957	53.320	(0.102)	(0.128)	(0.417)	(0.471)	0.315	0.343
Environment	31.777	31.210	1.386	1.418	0.759	0.770	0.627	0.648
Lifelong Learning	106.821	107.186	1.246	1.413	0.495	0.574	0.751	0.839
Corporate Services	17.113	17.743	(0.097)	(0.121)	(0.097)	(0.121)		
Total Directorates	209.668	209.459	2.433	2.582	0.740	0.752	1.693	1.830
Central and Corporate Finance	25.389	25.598	(2.225)	(2.115)	(2.225)	(2.115)		
Total	235.057	235.057	0.208	0.467	(1.485)	(1.363)	1.693	1.830

- 3.02 The Original Budget column reflects the budget approved by Council on the 3rd March 2009. The Revised Budget column reflects changes approved by Executive and in-year virements for items less than £0.075m as set out in the Council's Financial Procedure Rules.
- 3.03 The significant in-year projected variances to date are detailed in Appendices 1 - 5 (General Fund), and Appendix 7 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided.
- 3.04 The overall movement between month 9 and month 10 is an increased overspend of £0.259m which is mainly due to an increase in the overspend on Lifelong Learning (Appendix 3) and a reduction in the underspend on Central and Corporate (Appendix 5). However, there are still some areas that could potentially have a further negative impact on the financial position. The recent effects of the further severe weather are not yet finalised, and a review of the council's bad debt provision is also being undertaken, which based on recent economic circumstances, is likely to require an increase.

PROGRAMME OF EFFICIENCIES

- 3.05 The 2009/10 budget contained a number of specific efficiencies and an unspecified £1.0m efficiency target. Appendix 8 shows the progress made against the achievement of all of these efficiencies. The total amount of efficiencies identified is £4.441m, of which £3.994m have either already been achieved or are projected to be achieved at this stage.
- 3.06 The unachievable efficiencies of £0.447m (highlighted in Appendix 8), have either been included in the 2010/11 budget or will be achieved in 2010/11 through service reviews and/or management action. These are detailed below.

<u>Included in Budget 2010/11</u>	£m
Recruitment Advertising	0.100
Depot Rationalisation	0.037
Central Loans and Investments	0.077
	<u>0.214</u>

<u>Achievable through Service Reviews/Management Action</u>	£m
Recruitment Advertising	0.060
Youth Service Restructure	0.030
Reduction in hours - Markets	0.010
HR/Payroll Review	0.031
Fuel Usage Improvements	0.030
NWPP (CPU)	0.032
Vehicle Rebates	0.040
	<u>0.233</u>

- 3.07 In summary, £3.994m (90%) of efficiencies are either already achieved or projected to be achieved in 2009/10, with £4.227m (94%) estimated to be achieved in 2010/11. Areas totalling £0.447m (10%) have not been achieved, although £0.214m of these have been included in the 2010/11 budget and the remaining £0.233m achievable through service review/management action.

RISKS / ASSUMPTIONS

- 3.08 The in-year over / (under) spends shown in the table at paragraph 3.01 reflect the following risks and assumptions :-

1. Community Services

- Social Services for Adults
 - Projections based on current client numbers / care packages
 - Demand led services susceptible to changes outside the Directorate's control e.g. severity of winter, flu epidemics
 - North Wales Health Board income cannot be guaranteed at the levels assumed.
- Social Services for Children - Out of County Placements
 - Length of current placements uncertain - court led timeframes
 - Number of new placements difficult to predict - needs led
 - Uncertainty of income level from North Wales Health Board

2. Environment

- Winter Maintenance
 - Final costs of recent continuing cold spell still to be finalised.

3. Lifelong Learning

- Out of County Placements - as Community Services above.
- Schools Budgets - Over Allocation not included in projections at this stage

4. Corporate Services

- o Ongoing work relating to the budgetary effect of Organisational Redesign. (will impact on Contingency Reserve)
- o Ongoing and future impact of severe weather across all services.
- o Review of bad debt provision.
- o Level of Housing Benefit Subsidy received assumes 100%

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.09 An amount of £0.075m was included in the 2009/10 budget for the introduction of Civil Parking Enforcement (CPE). An amount of £0.061m was also brought forward from a previous financial year. Proposals for a revised programme to introduce CPE were reported to Executive on 9th March and permission is sought to carry forward the total amount of £0.136m to complement the additional £0.050m included in the 2010/11 budget.

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.10 The finalisation of the Unitary Development Plan (UDP) and all the associated publication and printing costs has been delayed. In addition, the subsequent engaging of consultants for developing the evidence base for the implementation of the Local Development Plan (LDP) will not be undertaken in the current financial year. Therefore, it is requested that an amount of £0.150m be carried forward into 2010/11 to undertake the above.

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.11 An amount of £0.050m will be required in 2010/11 to maintain a Project Manager to complete the Street Scene Review. An amount of £0.025m remains from an allocation from the contingency reserve. It is requested that an amount of £0.025m is carried forward into 2010/11 to be met from vacancy savings within Management, Support and Performance.

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.12 An amount of £0.035m was brought forward into 2009/10 to undertake additional asset surveys. However, it has become necessary to identify an alternative provider, and this will mean that the surveys will not be undertaken this financial year. It is requested therefore to carry forward this amount into 2010/11.

SCHOOL BUDGETS (OVER ALLOCATION)

- 3.13 As previously reported to Audit Committee and Lifelong Learning Overview and Scrutiny Committee, there has been an over allocation of £1.156m to schools. The effect of this over allocation and the agreement not to claw back the sum in 2009/10, is that the Council's budget will overspend in 2009/10 by £1.156m more than has previously been reported. This will need to be funded from reserves in the first instance which will be replenished as the over allocation is recovered in future years. Discussions are taking place, including with Schools and External Audit, on how this will appear formally in the accounts. At this stage the over allocation is not included in the projected outturn figures included in this report.
- 3.14 The discussion with schools on addressing the funding gap from future efficiencies through school modernisation is in progress. In outline, it is intended that the first call on efficiencies from future years budget strategies (from 2011/12 onwards) will be to replenish reserves. The details of this needs to be developed with Headteachers and Governors.

4.00 NON STANDARD INFLATION/CENTRAL CONTINGENCIES

NON STANDARD INFLATION

- 4.01 It has previously been reported that all non standard inflation has either been allocated out or transferred as a contribution to the efficiency programme.

CENTRAL CONTINGENCIES

- 4.02 The budget for 2009/10 included £1.025m in respect of Central Contingencies. It was agreed that these items be held centrally and only allocated out to services when the actual increase in cost is known.
- 4.03 It has been reported previously that that £0.351m will be required in the current year and the projected underspend of £0.674m is included in the figures for central and corporate.

5.00 UNEARMARKED RESERVES

- 5.01 The 2008/09 final outturn reported to Executive on 4th August showed unearmarked reserves at 31st March 2009 (above the base level of £5.112m) of £2.146m, after the setting aside of funding for 2009/10 one-off pressures of £2.097m and increasing the base level of reserves by £0.157m.
- 5.02 Appendix 6 details the movements to date on unearmarked reserves and the level of contingency sum available for allocation by the Executive. As a result of these movements, the estimated amount currently available in the Contingency Reserve is £0.221m. This does not include any adjustments that may be required for schools over allocation (paras 3.13/14). The Contingency Reserve is set aside to meet :
- Organisational re-design and modernisation of services

- Invest to Save initiatives
- Additional costs on ringfenced and / or volatile budgets

6.00 HOUSING REVENUE ACCOUNT

- 6.01 On 17th February, 2009, the Council approved a Housing Revenue Account budget for 2009/10 of £22.886m.
- 6.02 The budget provided for a closing balance at 31st March, 2010 of £1.292m which at 5.65% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 6.03 The 2008/09 final outturn reported to Executive on 4th August showed a closing balance at the end of 2008/09 of £0.890m (subject to audit) which was £0.416m higher than the estimate of £0.474m when the 2009/10 budget was set. This had the effect of increasing the opening balance for 2009/10 by the same amount.
- 6.04 Appendix 7 details an in-year projected overspend of £0.029m (£0.100m at Month 9) and the reasons for significant variances and the actions planned to deal with them.
- 6.05 The net effects of the revised balance brought forward and the projected overspend of £0.029m is that there would be balances in hand at the end of the year of £1.250m (budget £1.292m) which at 5.5% of budgeted expenditure is greater than the minimum level of 3% recommended by the Head of Finance. This is £0.097m more than was anticipated when the 2010/11 budget was set, and would have the effect of increasing the HRA opening balance by the same amount.

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 3.09/3.12)
 - c) Note the General Fund Contingency Sum available as at 31st March 2010. (Section 5).
 - d) Note the projected final level of balances on the Housing Revenue Account. (para 6.05)

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 General Fund Variances - Appendices 1 - 5
General Fund - Movements on unearmarked reserves - Appendix 6
Housing Revenue Account Variances - Appendix 7
Severe Weather Impact - Appendix 8

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Month 10 Monitoring Papers

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COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Domiciliary Support (Services for Older People)	6.647	7.255	0.608	0.661	<ul style="list-style-type: none"> • Increase in complexity of need for clients supported to live at home • Reduction in the numbers of people entering residential care • Increase in client numbers contributing towards increase in income within Development & Resources • The impact of the recent adverse weather conditions is still to be assessed and will be reported in future monitoring reports. 	<ul style="list-style-type: none"> • Realignment of budget from Residential Services to be taken forward. An Executive report to be submitted prior to year end. • Income to be shown against related expenditure from 2010/11. • Further work to be undertaken to establish the additional cost of adverse weather conditions on staffing.

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Residential Services (Services for Older People)	9.818	8.895	(0.923)	(0.851)	<ul style="list-style-type: none"> Reduction in the number of clients currently being supported in residential care Offset by the increase in the number of clients supported at home. Increased underspend in period represents a movement of income from Development and Resources. 	<ul style="list-style-type: none"> Budget Realignment (see above), and forward planning regarding future Extra Care Expansion as part of the 2010/11 budget process
Living Well	0.148	0.058	(0.090)	(0.078)	<ul style="list-style-type: none"> Underspend reflects the late start in approving and establishing the Living Well Dementia Team 	<ul style="list-style-type: none"> The service is likely to underspend in 2009/10 but this is temporary and the budget will be fully spent in future years
Extra Care	0.452	0.380	(0.072)	(0.090)	<ul style="list-style-type: none"> Projection reflects impact of the timing of settling residents into the Shotton Extra Care scheme and filling the vacancies to support them 	<ul style="list-style-type: none"> A further review of the budget for Extra Care has been undertaken utilising information relating to the first 6 months operation of the scheme and analysing the actual level of support required.

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Services for Older People)	2.476	2.671	0.195	0.222	<ul style="list-style-type: none"> Additional agency costs needed to cover staffing issues within the Hospital Social Work Team Increase within period relates to additional staffing costs to ensure service provision. 	<ul style="list-style-type: none"> Recruit to vacant post. Position will continue in the current year until position resolved
Domiciliary Support (PDSI)	1.524	1.463	(0.061)	(0.057)	<ul style="list-style-type: none"> Lower hourly rates for Direct Payments have reduced costs Suspension of payment to a high cost client 	<ul style="list-style-type: none"> Review budget requirements as part of 2010/11 budget process whilst bearing in mind that the projected underspend is based on current client numbers, which may increase due to WAG initiatives or an increase in demand as Direct Payments are expected to expand
Community Equipment Service (PDSI)	0.335	0.409	0.074	0.070	<ul style="list-style-type: none"> Overspend on equipment purchased to support people living independently in their own home which relates to activity prior to commencement of partnership agreement. 	<ul style="list-style-type: none"> Analysis underway to identify if any of this overspend relates to annual purchases which may need to be reflected in the pooled budget.

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Minor Adaptations	0.128	0.180	0.052	0.000	<ul style="list-style-type: none"> Overspend relates to an increase in minor adaptations as a result of increased assessments and the raising of the threshold from £500 to £1000 resulting in an increase in revenue expenditure on adaptations. 	<ul style="list-style-type: none"> Report to Corporate Asset Management Group (CAMG) on potential for transfer to capital as a result of the increased threshold.
Professional Support (PDSI)	1.407	1.463	0.056	0.093	<ul style="list-style-type: none"> The overspend relates to additional work undertaken on the Occupational Therapy Initiative. Additional assessments are being undertaken to reduce waiting lists. 	<ul style="list-style-type: none"> Budget Pressure bid submitted for 2010/11 to meet continuing demand of service.
Day Services (LD)	0.966	1.017	0.051	0.050	<ul style="list-style-type: none"> Projected overspend is due to additional cost of transport of service users, relief staff and replacement of service critical equipment and contribution to capital expenditure to complete building works. 	<ul style="list-style-type: none"> Contribution to capital is one off non recurrent expenditure as is replacement of equipment. Transport contracts continue to be monitored.

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Ringfenced Budgets (LD, Mental Health & Older People)	1.040	0.636	(0.404)	(0.387)	<ul style="list-style-type: none"> • Movements out of service, and cost reductions for two clients resulting from reduction in care delivery. • Additional one off income from Health has contributed to increase in underspend. 	<ul style="list-style-type: none"> • Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. • To be considered as part of the 2010/11 efficiency savings
Business Services Income	(3.034)	(3.445)	(0.411)	(0.477)	<ul style="list-style-type: none"> • Increase in clients and changes relating to clients under 60 has resulted in an increased projection • Clients previously funded through Supporting People are now subject to assessment and charging • Increase linked to additional costs within Domiciliary Support • Reduction in period 10 reflects partial movement of income to Older People Services. 	<ul style="list-style-type: none"> • Consider reporting in conjunction with related expenditure in future years • Potential efficiency for 2010/11 budget
Strategy & Regulation	(0.100)	0.000	0.100	0.100	<ul style="list-style-type: none"> • Corporate efficiency target 	<ul style="list-style-type: none"> • Ongoing identification of vacancy savings

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Family Placement (Children's Services)	1.558	1.701	0.143	0.189	<ul style="list-style-type: none"> • Additional adoption allowances payable to secure permanency for a sibling group (£0.079m) • National Foster Carer recommended rates increasing above the level budgeted for in 2009/10 (£0.040m) • Specialist family placements - additional carers to provide teenage foster placements and short breaks for disabled children have been identified and if these arrangements are put in place, this would result in a projected overspend of approx £0.070m • Movement of budget in period 10 has partially offset the above. 	<ul style="list-style-type: none"> • This option is 50% cheaper than previous Out of County Arrangement • This budget pressure will be considered as part of the 2010/11 budget process • The number of carers and the placement needs of children will be reviewed and costs controlled where possible • Further work is needed to ensure a sustainable budget to meet the growth in demand. However, a cap on in-house placements will lead to additional pressure on the Out of County budget

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other Residential (Children's Services)	0.631	0.351	(0.280)	(0.280)	<ul style="list-style-type: none"> This funding is currently earmarked to commission additional short breaks for children with disabilities to be based at Arosfa 	<ul style="list-style-type: none"> Work is progressing on finalising proposals to bring forward to Executive
Professional Support (Children's Services)	5.713	5.807	0.094	0.000	<ul style="list-style-type: none"> The overspend in professional support is as a result of a temporary agency costs pending the filling of vacancies which affects 09/10 only. The movement in period 10 relates to virement of budget to address in year pressures that are one off and have been included in the 2010/11 budget proposals. 	<ul style="list-style-type: none"> Agency costs will be reduced in 2010/11 as majority of vacancies have now been filled.

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County Pooled Budget (Children's Services)	2.931	3.874	0.943	0.891	<ul style="list-style-type: none"> Current position based on existing clients and duration of packages of care Increase in the period is as a result of 7 new placements. 	<ul style="list-style-type: none"> Review in progress to revise key processes for budget management Potential volatility due to changes in client numbers and demands Consider future funding needs/controls in light of Out of County Review
Carelink	0.156	0.236	0.080	0.077	<ul style="list-style-type: none"> Staff salaries to cover for sickness (£0.035m) Equipment maintenance contract - past increases significantly above inflation (£0.045m) 	<ul style="list-style-type: none"> Steps being taken to manage absence Pressure bid submitted for maintenance contract as part of 2010/11 budget process
Resident Wardens	0.930	0.808	(0.122)	(0.125)	<ul style="list-style-type: none"> Underspend due to Resident Warden vacancies of £0.113m Reduced rent abatement costs of £0.020m due to vacant former warden properties Corresponding pressure reflected in the HRA until properties let 	<ul style="list-style-type: none"> Future realignment of budget is needed as part of Sheltered Housing Improvement Project

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Homelessness (Ringfenced)	0.291	0.095	(0.196)	(0.189)	<ul style="list-style-type: none"> Reduced B&B placements reflect effective service provision/prevention. 	<ul style="list-style-type: none"> Volatile area which could experience pressure due to economic climate- maintain review
Other variances (aggregate)	19.303	19.338	0.035	0.079		
Total :	53.320	53.192	(0.128)	(0.102)		

ENVIRONMENT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Winter Maintenance	0.495	1.143	0.648	0.627	<ul style="list-style-type: none"> • Base budget provision is insufficient to meet the fixed costs of Winter Maintenance (£600k) or any call outs. • During December and early January, the Council has undertaken extensive gritting runs during one of the most lengthy periods of severe weather for over 30 years. This has been an unprecedented scale of continuous salting and gritting. • Variance now reflects the usage of an estimated 10,500 tonnes of salt up to the end of March (72 call outs had been undertaken by the end of January) 	<ul style="list-style-type: none"> • Put forward a pressure bid to inform the 2010/11 budget setting process to provide a budget which meets average winter requirements. • Other highways works budgets will be closely monitored to capture the effect of not undertaking various aspects of maintenance during this sustained period of weather.

ENVIRONMENT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Fleet Services	0.007	0.132	0.125	0.100	<ul style="list-style-type: none"> Non-standard inflation cost increases for fuel, parts etc. have not been reflected in cost increases for service provision 	<ul style="list-style-type: none"> Review costs of service and uplift charges for remainder of 2009/10 financial year Put forward a Non-Standard inflation pressure bid to inform the 2010/11 budget setting process to ensure a sustainable budget in the future
Transportation	1.239	1.159	(0.080)	(0.070)	<ul style="list-style-type: none"> Savings on Bus Operator payments for Bus Subsidies will be an estimated £0.030m with an additional fuel rebate received of £0.040m Additional WAG funding of £10k for Demand Responsive Transport (DRT) 	<ul style="list-style-type: none"> Bus Operator payments for Bus Subsidies and potential fuel rebates will be closely monitored.
Traffic Services	0.534	0.434	(0.100)	(0.100)	<ul style="list-style-type: none"> Additional income with regard to the Speed Awareness Scheme Management Fee received based on an increased amount of Course Fees. 	<ul style="list-style-type: none"> Contract to manage the scheme has just been awarded to a Private Sector Provider. Therefore, no additional revenue will be received from end Dec 2009

ENVIRONMENT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Regeneration	0.313	0.400	0.087	0.087	<ul style="list-style-type: none"> Impact of economic downturn on income and occupancy levels at Greenfield and Deeside Business Centres together with reduced Grant funding for businesses. 	<ul style="list-style-type: none"> Closely monitor occupancy levels and attempt to maximise grant funding opportunities.
Environment and Conservation	0.332	0.263	(0.069)	(0.069)	<ul style="list-style-type: none"> Vacancy savings in Planning Service Area 	<ul style="list-style-type: none"> See comments below
Planning Control	0.239	0.524	0.285	0.285	<ul style="list-style-type: none"> The economic downturn has reduced the number of applications being received, particularly from housing developers and the minerals sector. The total number of applications processed in 2008/09 fell by 381 to 1,337 compared with 1,718 in 2007/08, a 22% year on year drop in volume, but a 36% drop in actual income. Only 286 applications were received in the first quarter of 2009/10, a 29% year on year decrease in volume. 	<ul style="list-style-type: none"> 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

ENVIRONMENT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Civic Amenity Sites	1.587	1.881	0.294	0.303	<ul style="list-style-type: none"> • Efficiency savings have been taken for Waste Disposal and the closure of Saltney CA site, which remains open due to the Sandycroft site being deferred • Efficiency payment has been made to AD Waste for the achievement of recycling targets, costing the authority an additional £0.115m 	<ul style="list-style-type: none"> • Investigate corporately the possibility of reinstating the budget efficiency for Saltney site. • Bring AD Waste in-house from January 2010 and realign the Waste Service budgets.
Industrial Units	(1.681)	(1.783)	(0.102)	(0.090)	<ul style="list-style-type: none"> • Focused management of the Industrial Estate portfolio during the economic downturn has enabled the Council to maximise letting potential and charges during this period 	<ul style="list-style-type: none"> • Keep under review – continue to monitor potential bad debts closely and maximise lettings

ENVIRONMENT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Design Services	(0.084)	0.025	0.109	0.135	<ul style="list-style-type: none"> Uncertainties over the capital programme make it difficult to project volume of work and scale of fees at the present time. Projected Income has been reduced by £64k due to competitive tendering prices lowering the available Fee Income and the fact that projects are being scrapped due to the economic climate. The variance is as a result of reducing the use of consultants. 	<ul style="list-style-type: none"> Continue to monitor the fee earning position and update the financial situation regarding the Trading Account Historically, trends would suggest that this position can be recovered although it is potentially too late in the current financial year to see any significant improvement.
Agricultural Estates	(0.156)	(0.216)	(0.060)	(0.066)	<ul style="list-style-type: none"> Replacement for Land Agent has not been appointed saving £0.046m. Maintenance program has been curtailed until Land Agent is recruited. 	<ul style="list-style-type: none"> Recruitment of Land Agent will take place early in new financial year.
Waste Collection - Trading A/c	(0.286)	(0.227)	0.059	0.062	<ul style="list-style-type: none"> Annual RPI increase has been projected at 3% over the first half of the year, this has 	<ul style="list-style-type: none"> Review operational costs and scope to increase trade waste customer

ENVIRONMENT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>now been re-profiled to 0%. Although this has a positive effect on client accounts it has an adverse effect on the trading account.</p> <ul style="list-style-type: none"> Revised information regarding the number of domestic properties serviced had a detrimental effect on income. Increases in Cardboard Tonnages are improving the Income Receipts 	base. Review to inform the 2010/11 budget process
Administrative Buildings	1.123	1.206	0.083	0.086	<ul style="list-style-type: none"> NNDR costs above budget Overspend on cleaning services following a review of charges 	<ul style="list-style-type: none"> Review cost apportionment corporately as part of 2010/11 budget process Consider realignment of NNDRs Apply the new rate to cleaning of buildings
Valuations and Estates	0.523	0.467	(0.056)	(0.055)	<ul style="list-style-type: none"> Various vacancies 	<ul style="list-style-type: none"> Vacancies not being filled in this financial year. Interim/Agency proposals not deemed appropriate

ENVIRONMENT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other variances (aggregate)	27.025	27.220	0.195	0.151		
Total :	31.210	32.628	1.418	1.386		

LIFELONG LEARNING

Budget Monitoring 2009/10 (Month 10)

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)	1.606	2.445	0.839	0.751	<ul style="list-style-type: none"> The recharges and income to/from Other Local Authorities are currently based on estimates as we are yet to agree the recharges. The increase from period 9 relates to three new placements and four new 1:1 Support Packages. 	<ul style="list-style-type: none"> Following consideration of the interim project report, the officer task and finish group has developed and agreed a detailed Action Plan, led by Lifelong Learning and Community Services Heads of Service. The plan concentrates on changes in relation to key workstreams with allocated leads and implementation dates. A report has been presented to Scrutiny in January.

LIFELONG LEARNING

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Leisure Centres and Pools	2.617	2.761	0.144	0.121	<ul style="list-style-type: none"> • Net loss of income due to centre closure for essential works; <ul style="list-style-type: none"> ○ Deeside Leisure Sports Hall – 4 weeks (£0.006m) ○ Replacement pool hall roof at Flint Pavilion – 7 weeks (£0.019m) ○ Mold Sports Hall – 5 weeks (£0.012m) ○ Artificial turf pitch on Elfed High School Campus – full year (£0.013m) ○ Part year effect of decision to remove sun beds from leisure facilities (£0.009m) • Staffing costs in relation to the downsized centres at Connah's Quay, Hope and Saltney (£0.054m). The staffing model was amended, following member recommendations on lone working at the end of the downsizing process in August 2007, which resulted in an unachievable efficiency saving 	<ul style="list-style-type: none"> • Similar pressures have occurred in recent years, but have been paid for from year-on-year increases in income. However since the beginning of the recession this has not been possible. A bid has been submitted as part of the 10/11 budget process to allow for a sustainable rolling programme of remedial work to existing assets. • Review of 2010/11 fees and charges will need to account for this long term loss of income. • Under the Leisure Strategy the County Council is due to consider future operational models for these sites. Options could include delegation or changed staffing

LIFELONG LEARNING

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>from the 2007/08 budget strategy.</p> <ul style="list-style-type: none"> The budgeted deficit position has not been readjusted since 2007/08 resulting in an ongoing structural cost due to the extra staffing. The income projection has been revised downward in light of actual income received during January and February. This is possible due to the bad weather conditions during this period. (£0.041m) 	<p>arrangements.</p> <ul style="list-style-type: none"> Projections will be revised in the light of ongoing monitoring of income.
Facilities Services	1.368	1.513	0.145	0.145	<ul style="list-style-type: none"> Increased costs of central support costs following phase 1 review. Projection based on last year's year-end charge plus inflationary rise of 1.5%. (£0.140m) Increase in projected loss of income and increase cost associated with overrun on project renovating the kitchens at Elfed High School. (£0.031m) 	<ul style="list-style-type: none"> Phase 2 of the Central Support Costs review is due to be completed in-year. This is a one-off pressure. This is currently only an estimate.

LIFELONG LEARNING

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<ul style="list-style-type: none"> This is the estimated effect of the net loss of Catering income attributable to the schools closures due to snow/ice. (£0.057m) This is partly offset by decision to transfer School Catering Cashless System costs to central Prudential Borrowing code. Previously hoped to fund in year (£0.083m) 	
Youth and Community	1.285	1.342	0.057	0.057	<ul style="list-style-type: none"> This is a recurring pressure regarding the funding for the Holywell InfoShop. The set up costs and initial revenue funding were grant funded. The aim was for the ongoing revenue costs to be part funded by partner organisations, however a shortfall has now been identified. The shortfall is currently estimated at £0.052m. 	<ul style="list-style-type: none"> The service is looking at options to fund some of this pressure within service budgets in 2009/10 A paper has been commissioned to identify the future operational sustainability of the InfoShop

LIFELONG LEARNING

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Pupil/Student Transport	6.267	6.516	0.249	0.249	<ul style="list-style-type: none"> £0.115m relates to Overload buses for Deeside College (9 extra buses per day from September to February half term). £0.104m relates to an underlying shortfall in the budget for Deeside College due to the expansion of this institution. A further £0.030 relates to a contract at Richard Gwyn High School. 	<ul style="list-style-type: none"> The problem of the expansion of Deeside College is to be addressed during the forthcoming Service Planning / Budget process.

LIFELONG LEARNING

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Service Units	2.060	1.970	(0.090)	0.000	<ul style="list-style-type: none"> • A planned underspend to cover the costs anticipated with the ending of the Assembly Learning Grant not now projected to be required. (£0.039m) • No more discretionary spend on central directorate budgets. (£0.003m) • Vacancy savings over and above the £100k target. (£0.040m) • Decision not to take the rental income from Westwood School House to the reserve at year end. (£0.008m) 	<ul style="list-style-type: none"> • No action required. • Management action to help offset overspends elsewhere in the Directorate.
Other variances (aggregate)	91.983	92.052	0.069	(0.077)		
Total :	107.186	108.599	1.413	1.246		

CORPORATE SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	0.792	0.792	0.000	(0.017)	<ul style="list-style-type: none"> • Additional expenditure incurred within supplies and services • Alterations to format and distribution of Your Community Your Council • One less copy of Flintshire Focus 	

CORPORATE SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance	3.159	3.049	(0.110)	(0.090)	<ul style="list-style-type: none"> • Salary shortfall (£0.075m) • The Housing Benefits (HB) situation is currently very difficult to forecast. Local Authority Error Overpayments can attract nil, 40% or 100% subsidy depending on the level of errors made compared to “total expenditure attracting full subsidy”. Currently this level is within the band which attracts 40% subsidy. The projected outturn figure has assumed that this level will fall and attract 100% subsidy. Should this not be achieved then the final figures could alter adversely by approximately £80k or £200k. (£0.119m) • Additional HB Admin Grant received (0.057m) • Continuing use of Voice Recognition Analysis VRA within HB in current year (0.027m) • Additional costs of senior staff interim cover and essential additional resources (£0.107m) • Various vacancy savings (£0.161m) • Reduction in running costs / increased in income received (£0.007m) • Staff recruitment costs (£0.025m) 	<ul style="list-style-type: none"> • The HB position is being closely monitored

CORPORATE SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.973	3.877	(0.096)	(0.072)	<ul style="list-style-type: none"> • Salary shortfall (£0.018m) • Various vacancy savings (£0.042m) • Agency cover for Waste Partnership and Maternity cover (£0.036m) • Reduced running costs (£0.026m) • Reduction in Members' Allowances payable (£0.061m) • Recharge to Waste Partnership (£0.021m) 	
Occupational Health & Safety	0.750	0.692	(0.058)	(0.034)	<ul style="list-style-type: none"> • Salary shortfall (£0.012m) • Vacancy savings Occupational Health Physician (£0.058m) • Other minor savings (£0.012m) 	
Human Resources & Organisational Development	1.817	1.852	0.035	0.028	<ul style="list-style-type: none"> • Salary shortfall (£0.029m) • Vacancy savings (£0.079m) • External Training (Project Management) pressure using salary savings above (£0.018m) • Consultancy (£0.039m) pressure (using vacancy savings above) • Minor pressures (£0.019m) • Income Shortfall due to current economic climate Payroll (£0.009m) 	

CORPORATE SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
ICT & Customer Services	4.593	4.692	0.099	0.088	<ul style="list-style-type: none"> • Salary shortfall (£0.055m) • Vacancy savings of (£0.157m) includes vacancy for Welsh Translator (see pressure below) • External Welsh translators pressure covering vacant post (£0.066m) • Other minor pressures (£0.022m) • Phased implementation of the Design & Print service review & reduction in internal Design & Print recharge income (£0.113m) 	<ul style="list-style-type: none"> • Continue to implement improvements as per service review outcome • Explore options for reducing the amount of work sent to external printers • Staged implementation and training requirements for remaining employees may mean that the service will not cover its costs during 2009/10. The service aims to be on target to cover all costs by 2010/11. • The projected deficit assumes a reduced support costs recharge to 2008/09. • A reduction in internal recharge income suggests that Directorates are making efficiency

CORPORATE SERVICES

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
						savings on their printing budgets. Corporate Finance to investigate whether savings are being declared.
Policy, Performance & Partnerships	1.623	1.602	(0.021)	(0.030)	<ul style="list-style-type: none"> • Salary shortfall (£0.020m) • Savings – unallocated Core Funding Agreements (£0.021m) • Minor savings (£0.020m) 	
Clwyd Theatr Cymru	1.036	1.066	0.030	0.030	<ul style="list-style-type: none"> • Estimated £0.023m is attributable to the weather - £0.010m for the cancellation of performances, including the pantomime, expected refunds and estimated £0.010m loss of impulse buying, also £0.003m estimated loss of trading income. • The remaining £0.007m deficit is an expected overspend on utilities which includes a £0.004m unexpected charge relating to April 2008. 	
Total :	17.743	17.649	(0.121)	(0.097)		

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	13.414	13.819	0.405	0.405	<ul style="list-style-type: none"> • Net increase in interest / principal / debt management expenses (£0.053m). • Net reduction in temporary investment and other interest income of £0.352m, largely attributable to the fall in Bank Rate (from 1% to 0.5%) on 5th March, 2009. 	<ul style="list-style-type: none"> • Continue to monitor closely

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Financing & Funding (insurance, banking etc.)	2.678	2.174	(0.504)	(0.514)	<ul style="list-style-type: none"> • Net windfall income of £0.399m made up of £0.439m of refunds of VAT overpaid and underclaimed following a recent House of Lords decision (Fleming and Conde Nast Publications Ltd) and a shortfall in anticipated vehicle rebates of £0.040m. • Anticipated underspend in external audit fees of £0.015m. • Write off income of £0.017m. • Anticipated underspend in insurance premiums of £0.056m. This underspend is a consequence of the recent re-tendering process. • Anticipated underspend in bank charges of £0.017m. 	<ul style="list-style-type: none"> • Continue to monitor closely

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Corporate Other	6.739	4.743	(1.996)	(2.096)	<ul style="list-style-type: none"> • The efficiency programme reported to Executive on 21st August identified efficiencies of £1.638m compared to the revised target of £1.169m. • Decrease in Non Standard Inflation costs of £0.022m. • An anticipated underspend in pay of £1.049m (due to the pay offer being an increase of 1.1% {on average} as compared to the budgeted increase of 2.3%). • Increase in the MASS – Matrix contract rebates of £0.042m. • Non-realisation of efficiency savings of £0.260m. • An anticipated underspend in Central Contingencies expenditure of £0.674m made up of £0.400m relating to Waste Disposal – Out of County Haulage, £0.150m relating to the Housing Ballot and £0.124m for loss of rent - capital disposals 	<ul style="list-style-type: none"> • Continue to monitor closely • A budget submission of £0.100m has been made for financial year 2010/11.

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other variances (aggregate)	2.767	2.747	(0.020)	(0.020)	<ul style="list-style-type: none"> Anticipated underspend in Coroners' fees of £0.011m £0.009m underspend due to less-than-anticipated requests for rate relief 	<ul style="list-style-type: none"> This service is managed and monitored by Wrexham C.B.C. Continue to monitor closely
Total :	25.598	23.483	(2.115)	(2.225)		

APPENDIX 6

Movements on General Fund Unearmarked Reserves

	£m	£m
Un-earmarked Reserves as at 1 April 2009		7.415
Less - Base Level (Includes increase as per budget report 2009/10)		<u>5.269</u>
Amount Available for Delegation to Executive		2.146
Less allocations previously reported		<u>(1.106)</u>
Revised Total		1.040
Less Committed in 2010/11 Budget Proposals	(0.352)	
Less Projected Overspend as at 31 st March 2010	<u>(0.467)</u>	
		<u>(0.819)</u>
Level of Contingency Reserve at 31 st March 2010.		0.221

HOUSING REVENUE ACCOUNT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Income - Capitalised Salaries	(0.453)	(0.261)	0.192	0.192	<ul style="list-style-type: none"> Under spend on Capitalised Salaries due to a large number of vacancies being carried 	Review of budget and vacancies held within Capitalised Salaries as part of Housing Restructure
Rents	(23.247)	(22.989)	0.258	0.260	<ul style="list-style-type: none"> £211k over spend to budget on Voids rent loss. £31k over spend on Council Tax and £82k under recovery of rental income due mainly to unbudgeted Right to Buy Sales. Reduction to the Bad Debt provision of £48k based on current levels now partly offsets the projected overspend. 	Dedicated project manager for voids and member & officer working group both to be appointed in Sept. Revision of Rent budget 2010/11. Report to CMT on debt policy to be produced reflecting the impact on rent collection and claw back of Housing Benefit and Council Tax debts. Monitor closely the Bad Debts.
Housing Management	1.277	1.091	(0.186)	(0.171)	<ul style="list-style-type: none"> Significant under spend due to vacancies held in Anti Social Behaviour of £81k and 3 area offices of £77k. Court costs are reflecting a saving of £43k based on current levels of expenditure. 	<ul style="list-style-type: none"> Review as part of Housing restructure. To consider efficiency saving for 2010-11 budget from Court costs which will be used to contribute towards pressures elsewhere within the HRA.

HOUSING REVENUE ACCOUNT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Repairs & Maintenance	7.972	8.055	0.083	(0.002)	<ul style="list-style-type: none"> • Under spend of £193k on Capitalised Salaries due to a number of vacancies being carried. • Consultancy costs of £30k for Stores review. • Increase in bad debt provision of £27k • Overspend of £165k on Client Account as a result of increased expenditure on call outs and emergency repairs. • The movement from month 9 is partially offset with a reduction in the projected spend on concreting works of £75k. 	Review of budget and vacancies held within Capitalised Salaries as part of Housing Restructure

HOUSING REVENUE ACCOUNT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Policy & Management	0.891	1.042	0.151	0.152	<ul style="list-style-type: none"> • £29k Home Loss Disturbance for Jasmine Crescent which could not be finalised in 08-09 • £46k over spend due to agency costs • £50k redundancy costs • £31k for recharge of Locum Solicitor. • The above are offset by a reduction in a recharge of salary costs of £25k. 	Investment in short term improvement project to assist restructuring and revise key processes.

HOUSING REVENUE ACCOUNT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Building Maintenance Trading Account	0.400	0.384	(0.016)	0.127	<ul style="list-style-type: none"> £620k projected over spend on supplies based on current levels of expenditure. This is partly due to insufficient budget and partly due to more work being undertaken in house. This is offset by a significant reduction in the projected subcontractor spend of £484k. The movement from month 9 is a result of additional income directly related to the overpsend on the Client Account. 	Careful monitoring and controls in place to try and absorb within existing budget. Demolition cost to be considered for a 'one-off – emergency service critical item' which should not have an adverse effect on the trading account.

HOUSING REVENUE ACCOUNT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Stock Options Appraisal	0.554	0.000	(0.554)	(0.554)	<ul style="list-style-type: none"> Removal of salary costs incorrectly reflected within HRA totalling £54k. There is no longer a projected outturn on the Stock Options budget allocation as all non reimbursable pre ballot costs incurred are to be transferred to the General Fund as per WAG transfer guidance 2009. 	Stock condition budget to be carried forward into 2010-11.
Housing Subsidy	6.357	6.423	0.066	0.066	<ul style="list-style-type: none"> The eligible Capital Financing charges within the original budget figure was incorrect. This has resulted in £66k less eligible Capital Financing charges than anticipated. 	Discussions between Directorate and Corporate Finance Teams to improve projections for 2010/11.
Aerial Systems	0.038	0.114	0.076	0.063	<ul style="list-style-type: none"> Additional properties added to the schedule and additional costs as a result of the digital switchover. 	Pressure bid submitted within HRA. Addressed as part of the 2010-11 budget process.

HOUSING REVENUE ACCOUNT

Budget Monitoring 2009/10 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other Variances (aggregate)	5.822	5.781	(0.041)	(0.033)		
Total :	(0.389)	(0.360)	0.029	0.100		

GENERAL FUND BUDGET

Efficiencies Monitoring (Month 10)

Efficiency Description	Amount (£m)	Current Position
STAFF RELATED (APPENDIX 5a)		
<i>Community Services</i>		
Vacant Designated Warden Accommodation	0.044	This efficiency has been achieved.
<i>Environment</i>		
Reduction in Hours - Markets	0.010	This efficiency has not been achieved due to issues around sickness absence. It is intended to implement the changes required in 2010/11.
<i>Lifelong Learning</i>		
Youth Service Restructure	0.030	This has not yet been achieved due to HR issues relating to the specific post. Vacancy management within the service has, however meant that the outturn for this element of the Youth Service is not projected to be adversely affected.
<i>Corporate Services</i>		
HR/Payroll Review	0.031	The Payroll manager post was deleted to reflect this efficiency (net of additional staffing costs). However, workload issues in-year have meant that further additional staffing costs have been required, resulting in this efficiency not being achieved.
Emergency Planning Review	0.031	The Senior Emergency Planning Officer post has been deleted. However, the recharge to Denbighshire had not been finalised when the 2009/10 budget was set and a reduction in this has resulted in a small pressure on this budget.

GENERAL FUND BUDGET

Efficiencies Monitoring (Month 10)

Efficiency Description	Amount (£m)	Current Position
<i>Corporate Financing</i>		
Employer's Pension Contributions	0.071	This efficiency has been achieved.
MASS	0.217	This efficiency has been achieved.
Recruitment Advertising	0.160	Unlikely to be achieved this year due to impact of economic climate, Organisation Re-design and changes to the way vacant posts are advertised e.g. more FCC Internet use.
TOTAL	0.594	
NON STAFF RELATED (APPENDIX 5b)		
<i>Community Services</i>		
Additional Income Financial Assessments	0.100	Achieved in 2009/10 and further increase approved in budget for 2010/11.
<i>Environment</i>		
Countryside Service Review	0.005	This efficiency has been achieved.
Depot Rationalisation	0.037	This efficiency has not been achieved as the vacant floorspace at Alltami depot cannot be filled for health and safety reasons. This pressure has been included in the 2010/11 budget .
Fuel Usage Improvements	0.030	This efficiency has not been achieved due to the lack of provision in the 2009/10 budget for driver training. This shortfall will be considered when undertaking the Service Review.

GENERAL FUND BUDGET

Efficiencies Monitoring (Month 10)

Efficiency Description	Amount (£m)	Current Position
<i>Lifelong Learning</i>		
Special Needs School Transport	0.100	The retendering of various contracts has resulted in efficiencies in excess of the amount included in the budget. However, pressures in other areas of the transport budget means that the service as a whole is projecting an overspend. This service area will continue to be monitored closely.
School Transport Routeing	0.075	As above.
School Playing Fields - Grounds Maintenance Contract	0.096	This efficiency has been achieved.
School Transport - Non Standard Inflation	0.290	This efficiency has been achieved.
<i>Corporate Services</i>		
Removal of Housing Benefit BACS Remittance Notices	0.007	It is currently projected that this efficiency will be achieved.
Supplies and Services - Legal	0.007	This efficiency has been achieved.
Telephone Recharge	0.011	It is currently projected that this efficiency will be achieved.
Regulatory Fees	0.030	It is currently projected that this efficiency will be achieved.
<i>Corporate Financing</i>		
Efficiencies Programme		See separate analysis below for further information.
Central Support Costs - Chargeable to HRA	0.373	The outcomes of the Support Services Review will determine the achievability of this saving.
Supporting People	0.125	This efficiency has been achieved.
Xchangewales	0.032	This initiative is being progressed and the saving is offset by an additional pressure budget of £32k i.e. cost neutral.
Coroners	0.030	This efficiency has been achieved
TOTAL	1.348	

GENERAL FUND BUDGET

Efficiencies Monitoring (Month 10)

Efficiency Description	Amount (£m)	Current Position
DEMOGRAPHIC CHANGE (APPENDIX 5c)		
<i>Community Services</i>		
Reduction in Preserved Rights	0.022	Achieved in 2009/10 and further efficiency included in the 2010/11 budget.
<i>Lifelong Learning</i>		
Demographic downturn	0.519	This efficiency has been achieved.
TOTAL	0.541	
INCREASES IN INCOME (APPENDIX 5d)		
New Fees and Charges		
<i>Environment</i>		
Additional Agricultural Rent Income	0.004	It is currently projected that the additional agricultural rent income will be achieved.
Telecommunications Mast Recharge	0.017	It is currently projected that this efficiency for the Telecommunications Mast recharge will be achieved.
<i>Corporate Financing</i>		
Passing on Credit Card Charges to Clients	0.020	It is currently projected that this efficiency will be achieved.
TOTAL	0.041	
Fees and Charges Increased Above Standard Inflation		
<i>Community Services</i>		
Charging Policy Changes - Increased Hourly Charge for Homecare	0.196	Achieved in 2009/10 with further increase included in 2010/11 budget .
<i>Environment</i>		
Trade Waste Fees	0.020	It is currently projected that this efficiency will be achieved.
Cemetery Fees	0.013	Cemetery Fees increased by £10% from 1st April 2009.
<i>Corporate Services</i>		
Admin Grant Increase	0.050	Increased grant being received
TOTAL	0.279	

GENERAL FUND BUDGET

Efficiencies Monitoring (Month 10)

Efficiency Description	Amount (£m)	Current Position
EFFICIENCY PROGRAMME		
<i>Community Services</i>		
Legislative Payments	0.037	This reflects a budget for legislative payments to resident wardens to cover increased salary costs which was a one off requirement in 2008/09. The efficiency has therefore been achieved in 2009/10 with no adverse effect on the salaries budget.
Non Essential Vacancy Management	0.100	Vacancies are reviewed on an ongoing basis and reflected in budget monitoring. The £100k efficiency for 2009/10 has been met and a number of options detailing specific vacancies across the Directorate have been submitted to DMT for their consideration.
Care Home Placements	0.050	The service area relating to this efficiency is projected to underspend by £428k. This is contributing to the overall projected underspend within Older People of £162k.
<i>Lifelong Learning</i>		
Non-Essential Vacancy Management	0.100	This has been achieved through temporary vacancy management within year (e.g. delaying recruitment).

GENERAL FUND BUDGET

Efficiencies Monitoring (Month 10)

Efficiency Description	Amount (£m)	Current Position
<i>Environment</i>		
Border Transport	0.036	An amount of £60k was included in the 2009/10 budget for an anticipated grant reduction. Shortfall was later confirmed as £24k and this payment has been made to Border Transport.
Landfill Tax	0.300	It is currently projected that this efficiency will be achieved.
Non-Essential Vacancy Management	0.100	It is currently projected that this efficiency will be achieved.
Budget Realignment	0.073	This has been achieved.
UDP	0.097	This efficiency has been achieved.
<i>Corporate Services</i>		
Cash in Transit	0.012	This efficiency has been achieved.
Non-Essential Vacancy Management	0.100	Efficiencies have been achieved throughout Corporate Services.
<i>Corporate Financing</i>		
Energy 09/10 (Electricity)	0.071	This efficiency has been achieved.
Energy 09/10 (Fuel Oil)	0.066	This efficiency has been achieved.
Energy 08/09	0.300	This efficiency has been achieved.
Central Loans & Investments Account (CLIA)	0.077	Due to the current economic climate this will not be achieved.
Vehicle Rebates (CPU)	0.067	Current rebate levels suggest that only £27k of this efficiency will be achieved.
Consortia Rebates (CPU)	0.020	It is currently projected that this efficiency will be achieved.
NWPP (CPU)	0.032	Unlikely to be achieved in year. Process to be implemented early 2010/11.
TOTAL	1.638	

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **30 MARCH 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING AND DIRECTOR OF**
 COMMUNITY SERVICES AND DIRECTOR OF ENVIRONMENT
SUBJECT : **WALKABOUT FLINTSHIRE**

1.00 PURPOSE OF REPORT

- 1.01 To update Members on the work to sustain the Walkabout Flintshire programme beyond March 31, 2010.

2.00 BACKGROUND

- 2.01 Walkabout Flintshire commenced as a programme in 2002 when Leisure Services introduced an initiative on walking in the County. This developed with a team of volunteer leaders being trained and the number of led walks increasing. From 2004-2007 the Walkabout Flintshire programme was an integral part of the Flintshire Cardiac Health Project grant aided by the Big Lottery Fund.
- 2.02 From April 2007 until the end of March 2010, the ongoing walking programme has been combined with the Wrexham walking programme and managed by Groundwork Wrexham and Flintshire under funding again from Big Lottery Fund. This funding ends at the end of this March.
- 2.03 The current walking scheme is one of the largest in Wales. Within the County there are 20 weekly walks and 10 monthly walks; with approximately 800 individuals walking and completing about 1600 walks each month. The team of voluntary walk leaders is strong and dedicated with 100 new walk leaders trained in 2008/09. One of the major strengths of this programme is that 69% of all walks are completed by women; 47% of whom are over 55 years. It is of particular significance as this population group otherwise would find it difficult to participate in physical activity. Walkabout provides that opportunity in the context of a group and social event.

3.00 CONSIDERATIONS

- 3.01 There has been considerable work undertaken over recent months to secure an ongoing programme with the Friends of Walkabout Flintshire group. A proposal has now been secured through detailed discussions with the Countryside /AONB service operated by Denbighshire County Council out of the Loggerheads Centre.

Date: 24/03/2010

- 3.02 Discussions have explored the potential of a partnership project covering Flintshire and based at the Countryside / AONB offices at Loggerheads. Currently this service employs an officer who has duties including the support of existing walking programmes and the development of new walking opportunities. The support of on-going activities to under-pin the voluntary efforts of walk leaders (such as the Friends of Walkabout Flintshire) is already part of the current programme. The extension of this current programme to support existing and develop new opportunities in Flintshire is feasible and acceptable in principle, dependant upon a financial commitment from Flintshire County Council. The level of financial commitment per annum required is £15,000 to secure the partnership project based at Loggerheads.
- 3.03 Further discussions have identified an agreed set of issues to form the basis of a Service Level Agreement between both Authorities as follows:
- The co-ordination of existing weekly and monthly Walkabout Flintshire walks and any new walks which may be developed (including any new or updated existing Risk Assessments).
 - The management of the voluntary Walk Leaders, convening regular meetings of the group throughout the year (at least 8 p.a.).
 - The retention of the name Walkabout Flintshire.
 - Administration, collation, printing and distribution of a walks programme. (The detailed size of the programme needs to be looked at but there would be a minimum of 2 p.a.)
 - The administration of any necessary CRB / ISA checks and registration for Walk Leaders.
 - The public liability insurance cover for Walk Leaders.
 - The liaison with external agencies as regards any development issues for the programme; including funding for Walk Leader training through Lets Walk Cymru / Fitness Wales; this to include Heartstart programme and new areas such as Nordic Walking.
 - The provision of essential basic equipment such as tabards; t-shirts; rucksacks; first aid kits.
 - The preparation of annual monitoring and evaluation reports.
 - The consideration of the Ramblers Cymru possible involvement in the partnership approach.
- 3.04 The required on-going financial contribution of £15,000 is to be shared between the three Service Directorates starting 2010/11 financial year and with the new partnership service coming into effect from 1 April onwards.

4.00 RECOMMENDATIONS

- 4.01 Executive is asked to confirm the terms and cost of a Service Level Agreement with Denbighshire County Council enabling this new service to be in position from 1 April 2010.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The option identified involves an ongoing commitment of financial resources per annum with effect 1 April 2010. Each of the three Service Directorates will contribute a £5,000 sum on an ongoing basis to meet the required amount.

6.00 ANTI POVERTY IMPACT

- 6.01 The service will provide for some developmental work in 'hard to reach' communities to provide new opportunities.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The project will contribute to enhanced environmental awareness.

8.00 EQUALITIES IMPACT

- 8.01 Through developmental work, the project will have beneficial impacts.

9.00 PERSONNEL IMPLICATIONS

- 9.01 There will be some staffing implication .

10.00 CONSULTATION REQUIRED

- 10.01 Further consultations with voluntary group and other agencies as required.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Various consultations with Members; officers; volunteers; potential partners.

12.00 APPENDICES

- 12.01 None

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

Report to LSG 22 September 2009.

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **30 MARCH 2010**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **EUROPEAN REGIONAL DEVELOPMENT FUND PRIORITY**
 FOUR

1.00 PURPOSE OF REPORT

- 1.01 To advise the Executive of the current situation regarding the European Regional Development Fund (ERDF) Priority Four programme and to propose a change to the sub-regional project to be submitted for EU support.

2.00 BACKGROUND

- 2.01 The European Structural Funds Regional Competitiveness and Employment programme for East Wales is divided into European Social Fund (ESF) and European Regional Development Fund (ERDF) elements. Programme funding is provided by the European Union (EU) and administered by the Welsh European Funding Office (WEFO), part of the Welsh Assembly Government.
- 2.02 ERDF consists of four priorities. The objective of Priority Four: "Regeneration for Growth", is to provide support for integrated approaches to regeneration that will produce sustainable economic, environmental and social benefits. Total EU funding for this Priority is approximately £7.3 million for East Wales. The priority is expected to fund at least four sub-regional initiatives including one for North East Wales, covering both Wrexham and Flintshire.
- 2.03 Executive agreed, on 15 July 2008, to support the submission of a project to WEFO to improve transport links between areas of deprivation and employment hubs at Deeside Industrial Park and Wrexham town centre. This was also agreed at Wrexham County Borough Council Executive Committee in December 2008.
- 2.04 The project was developed from January 2009 until September 2009 when an Expression of Interest for the project was submitted by the FCC Transportation team to WEFO. Subsequently, in November 2009, WEFO has taken the decision that the project is not suitable for support under this programme. WEFO has advised that the submission of an alternative project, providing it can be developed sufficiently quickly, would be acceptable.
- 2.05 During this period other areas in East Wales have been developing and submitting projects and the funding for the programme is being allocated as each project is approved. A bid needs to be submitted to WEFO in order to

secure funding for North East Wales. Subject to member views, it is proposed that an Expression of Interest be submitted in May 2010.

3.00 CONSIDERATIONS

- 3.01 It is proposed that a project is developed to support the regeneration of town centres in Flintshire and Wrexham. This is being proposed for the following reasons:
- Town centres have been identified as a strategic risk by the County Council (Strategic Assessment of Risks and Challenges CL10).
 - The extensive work already undertaken to develop Town Partnerships and action plans for each town provides a firm foundation on which to develop the project. The ERDF funding would allow further elements of the action plans for each town to be implemented.
 - The County Council has already provisionally allocated £187,000 each year for the next two years to support the regeneration of town centres and this could be utilised as match funding to draw down the EU funding and increase the funding available.
 - The programme requires extensive consultation to be undertaken and this has been already undertaken as part of the town centre regeneration process.
 - Tentative discussions with Wrexham County Borough Council have indicated that a town centre project would be their preference also. This is to be formally discussed at their Executive Committee in March 2010.
 - The other projects in East Wales that have been developed so far are all focussed on town centre regeneration, which should increase the chance of approval.
- 3.02 The project would make targeted investments to upgrade the physical appearance of the main town centres in Flintshire: Buckley; Connah's Quay; Flint; Holywell; Mold; Queensferry; and Shotton. It would focus in particular on upgrading the main points of arrival and on the linkages from there into the town centres. This approach will maximise the impact of the funding by upgrading those areas which are most used by local people and visitors.
- 3.03 It is estimated that the North East Wales project could bid for up to £1.875 million between the two authorities, i.e. £937,500 available to each.
- 3.04 Accessing this funding will require match funding to be made available, on a 60% / 40% basis. It is not possible to determine at this stage, the precise level of match funding potentially available, but it should be possible to secure most if not all of the £937,500 available by using funding currently allocated, for example to the two Townscape Heritage Initiatives (in Flint and Holywell), the Town Centres budget, NRA funding allocated in other Council budgets for these areas, as well as by other partner organisations, including WAG's Targeted Match Funding budget.

4.00 RECOMMENDATIONS

- 4.01 (i) That the proposal to develop and submit a proposal to the ERDF Priority 4 programme to fund town centre regeneration is supported.
- (ii) WEFO may require a temporary, fixed-term post to be appointed to manage this programme. If so, arrangements for an appointment will take place with Wrexham County Borough Council. It is suggested that in this eventuality, authority to approve the terms of any appointment be delegated to the Portfolio Holder and Director.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The project will need to have the proposed match funding secured before it can be formally submitted to WEFO. No residual risk to the Council will be left if sufficient match funding cannot be secured.
- 5.02 Match funding will be sought from the FCC Town Centre funding, the Townscape Heritage Initiatives for Flint and Holywell, the Neighbourhood Renewal programme in Deeside and the Welsh Assembly Government Targeted Match Funding programme.

6.00 ANTI POVERTY IMPACT

- 6.01 Town centres play a key role in providing accessible goods and services for those most vulnerable. Town centres are also a key source of local employment.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The project proposed will support improvements to the physical environment of each town centre.

8.00 EQUALITIES IMPACT

- 8.01 The town centres provide vital locally based services, especially to those without access to private transport. The project will improve accessibility where physical investments are made.

9.00 PERSONNEL IMPLICATIONS

- 9.01 It is understood that WEFO may require the appointment of an officer to administer and coordinate the project for WCBC and FCC. Any appointment will be wholly funded through the programme and would be a fixed term appointment.

10.00 CONSULTATION REQUIRED

- 10.01 Detailed works will need extensive consultation with the town partnerships and with local members and other stakeholders.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation on the town action plan process to date includes:

- Consultation as part of the FCC 2007 Household Survey.
- Stakeholder consultation as part of the Town Centre Healthchecks Study in 2008.
- Workshops held in each town in early 2009 to inform the Town Action Plan process.
- Ongoing consultation with the Town Partnership in each town.
- Consultation as part of the FCC 2009 Household Survey.

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: 11

REPORT TO: **EXECUTIVE**
DATE : **30 MARCH 2010**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **REVISION OF THE FLINTSHIRE COUNTY COUNCIL**
 CEMETERY REGULATIONS

1.00 PURPOSE OF REPORT

- 1.01 The current Cemetery Regulations first received approval in 2005 and are now in need of revision to reflect current best practice and procedures and to be more consistent with neighbouring Local Authorities.

2.00 BACKGROUND

- 2.01 The Regulations specify the standards which must be met in all the Council's cemeteries and will therefore provide a level of confidence and reassurance to the public that our cemeteries are amongst the best in Wales.
- 2.02 There is a need to revise and update our current Regulations to reflect changes in national standards, develop best practice and ensure consistency.

3.00 CONSIDERATIONS

- 3.01 The key changes proposed in the revised Regulations are as follows:-
- 3.02 There is a need to incorporate the new cemetery at Kelsterton, Connah's Quay into the revised Regulations. (Ref. Item 2 Page 3).
- 3.03 The heights of memorial headstones for graves and ashes burials needs to be revised to show consistency with neighbouring Local Authorities of Wrexham, Denbighshire and Cheshire. (Ref. Item 39i Page 16).
- 3.04 In the current Regulations there is no reference to the height of memorial headstones for ashes plots. (Ref. Item 14 Page 7).
- 3.05 The revised Regulations will include reference to work done by memorial masons to ensure that relevant national standards are met. (Ref. Item 39j Page 16).
- 3.06 The Council has registered with the British Register of Accredited Memorial Masons (BRAMM). This will ensure that masons working in our cemeteries have to work to the Code of Practice set out by the National Association of Monumental Masons (NAMM). (Ref. Item 14d Page 7 and Item 39j Page 16).

Date: 24/03/2010

- 3.07 Also reflected in the revised Regulations is reference to ashes caskets and the need for them to comply with the recommendations of the Institute of Cemetery and Crematorium Management (ICCM). (Ref. Item 14e Page 7).

4.00 RECOMMENDATIONS

- 4.01 The Council approve the new Cemetery Regulations for cemeteries in Flintshire.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None.

8.00 EQUALITIES IMPACT

- 8.01 None.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None.

10.00 CONSULTATION REQUIRED

- 10.01 The neighbouring Authorities of Wrexham, Denbighshire and Cheshire to be consulted. The Memorial Masons that work in Flintshire's cemeteries to be consulted.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation has taken place in line with 10.01 above.

12.00 APPENDICES

- 12.01 The proposed new Cemetery Regulations 2010.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None.

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FLINTSHIRE COUNTY COUNCIL

CEMETERY REGULATIONS

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PRELIMINARIES

Bereavement Service

1. The Bereavement Services is based at County Offices, Chapel Street, Flint and is open from 8.30 a.m. to 5.00 p.m. daily with the exception of Saturdays, Sundays, Bank Holidays and other such holidays as determined by statute or by the Authority. The officer authorised by the Council to be responsible for burials (referred to as the Authorised Officer) is the Director of Environment.

Cemeteries

2. These regulations apply to the following cemeteries:

<u>NAME</u>	<u>ROAD</u>	<u>TOWN</u>
Buckley	Elfed Drive	Buckley
Bryn-y-Grog	Fagl Lane	Hope
Connah's Quay	Bryn Road	Connah's Quay
Greenfield	School Lane	Greenfield
Greenfield No.2	School Lane	Greenfield
Hawarden No.1	Cross Tree Lane	Hawarden
Hawarden No.2	Ash Lane	Hawarden
Holywell	Fron Park Road	Holywell
Hope Old	Fagl Lane	Hope
London Road	London Road	Flint
New Brighton	New Brighton Road	Bagillt
Northop Road	Northop Road	Flint
St Margaret's	Penrhewl	Mostyn
Treuddyn	Ffordd-y-Rhos	Treuddyn
Kelsterton	Kelsterton Lane	Connah's Quay

and any adjoining extensions or additional cemeteries that may be subsequently added to the above list.

Plans of these cemeteries are kept in the Bereavement Services and may be seen, without charge, during opening times as specified in paragraph 1.

Depth of Graves

3. Graves will be dug at depths of 4' 6", 6' 0" and 8' 0", subject to ground conditions and Health and Safety considerations. The final decision as to the depth of a grave rests with the Authority.

Selection of Grave Spaces

4. The selection of grave spaces shall be subject to the approval of the Authority, but the wishes of the applicant will be met if reasonably practicable.

DOCUMENTATION

Notice of Interment

5. Notice of interment form CEM1 must be completed accurately and in full and delivered to the Authorised Officer at County Offices, Chapel Street, Flint at least 48 hours (two working days) prior to interment in a previously constructed grave, or for the interment of cremated remains, or for a 6' new grave, and at least 72 hours (three working days) prior to interment in an 8' new grave. Five clear working days notice are required for all depths of brick/block graves. Where the details, including the time of interment, provided are subsequently changed during the notice period the Authority will endeavour to let the interment proceed if this is possible. If, in the judgment of the Authorised Officer, the inaccurate details provided have disrupted the planning of interments or the work of employees and/or have occasioned further administration or works, an additional charge as per Section 28(b) will be levied. This provision will not apply where the normal procedure has been officially interrupted, e.g. by the intervention of Police, a Coroner or Registrar during the notice period. The Authority, however, will not be responsible for any inconvenience or loss resulting from the re-arrangement of an interment occasioned by inaccurate information supplied on the Confirmation of Notice of Interment form for whatever reason. No Notice of Interment shall be delivered on a Saturday, Sunday, Good Friday, Christmas Day or other Bank or Public Holidays, and the notice period shall not include these days.

Notice of Interment - Telephone Messages

6. Any order, orders, clarification of grave, or instructions given by telephone must be confirmed in writing or facsimile and be received in time to provide the appropriate period of notice (as specified in Point 5). Telephone messages will be received at the sole risk of the person giving such orders or instructions and the Authority shall not be responsible for any misunderstanding which may arise on receipt of the appropriate Confirmation Notice.

Deed of Grant

7. On acquiring the exclusive right of interment in a purchased grave, the Authority will issue a deed to the person by whom, or on whose behalf, the said exclusive right of interment is purchased, and such person shall be registered in the Register of Purchased Graves as the owner of the same. The grave certificate, once purchased, gives exclusive rights of burial in a grave for a period of 100 years, with a maximum of three interments per grave, subject to ground conditions. In the event of the Authority not being able to excavate to the full depth due to ground conditions, etc., a note of this will be recorded in the Burial Register, and the purchaser of the grave will be informed.

If an interment is to take place in a previously purchased grave, the Certificate of Ownership (Deed) or a form of indemnification (obtainable from the Authority) must be produced at the time of giving notice.

Form of Notice of Interment

8. All notices of interment shall be completed by the Funeral Director or other person having charge of the funeral. Interment forms may be obtained from the Authorised Officer. When purchasing an exclusive right of interment in a selected grave, the full name and address of the person to be registered as owner shall be supplied. When the interment is to take place in a public grave, the order shall be accompanied by a form of consent, signed by a near relative of the deceased, authorising the interment in a public grave. Interments carried out by the Authority in accordance with the Public Health (Control of Disease) Act 1984, will be authorised by the Head of Public Protection, for the Authority.

Disposal Certificate

9. A Certificate for Disposal issued by the Registrar of Deaths, or an order of the Coroner, or a written declaration on the prescribed form by the person procuring the interment, that either of the aforementioned documents has been issued in respect of the deceased, must be handed to the Authorised Officer at least three days prior to any interment. The Certificate for Disposal shall be taken to the Bereavement Services Office prior to the burial. If this is not received prior to burial this could result in the burial being delayed. The certificate is then collected by the designated officer. A certificate of cremation remains for ashes burials will be taken to the Bereavement Services Offices, the Certificate for Disposal will have already been completed by the crematorium.

Interment of Stillborn Children

10. Notices of interment of stillborn children shall be accompanied by either a certificate from the Registrar of Births, Marriages & Deaths, or an order of the Coroner.

Change of Title

11. In the event of the death of the owner of the exclusive right of interment in a purchased grave, the person claiming to be entitled to the said exclusive right must Complete a Form of Indemnification (CEM6).

Transfer of Exclusive Right of Interment

12. A transfer of the exclusive right of interment will not be deemed valid unless written notification is received at the Bereavement Services Office.

Opening of Purchased Grave

13. No grave in which the exclusive right of interment has been purchased shall be opened without the production of the Deed of Grave Ownership and the written consent of the owner, or of his or her legal representative. Provided always that in cases where the Deed of Grave Ownership has been lost or mislaid, or where the consent of the owner cannot be conveniently obtained, the grave will be opened on written notification to the Bereavement Services Office.

CREMATIONS

Cremated Remains

14. Subject as hereinafter mentioned, at the discretion of the Authorised Officer, the Authority may permit the interment of cremated remains in a purchased grave in the cemetery, or in a cremation area, but the remains must be buried and shall not be scattered.

Individual Plots

- (a) Cremated remains must be buried in individual plots. These shall be marked by simple memorial tablets, wedges or headstones in keeping with the existing pattern in individual cemeteries. Each tablet shall be 18" long and 12" wide (457 mm x 305 mm) with the inscription written across the length of the slab.

Heights of memorial and headstones on Ashes Plots, with or without bases, shall not exceed 2 feet 6 inches (0.76m) above ground level. The Authority will allow a tolerance of 15mm for memorial/headstone heights.

- (b) The area of plot to be excavated shall be 30" by 18" (762 mm x 457 mm). Each excavation shall be 30" (762 mm) deep.
- (c) Areas set aside by the Authority for the interment of cremated remains shall be maintained in a lawned condition by the Authority.

Interments and Memorials

- (d) The Authority's Regulations concerning the admission, the erection, maintenance, materials and inscription of memorials and gravestones referenced later under the heading "Regulations as to Interments and Memorials" shall apply to the memorial tablets mentioned in Regulation 14(a).

All work on memorials/headstones shall conform to the National Association of Monumental Masons (NAMM) Code of Working Practice, or equivalent.

Caskets

- (e) Caskets should be in accordance with the recommendations of the Institute of Cemetery and Crematorium Management (ICCM) which currently approximates to the volume of a cube of side 6", i.e. a container (urn/casket) of internal dimensions to provide not less than 200 cubic inches (3277 cu.cm): urns or caskets in excess of 400 cu. inches (6555 cu.cm) should be referred to the Authorised Officer prior to burial. Caskets should be securely labeled.

Register of Interments

- (f) The names of individuals whose cremated remains have been interred and other relevant details shall be entered in the Register of Interments.

GENERAL

Common Graves

15. The charge for interment in a common grave does not include any right or privilege other than a right of interment in a grave to be selected by the Authority.

Removal of Remains

16. No coffin, casket or other container containing human remains may be removed after interment except with the written consent of the Bereavement Services Office, which will only be given following the consent of the Home Office.

Punctuality to be Observed

17. The time for a funeral shall be arranged in accordance with the time and date shown on the Notice of Interment. It must be punctually observed to prevent inconvenience, or one funeral interfering with another.

Woodwork on Graves

18. Without prejudice to Regulation 40 (Temporary Wooden Memorials), no wood-work of any description is allowed to be placed on or around or remain upon any grave.

Maintenance

19. Cemeteries shall be laid out in a lawned system whereby only a single headstone (with or without integral tribute holder) shall be permitted at the head of the grave, and no other tribute, flower vase or shrub or container shall be placed over the grave. The planting of flowers, shrubs or other vegetation within grave spaces is not permitted. Kerbing is permitted at Connah's Quay Bryn Road, Buckley, Holywell and Rhewl cemeteries in line with historical practices.

N.B. The Authority reserve the right to carry out such works as turfing, sowing, cutting or planting on any grave space, as is deemed necessary.

Neglected Graves or Vaults

20. All graves or grave spaces may be kept free from weeds by the Authority should the owners neglect to attend to them.

High Attended Funerals

21. In any case in which a funeral is likely to be attended by large numbers of people, bands of musicians or banners, the fact must be notified to the Authorised Officer at least two clear working days before the funerals.

Responsibility for Control of Funerals

22. All funerals at the cemetery are under the control and direction of the Authorised Officer, or his/her representative. No grave may be selected, excavated, or re-opened unless by his/her direction. All proceedings at funerals must adhere to any specific instructions given, e.g. in relation to the positioning or behaviour of mourners, vehicles etc.

Drivers of Vehicles

23. Vehicles must not be driven faster than walking pace within the cemetery, and drivers of hearses, carriages and other vehicles will not be allowed to leave their hearses or vehicles in the cemetery without a competent person in charge. No hearse, carriage or other vehicle is allowed to turn or reverse in any road or run over any verge of grass.

Conditions of Admission and Nature of Use

24. Access to each cemetery must only be gained through the gates provided. No private access from adjoining properties, areas or roads is permitted. Cemeteries shall be open to the public from 8.00 a. m. until 8.00 p.m. April to September and 8.00 a.m. until 4.30 p.m. October to March. Cemeteries are not to be used for recreational purposes. No ball or other games are permitted. Children under the age of 14 will not be admitted, except under the care of a responsible adult. Visitors must keep on the roads and walks and must not use the cemetery as a public thoroughfare or the roads and walks for the conveyance of goods, parcels or materials not intended for use in the cemetery.

Animals

25. No dogs will be allowed in the cemetery unless held by a lead and accompanied by an adult. No animal may be ridden or exercised in the cemetery.

Gratuities

26. The Authority forbid any gratuity being received by any of their employees or contractors.

Hours of Interments

27. The hours of interments are from 9.00 a.m. to 3.00 p.m. from Monday to Thursday, from 9.00 a.m. to 2.00 p.m. on Fridays and from 9.00 a.m. to 12.00 p.m. on Saturdays (Extra fee applicable for Saturday burials). Interments are not permitted on Sundays, Good Friday, Christmas Day or Bank Holidays, or other public holidays, except in cases of emergency. In such cases, a medical certificate that immediate burial is necessary on the grounds of public health must be produced.

A minimum of one and a half hours is to be allowed between each funeral to allow for possible late arrival by funeral parties and the backfilling of the grave.

FEES AND CHARGES

Payment of Charges and Fees

28. Details of Charges and Fees are available from the Bereavement Services Office and will be circulated to Funeral Directors annually. Interment fees are due to be paid to the Authorised Officer at the time of giving notice. Where a funeral director regularly uses the Authority's cemeteries, invoicing will be monthly and must be remitted to the County Finance Department. Headstones and monument fees must be remitted with the appropriate application (regulation 35 refers). Attention is drawn to the following special charges:

(a) **Fees for Non-Residents**

Where it is not possible to confirm by reference to the Register of Electors that the deceased (or in the case of a child - the parent(s) of the deceased) have lived for three years prior to the decease in a community where the burial expenses are paid to the Authority, then the fee appropriate for non-residents will be charged.

(b) **Fees to Cover Additional Administration/Works**

The Authorised Officer will levy an additional charge of 33% of the interment cost under certain circumstances. This is normally where the appropriate Notice of Interment is subsequently amended or cancelled prior to interment, occasioning additional administrative work by the council. The authorized officer will seek to arrange for the additional work to be undertaken to minimize distress to the bereaved.

The funeral director will be advised of the circumstances leading to this extra charge when making application or revision and where time permits, this will be confirmed in writing prior to the interment.

INTERMENTS AND MEMORIALS

Requirement for Prior Approval for:

Burials, Erection of memorials and inscriptions

29. No burial of a body or cremated remains shall take place unless so instructed by the Authorised Officer. No cremated remains shall be scattered. No tombstone or other memorial shall be placed in a cemetery nor additional inscriptions be made on an existing tombstone, or plaque, without the permission of the Authorised Officer, and the fee paid (as appropriate).

Depth of Interment

30. No body shall be buried in a grave in such a manner that any part of the coffin is less than 3 feet before the level of any ground adjoining the grave (4' 6" final interment). In extenuating circumstances, however, the Burial Authority retains the right to marginally vary this condition, providing the ground characteristics are suitable and appropriate sealing arrangements are made, up to a minimum covering of 2 feet (3' 6" final interment).

Depth of Earth between coffins

31. Each coffin will be separated from any coffin interred in the grave on a previous occasion by means of a layer of earth not less than 6 inches thick.

Disturbance of Human Remains

32. When a grave is re-opened for the purpose of making another burial therein, no person shall disturb any human remains interred therein or remove there from any soil which is offensive.

Brick/Block Graves or Vaults

33. Every brick/block grave or vault shall be properly constructed of suitable materials. Within 24 hours of any burial in a brick/block grave or vault, the coffin shall be:-

- (a) embedded in concrete, and covered with a layer of concrete not less than 6 inches thick.

OR

- (b) enclosed in a separate cell or compartment of brick/block, slates, stone flagging or pre-cast concrete slabs of a 1:2:4 mix, in any case not less than 2 inches thick, in such a manner as to prevent, as far as may be practicable, the escape of any noxious gas from the interior of the cell or compartment.

Authority's Right to Disturb Graves

34. The Authority reserves the right to remove any memorial, border stone, or foot stone from an adjoining grave when such removal is deemed necessary for carrying out the work of interment in any grave. The Authority replacing any memorial, border stone, or foot stone so removed, shall make good any damage which may be done in such removal, and will advise the owner(s) where this is possible.

Erection of Memorials or Gravestones

35. An application on form CEM 2 must be made to the Authorised Officer for approval before any memorial or stone may be erected. The application must be accompanied by a figured drawing of the proposed memorial, showing its position on the grave, together with a copy of the proposed inscription and an authority from the owner of the grave to the mason to erect the memorial. No memorial, or inscription can be admitted into the cemetery without such approval, and the appropriate fee paid. No memorials are to be erected for at least 6 months following the burial to allow for ground settlement unless it is a cremation remains burial. Where appropriate the Authority's written permission must be shown to the Sexton before commencement of work.

Grave Markers

36. The Authority may erect over each grave space (where no memorial headstone is present) a permanent marker bearing the number of the grave only. Where a memorial headstone is provided the number of the grave will be inscribed on the reverse side of the stone and the name or names of the person interred therein, together with the dates of death may be inscribed on the face thereon. The cost of all such inscriptions is to be borne by the owner.

Reserved plots will be marked, physically on the reserved space, and also on the cemetery plans and in the register of grave spaces.

Unsuitable Materials for Memorials

37. The Authority will reject any memorial which will not bear continuous exposure to the weather, and any memorial made of the following materials, namely: artificial stone, terracotta, china, porcelain, plastic or any other material which, in the opinion of the Authorised Officer, is unsuitable or incongruous with its surroundings.

Maintenance of Memorials and Gravestones

38. All private graves with memorials or gravestones are to be kept in repair by their owners. Notice will be sent to the owners or their representatives in the case of such repairs being required; and if not executed within 3 months, the Authority may cause the memorial to be removed at the cost of the owner. The Authority

will not be responsible for memorials which become damaged unless this occurs as a direct result of its routine ground maintenance activities.

Work of Stonemasons

39. No hewing or dressing stones will be permitted in the cemetery. All materials for memorials shall be conveyed to the cemetery by hand, or in such a manner, and under the direction of the Authorised Officer, as will avoid damage to the roads or paths. Mats, planks, boards or canvas are to be used as may be directed to preserve the grass or roads from being damaged by such works.
- (a) No workmen or materials will be admitted into the cemetery before 8.00 a.m. and workmen must leave by 4.00 p.m. No workmen or materials will be admitted within the cemetery on Saturdays, Sundays, Christmas Day, Good Friday, Bank Holidays, except with the permission of the Authorised Officer.
 - (b) Masons must furnish themselves with tools, planks, blocks and all other materials and tackle required for fixing stones.
 - (c) Work of every description must be carried out continuously and completed with due dispatch.
 - (d) The Authorised Officer may refuse to permit any work to commence, or order cessation of work where, by reason of inclement weather, the roads, or grass of the cemetery may be injured thereby.
 - (e) The position of all memorials to be subject to the orders and regulations of the Authority.
 - (f) Concrete or other foundations for all memorials shall be provided at the expense of the owners, and grounds for such foundations shall be excavated and prepared at the expense of the owners. No memorials shall be erected for 6 months, or until such time as the disturbed ground has sufficiently settled unless the grave is first bricked to the surface.
 - (g) No area of grave space will be allowed to be enclosed by kerb stones (except at Connah's Quay Bryn Road, Buckley, Holywell and Rhewl), palisades, rails, chains, or in any other manner.
 - (h) The level of any grave space shall not be raised above the general level of the surrounding ground, and no planting of any flowers, shrubs or other matter will be permitted.

- (i) Heights of memorials and headstones with the exception of crosses, with, or without bases shall not exceed 3 feet 6 inches (1.07m) above ground level and in the case of wooden crosses shall not exceed 3 feet above ground level. The width of any memorial/headstone, or cross shall not exceed 2 feet 9 inches (0.84m). The width of a double headstone shall not exceed 7 feet (2.13m). The Authority will allow a tolerance of 15mm for memorial/headstone heights.
- (j) All work on memorials/headstones shall conform to the National Association of Memorial Masons (NAMM) Code of Working Practice, or equivalent.

Temporary Wooden Memorials

40. For a period not exceeding 5 years after interment a wooden cross may be erected at the head of a grave or subject to the following specification:-
- (a) The overall dimensions shall not exceed 3 feet (0.91 metres) in height and 2 feet 9 inches (0.84 metres) in width. The cross shall be constructed of a good quality hardwood of 4 inch (100mm) square sections, half jointed and secured; any plate used for inscription purposes is not to exceed 4 inches (100mm) in depth.
 - (b) The cross is to be so set in the ground at the head of the grave that it deters easy removal, e.g. embedded into concrete.
 - (c) Approval for the erection of crosses to be as per Regulation 35 (The Erection of Memorials, Stones, etc).

Provided always that this Regulation shall not apply to any grave situated in an area set aside by the Authority for the interment of cremated remains, where memorial slabs are used. Such areas shall be maintained in a lawned condition in accordance with previous Regulations.

Alterations of Regulations

41. The Authority reserves to themselves the right, from time to time, to make any appropriate alterations to these Regulations.

SCHEDULE 1

CEMETERY MANAGEMENT DOCUMENTS

1. Confirmation of Notice of Interment

This is the form used by Funeral Directors when confirming interment details.

2. Notes and Conditions

These are the detailed guidance to ensure the timescales and invoicing arrangements are understood.

3. Notification of Burial Certificate

This is needed to convey burial information to relevant parties.

4. Application for permission to erect a memorial

5. Application for permission to add an inscription

6. Application to remove a memorial

- 7.**
- a) Approval letter - memorial - Stonemason**
 - b) Approval letter - memorial - Registered owner of grave**

8. Summary Sheets:

- a) Burial Fees**
- b) Memorial Fees**

9. Form of Indemnification

10. Form - for Reserving Burial Plot

- 11.**
- a) Letter to accompany deed.**
 - b) Letter to accompany deed - Connahs Quay & Buckley cemeteries only.**

FLINTSHIRE COUNTY COUNCIL

NOTICE OF INTERMENT

*NEW/RE-OPEN/BURIAL OF ASHES (*Please delete) Ref. No:

All notice of interment forms must be forwarded to the County Offices, Chapel Street, Flint, Flintshire, CH6 5BD, immediately confirming telephone arrangements.

A. DETAILS OF THE PERSON TO BE INTERRED

1. Christian Name(s) and Surname:
2. Residence of Deceased:
3. Place where death occurred:
4. Age: 5. Male/Female 6. Date of Death:/...../.....
7. Occupation/profession or former occupation/profession:

B. DETAILS OF INTERMENT

8. Day & Date of Burial:
9. Time of arrival at Cemetery: 10. Gravespace No.....
11. Whether in Church of Wales, Non-Conformist or Roman Catholic Section:
12. Whether grave is selected, unselected or to be re-opened:
13. Is there a headstone to be removed? YES/NO
14. Proposed depth of grave: 15. Earth/Bricked Grave
16. External measurements of coffin:

C. OTHER INFORMATION

17. Full name & address of applicant purchasing grave to whom exclusive rights of burial will/have been granted:
.....
18. Next of kin or representative if different to person in 17 above. Relationship to deceased. Name, address & telephone number:.....
.....
19. Name & Address of officiating Funeral Director:.....
.....

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

REPORT TO: **EXECUTIVE**
DATE : **30 MARCH 2010**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **WALES AUDIT OFFICE, REVIEW OF CARBON**
 MANAGEMENT, FLINTSHIRE COUNTY COUNCIL

1.00 PURPOSE OF REPORT

- 1.01 To inform Members of, and comment on the findings made by the Wales Audit Office (WAO) in their review of Flintshire County Council's Management of its Carbon emissions.

2.00 BACKGROUND

- 2.01 The Audit of Flintshire County Council's carbon management strategies by the Wales Audit Office is the first undertaken to assess the preparedness of Welsh Local Authorities to the environmental /climate change pressures facing the Country.
- 2.02 The Council was selected to be audited, because a Regulatory Plan had been agreed between the Wales Audit Office and Flintshire County Council in December 2008. Within this plan, energy was identified as being a risk from both Cost and Environmental perspectives. The findings from the Wales Audit Office report on Flintshire County Council would then be used as a benchmark against which other Welsh Authorities would be compared.
- 2.03 A number of video conference meetings took place between WAO, and officers from the Council. These meetings refined the scope of the Audit, with detailed discussions on the actions and strategies Flintshire County Council is following or developing to manage its carbon emissions.

3.00 CONSIDERATIONS

- 3.01 The Audit report details 6 recommendations set out below, against each is a statement of our present position .

Recommendation 1

The Council should build on the good work undertaken so far and develop plans for the long term adaptation needed to deal with the consequences of climate change

Response 1

Flintshire County Council was one of 4 authorities chosen to be part of the Changing Climate: Changing Places Project together with Cardiff, Gwynedd

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and Rhondda Cynnon Taf Councils, supported by partner organisations: WLGA, WAG, EA, Science Shop Wales (University of Glamorgan), UKCIP (UK Climate Impact Programme based at Hadley Meteorological Centre, Oxford University, funded by DEFRA). Climate Change has been identified as a strategic risk in SARC, and this project is helping to provide the evidence base to address specifically the strategic and service vulnerability that a changing climate is bringing. The outcome of this project is to produce an Adaptation Plan which will:

- improve resilience of local communities to the impact of climate change,
- improve the capacity of the council to address this issue and;
- enhance strategic planning.

It will also serve to answer the following questions:

- what does Climate Change mean for the community of Flintshire?
- what risks and opportunities does Climate Change represent?
- how can the county adapt to the current changes and those which will arise in the future?

Adaptation Planning is not an emergency planning response, but is a contingency and evidence based planning response to reduce the impact and implication of weather events. It is not mitigation, but a response to dealing with the inevitable and unavoidable change in climate

Recommendation 2

The Council and its partners should finalise and implement the 'corporate canopy' of strategies and policies required to for a sustainable future and expand the means of monitoring progress from a carbon footprint to an ecological footprint that measures the transition to 'One Planet Thinking'.

Response 2

The Auditor is referring to a number of Policies and strategies that Flintshire County Council have in place or are developing e.g. The Carbon Reduction Strategy, Energy Policy, UDP and future LDP, Corporate Asset Management Plan etc that when complete will form a set of cross cutting documents that will support the Council's Carbon reduction initiatives.

The Flintshire Integration Tool (FIT) is a valuable means of ensuring that whenever policies and strategies are being developed, full consideration is given to Carbon Management.

Recommendation 3

The Council should translate the '60 per cent Carbon Reduction Strategy' into plans for services that will deliver the targeted reduction in carbon emissions. In particular, premises managers need to take ownership of the responsibility to reduce consumption and deliver better energy efficiency.

Response 3

Each Directorate's Service Delivery Plan should include a Statement about energy efficiency, detailing what actions will be supported and undertaken to achieve this objective. Departmental Management Teams (DMT's) have recently been asked to provide names of all premises managers or nominate where these are currently not in place.

Recommendation 4

The Council should use the review of agile working to speed up the transition to better and more energy efficient ways of working.

Response 4

Activity in relation to this work stream has commenced and a number of service areas have expressed interest in this approach. This is being developed further and will also support a wide range of property reviews of our corporate office accommodation.

Recommendation 5

The Council should make more progress with energy and carbon reduction within its buildings and begin to seek these reductions in other more difficult areas such as transport.

Response 5

The Council is undertaking all reasonable actions it can to reduce its energy use in buildings. A Spend to Save budget has been established and is working well to help fund technical improvements. Flintshire County Council has recently applied for external funding through Salix finance (WAG / Govmt funding) which will increase the budget availability for energy efficiency works if approved (which looks likely). An Energy Efficiency Awareness campaign will commence in March 2010 and continue on an ongoing basis with various actions planned to keep the campaign fresh and relevant.

In relation to transport issues, the development of an integrated transport policy together with cycling provision, park and ride schemes and review of fleet and car share schemes will all contribute to this area of work, clearly workstreams in relation to these initiatives will need to be developed further.

Recommendation 6

The Council should do more to promote the sharing of experience and good practice for Carbon Management across the organisation and with its partners

Response 6

Carbon Management is, from a technical perspective, co-ordinated from within the Environment Directorate, and good practice is regularly shared by the various departments. The Energy Unit is continually striving to improve energy efficiency by every means possible, from piloting new technical solutions to developing and enhancing existing systems. Good practice is

also regularly shared at meetings with other Local Authority personnel, the Police, Fire Service , Health Service and other Local Service Board members. Internally there are regular Environmental co-ordinator group meetings as well as the Carbon Reduction Group meetings. Energy and Waste Champions have been identified in County Hall and will receive further training to assist in the roll out and promotion of the Energy Efficiency campaign

4.00 RECOMMENDATIONS

- 4.01 That Executive note the Wales Audit Office report and the positive work being undertaken by the Council in relation to Carbon Management.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None as a direct result of this report

6.00 ANTI POVERTY IMPACT

- 6.01 None as a direct result of this report

7.00 ENVIRONMENTAL IMPACT

- 7.01 Proactive through the reduction in Carbon footprint and developed understanding of the impacts and mitigation measures needed to adapt to climate change.

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 None

11.00 CONSULTATION UNDERTAKEN

- 11.01 None

12.00 APPENDICES

- 12.01 Wales Audit office report

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

BACKGROUND DOCUMENTS

none

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WALES AUDIT OFFICE
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Review of Carbon Management Flintshire County Council

Flintshire County Council has a good understanding and commitment to manage its carbon emissions now and in the future, although the arrangements for this are not yet in place for all services and sites.

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Summary

1. Flintshire County Council (the Council) has experienced a significant rise in energy costs over the past few years and now spends about £5 million per year on electricity, gas and oil. The Council is very aware of the adverse effects that fossil fuel consumption will have on the environment, particularly in terms of the carbon emissions released that contribute to global warming and climate changes.
2. The Council has a draft Carbon Reduction Strategy and will shortly review and update its Energy Policy. This should help the Council to meet their obligations under new legislation requiring a Carbon Reduction Commitment¹ (CRC) that comes into force in 2010. The Council's Energy Unit has a dedicated budget for 'invest to save' energy initiatives and there are officers and members who champion energy reduction and sustainability causes and raise awareness in the Council. The Council also has the Green Dragon Environmental Standard at Level 3, which is a nationally recognised acknowledgement of good environmental management and includes a calculation of the Council's 'carbon footprint'².
3. The rise in energy prices in the current period of financial constraints has focused the Council's attention on costs. Given that the Council procures energy at a competitive price, managing cost is dependent on the amount and type of fuel used. Employees are encouraged to reduce energy usage through a staff awareness campaign. The Council is also proactive in the improvement of assets and use of technologies to improve energy efficiency. We welcome these initiatives but energy consumption needs to reduce further.
4. A reduction in costs is not the only reason the Council, as with all organisations, needs to manage and reduce carbon emissions. The Council is rightly concerned about the unnecessary use of finite resources and wants to make its activities, and those of the partnerships it works with, more sustainable. Long-term plans are, therefore, required that detail how the Council's business and that of its partners can reduce carbon emissions and adapt to meet inevitable climate changes.
5. The challenge for the Council and its partners is, therefore, to change from a narrow focus on energy costs to a much wider appreciation of the impacts of climate change. Within this, effective carbon management reduces climate-damaging emissions and therefore the scale of the adaptations needed to live with the consequences of this damage.

¹ Carbon Reduction Commitment is explained in Appendix 1.

² Carbon footprint is a description of the historical volume of emissions of greenhouse gases for a particular year expressed in equivalent tonnes of carbon dioxide coupled to a corresponding inventory of emission sources (Carbon Trust, 2006).

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6. This review asked:
‘Does the Council have effective arrangements to manage the carbon emissions that result from its activities?’
 7. We found that the Council has a good understanding and commitment to manage its carbon emissions now and in the future, although the arrangements for this are not yet in place for all services and sites.
 8. We reached this conclusion because:
 - the Council understands and is committed to managing carbon emissions from its own and partners’ activities but the focus on cost reduction means that environmental reasons for change are less well understood;
 - the Council is introducing plans to manage carbon emissions from its buildings but has to develop plans for the longer-term adaptation of services and partnerships needed to cope with climate change;
 - early indications are that the Council is making some progress to reduce carbon emissions but services are not doing enough to manage carbon emissions from their buildings; and
 - the Council is improving the way that it monitors its carbon emissions but evaluating progress with carbon management is difficult because it cannot easily compare performance data.

Recommendations

R1	The Council should build on the good work undertaken so far and develop plans for the long-term adaptations needed to cope with the consequences of climate change.
R2	The Council and its partners should finalise and implement the ‘corporate canopy’ of strategies and policies required for a sustainable future and expand the means of monitoring progress from a carbon footprint to an ecological footprint that measures the transition towards ‘One Planet Thinking’.
R3	The Council should translate the ‘60 per cent Carbon Reduction Strategy’ into plans for services that will deliver the targeted reduction in carbon emissions. In particular, premises managers need to take ownership of the responsibility to reduce consumption and deliver better energy efficiency.
R4	The Council should use the review of agile working to speed up the transition to better and more energy-efficient ways of working.
R5	The Council should make more progress with energy and carbon reduction within its buildings and begin to seek these reductions in other more difficult areas such as transport.
R6	The Council should do more to promote the sharing of experience and good practice for carbon management across the organisation and with its partners.

The Council understands and is committed to managing carbon emissions from its own and partners' activities but the focus on cost reduction means that environmental reasons for change are less well understood

Corporate commitment and leadership is supporting the reduction of carbon emissions from the Council's activities

9. The Council is developing a robust response to climate change through energy and carbon management. The drive for change comes from within the Council including at the most senior levels. There is a corporate desire to be proactive, given the predictions for future climate changes and for the cost of energy supplies.
10. Members and officers are fully involved in the developing energy and carbon management agenda and there is an encouraging level of awareness and sense of common purpose. Members are now focusing on management arrangements to safeguard the future. The Chief Executive Officer (CEO) recognises the ethical leadership responsibilities of the Council, and how the Council needs to influence the public and commerce.
11. The Council is developing a better understanding of sustainable development although they acknowledge that some corporate managers do not yet fully appreciate the advantages that this culture can bring. There is also a need for long-term adaptations to cope with the consequences of climate change but at this early stage, the wider understanding of this is understandably, still limited.
12. In 2008, the Council achieved the Green Dragon Environmental Standard (Green Dragon) to Level 3. This standard indicates high compliance with legislation and the use of significant environmental management criteria across the organisation. Green Dragon has proved an effective means of engaging the Council on sustainability, particularly at service level. For many services, this has engendered an enthusiasm for sustainability that has enabled them to 'self-start' without the need for corporate direction. Green Dragon has also required the Council to consider carbon management more closely and set improvement plans to reduce emissions and carbon footprint.

13. The recent success of waste recycling initiatives is a good example of the commitment of Council staff and the public to engage more in activities that can reduce the carbon footprint. The CEO believes that commitment from senior managers, and in particular the stronger leadership they now demonstrate for environmental initiatives, is evidence of this change.

Targets and outcomes in the Council's Carbon Reduction Strategy are overly focused on cost reductions to the detriment of wider environmental considerations

14. Officers are aware that the transition to carbon management is slow with many decision makers within the Council focusing only on cutting energy costs. Changing this mindset is a difficult process, and although started, much remains to be done.
15. Members also considered that in the future, the drive to reduce energy costs would carry through the delivery of better carbon management and help to embed the softer issues of sustainability. They acknowledge the risk that issues that do not bring immediate financial benefits for the Council may not gain support. This may mean that initiatives targeting adaptations for sustainability may not be readily progressed, even though they may be vital in meeting long-term objectives for carbon reduction and could result in substantial future savings. For example, environmentally driven changes to transport and economic policy will require the public to alter perceptions and behaviours engrained over years. The Council needs the confidence to recognise that this will take time, to support the change and not judge success solely on the ability to make quick-wins.
16. The Council's '60 per cent Carbon Reduction Strategy' (the strategy) aims to embed the carbon reduction culture within the Council. Headline target is to reduce carbon dioxide emissions from non-residential properties by 60 per cent over the next 12 years. This ambitious target builds upon a commitment made with the Carbon Trust in 2007. The Council's target is more onerous than the three per cent year-on-year reduction recently proposed by the Assembly Government. However, although the strategy is about reducing carbon emissions that damage the environment, the narrative and measurement is mostly expressed in financial terms. Whilst cost reduction remains important, this may perpetuate old thinking, where an objective of this strategy must be to break new ground so that the benefits of carbon reduction are expressed in environmental as well as financial terms. This opens the way for the Council to move forward and progress its environment and sustainability objectives.

17. The Council's strategy reflects only a part of *One Wales: One Planet: A new sustainable development scheme for Wales*³. This document is wider dealing with the environmental issues measured through an 'ecological footprint'⁴ and not just carbon reduction. If the Council is setting a long-term policy for carbon reduction, arguably this should reflect national policy. There is also a risk that with such a strong correlation between carbon reduction and energy reduction, more easily progressed energy policies will outweigh the other aspects of 'One Planet Thinking'.
18. The Council recognises that it could place the strategy as a part of a local interpretation of the 'One Planet' strategy. However, the necessary information and methods to do this, and in particular to calculate the Council's ecological footprint, are insufficiently developed making this an action for the future. The Council is therefore progressing with carbon management and developing the 'corporate canopy' required for a sustainable future. This is an understandable approach but eventually the Council will need to find sufficient resource to widen its scope and develop the ecological footprint.
19. The strategy is to be presented to the Council for approval in November 2009. This gives officers an opportunity to make it clear that effective carbon management is a part of the journey towards a more sustainable future and that the Council's ecological footprint can be a means of measuring progress. This approach will also help officers and members articulate sustainable development concepts into more tangible actions at service level that can progress this vision.

The Council is using partnerships to influence others to recognise that managing carbon emissions can help to mitigate the environmental threats from climate change

20. The Council signed The Welsh Declaration on Climate Change in 2004, which sets out in broad terms the actions to combat the effects of climate change. The declaration focuses on mitigation and commits the Council to reduce greenhouse gas emissions. The Council also adopted an Environmental Policy in December 2006 as a part of Green Dragon. This includes a commitment to 'extend its Environmental Policy into all of its working areas both internally and with external partners through its broad range of partnerships'. The policy states that the Council is 'committed to preventing pollution by using carbon management and minimising the impact its activities have on the environment'.

³ One Wales: One Planet: the Assembly Government launched a new sustainable development scheme for Wales in May 2009. It sets out a new vision for a sustainable Wales in response to the current economic and environmental challenges. It requires all organisations in Wales to actively commit to sustainable development and provides leadership and direction enabling others to develop or renew their own approach to sustainable development.

⁴ Ecological footprint is a measure of human demand on the Earth's ecosystems. It compares human demand with planet Earth's ecological capacity.

21. On 6 July 2009, the Council, together with its Flintshire in Partnership local service board partners, signed 'The Flintshire Climate Change Pledge'. This is a local delivery agreement that has the potential to help embed carbon management through the local service board. The pledge reflects the targets of the Climate Change Act 2008 to reduce emissions under the direct control of the partnership by at least 80 per cent by 2050, and by at least three per cent year-on-year from 2011. This commitment is to be backed up by a Carbon Reduction and Adaptation Strategy and an 'action menu' that is currently in development. This promises a Climate Change Adaptation Strategy that takes into account the outcome of the research into climate change adaptations that the Council is currently undertaking with the Welsh Local Government Association (see more detail later in this report). The action menu sets out areas of activity within the partnership for climate change adaptations, ranging from assets and buildings to transport and to waste management.
22. The partnership is also producing a 'statement of ambition' to support a Carbon Reduction and Adaptation Strategy. It is unclear if this strategy is the same as the Climate Change Adaptation Strategy, or how it relates to other strategies such as the Council's own 60 per cent Carbon Reduction Strategy or similar delivery strategies held by other partners. The partnership should consider aligning strategies more clearly as this would help partners understand their commitments.
23. The Council and Forum for the Future designed the 'Flintshire Integration Tool' in August 2008 to help align all of the activities of the Council with the Community Strategy. Themes of Flintshire Community Strategy include 'Living within Environmental limits' and delivery is in accordance with the principles of sustainability, social inclusion, equal opportunities and Welsh language. The tool guides users to think about the vision adopted by the Community Strategy and requires users to rank the impact of how the policy or project will address a series of statements. This includes 'adapting to climate change and mitigating greenhouse gas emissions; development of and encourage a low carbon economy'; and 'supporting and promoting local, sustainable transport solutions, including low carbon modes of travel such as cycling and walking, and provision of more accessible public transport and local community-based transport schemes'. This tool has the potential to promote sustainable development and carbon management across Council policy and in partnerships, if used widely and in accordance with the guidelines.

The Council is introducing plans to manage carbon emissions from its buildings but has yet to develop plans for the longer term adaptation of services and partnerships that will be needed to cope with climate change

The Council is starting to make plans for carbon management to become more of an influence in the way that it operates and manages its buildings

24. The enthusiasm shown by environmental champions ensures that service managers increasingly consider energy and carbon management for the Council's buildings. Consequently, environmental issues are becoming more central to the policies of the Council. This has led to the development with assistance from the Carbon Trust of the draft '60 per cent Carbon Reduction Strategy' that the Council will consider in November 2009.
25. The '60 per cent Carbon Reduction Strategy' is an ambitious strategy that needs all directorates to make a significant contribution. The strategy gives pointers towards the roles and responsibilities of each directorate, and gives generic activities that are to be the focus of actions during each of four work-streams. However, the strategy does not detail specific actions for each directorate within each work-stream. This remains for the next level of action planning, and for services to deliver. The Council plans to implement the strategy by refreshing existing policies, particularly the asset management plan, and a review of this is underway in parallel with the review of agile working and information technology strategy. The Council also proposes to review the Energy Policy adopted in 2007. This is already a good policy document that effectively links the energy and carbon agendas but it now needs to underpin the new strategy and contain updated targets that will deliver the required outcomes.
26. The Council plans to achieve the 60 per cent target by good housekeeping, energy efficiency projects, asset management and use of renewable and low carbon energy sources. With the Council's energy cost currently about £5 million per year, the strategy indicates that the Council could save almost £15 million by 2020-21, less the cost of setting up and operating new energy efficiency projects.
27. The Council considers that the implementation of the strategy will encourage services to work together more closely, as many of the solutions for reducing carbon emissions need involvement from more than a single service. This can promote corporate working and help service plans align more closely with corporate objectives. To assist this process, the Technical Services Directorate now has a single strategic business plan.

28. The strategy is well thought-through but does not contain assurance that the work-streams are deliverable or that the anticipated carbon savings are realistic. Some consultation has occurred with directorates on the draft strategy but insufficient detail exists to test deliverability. The strategy is a visionary document, but is weak in terms of robust business planning giving assurance of the ability to deliver the more challenging aims of the strategy within an ongoing framework of acceptable service provision. This will be a test to show if the carbon reduction culture is as embedded within the Council, as officers believed.
29. The Council has calculated that its electricity and gas consumption over the past year produced 23,000 tonnes of carbon dioxide. This means that for the Council to meet legal obligations under the new CRC Energy Efficiency Scheme ('CRC' and explained in more detail in Appendix 1) it must purchase a CRC allowance of £276,000 in 2011-12 the first year of this emission trading scheme.
30. The CRC is a tough policy for public sector organisations, as they are in direct competition with private sector organisations that have traditionally been able to react more quickly to market forces. The Council is aware of the threat posed by the CRC and that, if it is to regain its investments in carbon allowance, it needs to take decisive action. The Council's Energy Manager considers that by participating in approved energy efficiency projects within the scheme called 'early action metrics' such as centralised automatic meter reading, it should benefit from CRC for the first three years. After that time, pressure from private sector organisations more able to adapt is likely impact on the relative performance of public sector organisations.
31. Details of the CRC are currently emerging, and although of obvious importance to carbon management within the Council, it is only mentioned in passing within the '60 per cent Carbon Reduction Strategy' as a driver for change. Had the Council developed this strategy more recently, the CRC would feature as a main component of future carbon management plans.
32. An aim of the recent restructuring undertaken at service level was to achieve a more 'agile' organisation through different and more efficient ways of working. Agile working will also enable the Council to look at longer-term asset management issues, including at the Civic Centre offices where this new approach can reduce energy consumption and therefore carbon emissions. The CEO believes that the Council can learn from the private sector, and in particular, from local manufacturing and reprocessing businesses at Shotton Paper and Toyota. Members also recognised that BT offers good practice on agile working, and as smarter working practices are required, managerial processes must focus less on methods and more on outputs.
33. The Council should use the agile working review to promote increased use of videoconferencing and to speed up the transition to better, more energy-efficient and widespread use of information technology. For example, if members use laptop computers, this has the potential to improve communications and reduce paper-based meetings. Similarly, for staff providing a service within the community, remote working requires electronic equipment linked to office systems. The Council is currently seeking good practice and exploring options but is still some way from realising the benefits of more agile working.

34. The Council needs to take a long-term view when considering the cost of setting up agile working, and to include in this calculation not only the incentives of financial savings and reduced direct carbon emissions but also the impact on organisational culture, welfare and staff safety.

The Council recognises that it has not yet developed the longer-term plans required for services and partnerships to adapt to climate change

35. The CEO is keen for the Council to engage in long-term planning for climate changes and to do this within the limits of sustainable development, by implementing both preventative and reactive actions. The Council needs to lead communities to do the many little things that can reduce carbon emissions and limit future climate changes. It also needs to prepare for the unavoidable consequences of climate change over the next half-century or so and the additional pressures this will put on service provision.
36. Planning with a horizon that extends into the next century will be new to the Council and a considerable challenge, but is already emerging from the Assembly Government. Here, the benefits to land use, resource and social planning and projections for economic activity will help the Assembly Government set up a framework in which it can tackle climate changes and deliver its duty for sustainable development.
37. Adaptation planning for climate changes is also increasingly important to the Council because it can show the effect of global climate-driven changes as a local impact for Flintshire. For example, flooding is an increasing risk area with Deeside and other coastal locations particularly at risk as sea level rises with climate change. However, the Council will need also to anticipate the impact of sea level rise on global loss of food production, such as rice, and will need to manage the impact on the school meals service. Increasingly 'One Planet Thinking' is shaping Assembly Government policy and this change is now challenging managers to consider ways to reduce the Council's carbon footprint and to prepare for future climate changes. The Council is already beginning to identify potential impacts based on future scenarios and test these against a risk matrix so that improvement plans for 2010-11 can be informed. Early examples of this include sustainable urban drainage to cope better with flooding and tarmac that will not melt in the higher temperatures that are likely with global warming.
38. The Council is working with Welsh Local Government Association as one of four counties⁵ in a project to assess the impacts of climate on service delivery. This is a national pilot study called 'Changing Climate, Changing Places' that aims to inform the provision of climate change adaptations in future plans and allow these plans to be more strategic. The study is of three years' duration and will report in January 2011.

⁵ Other partners in the 'Changing Climate, Changing Places' pilot study include the UK Climate Impacts Programme (UKCIP), Science Shops Wales, Environment Agency Wales, Countryside Council for Wales and Rhondda Cynon Taff, Gwynedd and Cardiff councils.

39. The Council has produced a Local Climate Impact Profile (LCLIP) for Flintshire that indicates there were 62 extreme weather events such as floods and high winds during the reference period 2003 to 2008. These weather events required the Council to spend £9.6 million on buildings, highway and drainage services. The LCLIP aims to give the Council more information about costs so that plans can make necessary provision for the future. The part of this cost that is attributable to climate change is not clear at this stage, but may become more apparent in years to come as the profile develops.
40. The cost of weather-related impacts on service provision is valuable information to offset against the benefits of increased preparedness and resilience. This echoes the Stern Review⁶ that concluded that 'the benefits of strong, early action on climate change outweigh the costs'. The Council's work with the 'Changing Climate, Changing Places' study is impressive, has potentially far-reaching implications that all organisations should heed.
41. The Council's Community Strategy theme is 'sustainable living'. Plans derived from the Community Strategy will provide key partners with environmental themes and strong links to land use and spatial plans. The Council is about to adopt the Unitary Development Plan and start the Local Development Plan (LDP) process and anticipates much more focus on sustainability because of new guidance. This provides an opportunity for the Council's Planning Protocol Group of officers and members to influence the LDP on climate change and sustainability issues.

Early indications are that the Council is making some progress to reduce carbon emissions but services are not doing enough to manage carbon emissions from their buildings

The Council is making some early progress to reduce carbon emissions caused by its activities

42. The Council's obvious commitment to manage carbon emissions is driven by figures produced by the Department for Food and Rural Affairs that in 2006 showed that the carbon emissions per head of population in Flintshire was the highest in Wales at 12.7 tonnes. This is significantly higher than the Welsh average of 8.4 tonnes but may reflect the relatively high level of industrial activity within the county. The Council acknowledges this information could be more actively used to target priority actions and through partnership working, to influence local industry to reduce emissions.

⁶ *Stern Review: The Economics of Climate Change 2006*

43. Current energy performance is a concern for the Council in terms of both cost and consumption. During 2008-09, the cost of energy for the Council was about £5 million, up from about £3.6 million the previous year due to price rises caused by diminishing supplies and international trading tensions. Energy consumption also increased, with 6.1 per cent more electricity and 2.9 per cent more gas used in this period, although much of this increase is likely to be due to additional heating costs during the cold winter.
44. For 2008-09, the Council has committed to reducing carbon emissions from electricity by two per cent and the same for gas. Working papers provided show a large increase in carbon emissions between 2006-07 and 2007-08 due to the removal of credit for the use of renewable energy sources. However, the overall picture of performance is confusing because an organisation needs about five years of data before trends become apparent. The Council achieved the two per cent reduction it targeted for 2008-09 but admits that without Council approval for the '60 per cent Carbon Reduction Strategy' and a reversal of the rising energy consumption trend the Council will struggle to meet future carbon reduction targets.
45. The success of the proposed '60 per cent Carbon Reduction Strategy' depends on the accuracy of a forward projection that plots a steady incremental decrease in total energy bill until 2020-21 when the Council will pay 40 per cent less for its energy needs than at present. The '60 per cent carbon reduction' target is met by adding carbon reduction from energy efficiency initiatives to a further estimation that another 20 per cent reduction in carbon emissions will be forthcoming from renewable energy and from low carbon technologies. However, there is yet no trend to suggest that such reductions are realistic.
46. The CEO recognises that reducing energy usage and the careful selection of energy sources will have a significant effect in reducing carbon emissions. The CEO considers that energy reduction should be relatively straightforward when other means of carbon reduction, such as through the Council's Transportation Policy, infrastructure and asset portfolio will be much more difficult. Although plans are taking shape and the Council is making progress with energy and carbon reduction, it needs more momentum and to make further progress in other more difficult areas such as transport.

There is still some way to go before services effectively manage carbon emissions from the buildings that they control

47. The Energy Manager believes that the sharp increase in energy costs during 2008-09 was due to several reasons, such as poor housekeeping and wastage, inefficiencies from assets and equipment, and an increase in powered equipment such as computers. The Energy Manager believes that this situation has occurred largely because of the Council's delivery of an Assembly Government education policy that has led to several thousand extra computers installed in schools during the year.

- 48. For the Council to deliver the planned 60 per cent reduction on carbon emissions over the next 12 years, there needs to be a shared understanding of the problems and outcomes and ownership by managers and politicians. The 60 per cent Carbon Reduction Strategy needs translation into effective action plans for services to see clearly the different stages of the strategy, and the tasks required. Much of this is to be set out within the asset management plan, refreshed to reflect the new strategy, reported as a corporate priority to the CEO. Other strategies and plans will also need to align with the asset management plan into what is a complex cross-cutting and long-term initiative for the Council.
- 49. Effective delivery of the strategy needs services to manage their carbon emissions and for the management of energy consumption devolved to individual sites operated by each service. Premises managers need to understand and clearly take ownership of the responsibility to reduce consumption and deliver better energy efficiency. Currently, awareness and ownership is at the strategic level within the Council and this needs to spread downwards through services and to managers responsible for all assets.
- 50. The way that services pay energy bills is also not helping to overcome the lack of ownership of energy issues from premise managers. The majority of sites receive internet invoices checked for accuracy by the Energy Unit before payment is authorised. This means that premises managers can lose the relationship between energy usage and invoices. The Energy Unit also monitors meters, usage patterns and contract rates for the Council's main property assets as necessary and the installation of automatic meter reading will help to improve this further.
- 51. We held a focus group with officers from the Council that showed that for some services, awareness of energy consumption and carbon reduction was quite well developed. This has already led to innovative approaches and some real reductions at service level for premises and for service activities. However, the group acknowledged that the design of some assets, such as County Hall, limit the Council's progress with carbon reduction. In the future, improvements to the design of social housing could also bring further carbon reduction.
- 52. The focus group were also realistic in identifying that financial benefits need to be compelling before actions happen. Some officers also doubt whether the Council can reduce its carbon footprint and the group considered it may need carbon budgets for each department to focus activity.

The Council is improving the way that it monitors its carbon emissions but evaluating progress with carbon management is difficult because it cannot easily compare performance data

The Council is improving the way that it monitors its carbon emissions

- 53.** In Green Dragon, the Council is committed to setting annual and measurable objectives and targets in order to improve environmental performance. On 4 September 2008 the Policy, Performance and Partnerships Manager approved the Council's Environmental Statement. This document sets out a summary of carbon emissions from the Council's buildings and vehicles, presented as a carbon footprint. Carbon footprint will become the main way that the Council summarises and expresses its monitoring on carbon emissions.
- 54.** The Council has worked with the Carbon Trust since 2002-03 producing an early version of the organisation's carbon footprint, but the 2007-08 version includes information that the Council say is more robust and extensive. In particular, the current version of the Council's carbon footprint includes most of the Council's buildings, whereas the earlier version focused on the top 20 per cent of assets in terms of energy use and emissions. Consequently, the Council regards the carbon footprint produced in 2007-08 as a baseline reference year and a starting point for future monitoring and comparison. The baseline, together with the carbon footprint calculation for 2008-09, represents only a 'snapshot' of performance for a short period within which many variables affect the outcome. Conclusions about the effectiveness of the Council's strategies will only become more meaningful in a few years time when monitoring methods have stabilised and trends emerge.
- 55.** Past monitoring data gives little indication of the performance that is likely in the future. The Council entered into policy agreements with the Assembly Government on energy efficiency and carbon reduction between 2004 and 2007. However, with hindsight, the Energy Manager admits that the exclusion of carbon emissions for green electricity skewed and exaggerated the good performance shown by these indicators. Monitoring is more precise now because this loophole is closed.

Evaluating progress with carbon management is difficult because the Council cannot easily compare performance data

- 56.** There is a link between energy consumption and carbon emissions but the relationship is complex because the fuels used to release energy produce different amounts of carbon dioxide. This means that some fuels are 'dirtier' than others are and have the potential to cause more environmental damage. For example, traditional electricity generation produces almost three times the amount of carbon dioxide than gas, so replacing electrical appliances with gas appliances that achieve comparable performance will reduce carbon emissions. However, the carbon emitted from electricity generated from a renewable source, such as wind turbines, is much reduced although there will be some carbon dioxide emitted during the production and maintenance of the turbine and associated infrastructure.
- 57.** This presents the Council with a range of choices when planning for future carbon management. However, there is a lack of clarity in many areas with conflicting information particularly about the overall impact of carbon emissions when considered through the whole life of a particular supplier. This means that the Council faces difficult choices if it is to keep costs low but also seek ethical and sustainable solutions.
- 58.** The development of a baseline carbon footprint for the Council gives an opportunity for data collection and recording in a similar way over the years to come. At present, there is no comparison or detailed benchmarking of carbon management data in Wales. Some councils, including Flintshire, have collaborated to set up systems and share good practice that could make benchmarking possible in the future. However, so many variables are unique to each council; many officers resist performance comparison for this reason. Some consultation has occurred with Cardiff and Denbighshire councils, as they share similar aspiration to reduce carbon emissions. The limited feedback received suggests that the sharing of experience and good practice is not as productive as it needs to be.
- 59.** The Council monitors quarterly energy usage trends for the 150 properties consuming the largest amount of energy. This allows comparison to be made and for active intervention by Energy Unit officers where an abnormal usage trend is identified. This is a new initiative and complements the work of the unit in promoting better maintenance and use of the Council's spend to save fund for energy efficiency initiatives. The Energy Unit has recently identified some issues, including the use of portable electric heaters in Council premises, that can be addressed through the 'improving housekeeping' stage of the '60 per cent Carbon Reduction Strategy'.

- 60. Prevailing weather conditions throughout the review period also impact on carbon emissions, with more energy used during periods of cold weather. This presents issues with the inconsistency of monitoring and rules for reporting and comparing performance. Performance indicators of energy efficiency submitted by councils to the Assembly Government include a correction for weather conditions. However, CRC and the Climate Change Act 2008 target to reduce carbon emissions by 80 per cent by 2050 do not include a weather correction.
- 61. The consequence of weather correction for the Council's carbon footprint is considerable. For 2008-09, the activities of the Council emitted more carbon dioxide than the previous year and this indicates deteriorating performance that calls into doubt the effectiveness of strategies. However, when corrected for the cold weather conditions of 2008-09, this data becomes more comparable with the previous year. The result is that the Council has achieved its performance indicator to reduce carbon emissions by two per cent and there is more confidence that future targets are attainable.
- 62. Emerging data provided by the Energy Manager for the first half of 2009-10 suggests that the Council's carbon emissions are on track to reduce by five per cent. This is encouraging news for the Council.

Appendix 1

Carbon Reduction Commitment (CRC Energy Efficiency Scheme)

The CRC is an innovative new scheme to save energy use and help reduce the emissions that can cause climate change. This will also help the UK meet the emission reduction targets set in the Climate Change Act 2008. The scheme aims to change corporate awareness, behaviour and infrastructure. The CRC is an 'emission trading' scheme that provides a financial incentive to reduce emissions by placing a price on carbon emissions and making participating organisations purchase units of carbon allowance that cover their annual emissions. The energy use of similar organisations, public and private sector, is ranked in a competitive league table. Financial incentives mean that the organisations with the best energy efficiency performance receive back more than the value of their allocation. Modest performing organisations get their investment back, but poor performing organisations that are lower in the league table are financially penalised. There are defined energy savings schemes, termed 'early action metrics', within the CRC that organisations can undertake. The cost of carbon emission units is capped for the first three years of the CRC scheme. Thereafter, market forces will determine the price of units and the number of units made available will reduce. Thereafter, an increase in unit cost is expected.

Legislation to introduce the CRC comes into force in April 2010 with data reporting occurring for the first year. The Council will purchase the first allowances as part of the commitment in April 2011 and has allocated budget to meet the commitment from 2011. Recent changes to the CRC mean that in 2011-12, organisations that take action early to improve energy efficiency receive extra weighting. Organisations that use onsite renewable energy such as wind turbines or solar panels will gain credit for the increased carbon savings from such measures. Provisions for renewable energy use have not changed, such as the need to buy allowances for such energy.



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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **30 MARCH 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **PROPOSED AMALGAMATION OF DEE ROAD INFANTS AND
CUSTOM HOUSE LANE JUNIOR SCHOOLS TO CREATE A
NEW PRIMARY SCHOOL IN SEPTEMBER 2012**

1.00 PURPOSE OF REPORT

- 1.01 To update members with regard to the statutory process for lodging formal objections to the above proposal, and to seek formal approval to progress the proposed amalgamation, and building of the new school.

2.00 BACKGROUND

- 2.01 Following the consultation process with relevant groups in October 2009, a report was prepared for the Executive that proposed the progression to the statutory stage for receipt of any formal (written) objections.
- 2.02 In addition to the usual consultation meetings and documents, a display of the proposed plans for the school was made for the benefit of local residents. This was a commitment given at the consultation meetings as several residents from around the proposed site had expressed their concerns about the development of a new school on what is now the school field. The concerns raised were on the basis of planning issues.
- 2.03 Approval to progress to the statutory stage was given by the Executive on the 8th December 2009, and the necessary publication and display of the statutory notice commenced on December 16th 2009.
- 2.04 The two month period for objections came to an end on 16th February 2010. There were no formal objections to the proposal to amalgamate the two schools during this period. However the outstanding issues relating to the planning concerns will need to be taken into account when the separate application for planning approval is lodged.

3.00 CONSIDERATIONS

- 3.01 The determination of a proposal by the Executive will commit the Council to complete the amalgamation in accordance with the proposal. Following an approval, any changes would be subject to a new statutory proposal and process.

4.00 RECOMMENDATIONS

Date: 24/03/2010

- 4.01 That the Executive Board approve the proposal to amalgamate Dee Road and Custom House Lane Schools in accordance with the published statutory proposal.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The amalgamation is subject to the building of a new school, for which £7.5m has been earmarked. Additional costs relating to Early Voluntary Retirements (EVR), and protection of salaries of any displaced staff in accordance with the Teachers Pay and Conditions document can only be assessed when the new staff structure is proposed by the newly appointed Headteacher. Contingencies to cover these possible costs will need to be made prior to the proposed Headteacher appointment in 2011/12.

6.00 ANTI POVERTY IMPACT

- 6.01 The new school will improve the learning environment for children, and will form part of a programme of re-generation for the Connah's Quay area.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The new School building will meet all of the environmental requirements required by building regulations together with the additional requirements for Environmental Assessment Method (BREEAM) environmental status which is a requirement of new build project that receives WAG funding.

8.00 EQUALITIES IMPACT

- 8.01 The proposal will not affect the schools obligation to comply with the necessary legislation relating to equalities.

9.00 PERSONNEL IMPLICATIONS

- 9.01 The proposal may have implications for the Early Voluntary Retirement of staff or the displacement of certain staff members. Staffing structures will only be available for the assessment of any implications when the new Headteacher is in post.

10.00 CONSULTATION REQUIRED

- 10.01 Consultation regarding the design and finish of the building will be carried out as a feature of the planning process.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Full consultation with relevant groups has taken place.

12.00 APPENDICES

12.01 None.

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

none

Contact Officer: Tom Davies
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E-Mail: tom_davies@flintshire.gov.uk

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE

DATE: 30 MARCH, 2010

REPORT BY: CHIEF EXECUTIVE

SUBJECT: EXERCISE OF DELEGATED POWERS

1.00 PURPOSE OF REPORT

1.01 To inform Members of action taken under delegated powers.

2.00 BACKGROUND

2.01 At the Executive Meeting held on 31st October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

3.00 RECOMMENDATION

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

4.00 FINANCIAL IMPLICATIONS

4.01 As detailed in each report.

5.00 ANTI-POVERTY IMPACT

5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT

6.01 As detailed in each report.

7.00 EQUALITIES IMPACT

7.01 As detailed in each report.

8.00 PERSONNEL IMPLICATIONS

8.01 As detailed in each report

9.00 CONSULTATION REQUIRED

9.01 Not applicable

10.00 CONSULTATION UNDERTAKEN

10.01 Not applicable

11.00 APPENDICES

11.01 Summary of Decisions taken under Delegated Powers.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background documents: See individual report.

Contact Officer: See individual report.

APPENDIX 1

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

<u>Directorate</u>	<u>Subject</u>
Finance	Interest rates to be applied to all car loans approved during 2010/11 in accordance with Flintshire's Environmental Policy Statement.
Environment	Replacement of the Authority's existing Building Regulation Charges Scheme with effect from 1 April 2010. Release of restrictive covenant at 8 Banks Road, Mancot, Flintshire.
Community Services	Relief staff – Learning Disability Service. Change from part time to full time post of Senior Practitioner, Hospital Social Work Team. Temporary Information Officer, 18.5 hours at Scale 6 for a period of 11 months. Part time Clerical Assistant Llys Eleanor

Copies of the Delegated Powers reports are on deposit in the Members' Library

EXECUTIVE FORWARD WORK PROGRAMME
MONTHS 11/09 to 04/10

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:-

Environment Update

- Parking Strategy - Update
(The Parking Strategy is not yet complete so the report cannot be finalised)
- Property Review of the Agricultural Estate
(Deferred until April. Further information needs to be obtained which will need to be included in the report)
- Progress Update - NWRWTP
(The NWRWTP reports were submitted to Executive in February 2010 so an update on the Project is not suitable at this time)

FORWARD WORK PROGRAMME ITEMS – NOVEMBER 2009 – APRIL 2010

MEETING DATE	DIRECTORATE / DIVISION	TOPIC	REPORT TYPE (Strategic / Operational)	PORTFOLIO
17 November 2009	Chief Executive	○ Community Strategy and Local Service Board: Mid Year Review	Strategic	Corporate Management & Strategy
		○ Gypsies and Travellers Unauthorised Encampment Protocol - Final	Operational	Corporate Management & Strategy
		○ Improvement Targets Review	Operational	Corporate Management & Strategy
		○ Business Continuity	Operational	Corporate Management & Strategy
		○ Clwyd Theatre Cymru Annual Report	Operational	Leisure, Public Protection and Clean Team Activity
	HR and Organisational Development	○ People Strategy	Strategic	Corporate Management & Strategy
		○ Workforce Information Quarterly Report	Operational	Corporate Management & Strategy
	Finance	○ Council Tax Base for 2010/11	Operational	Finance & Asset Management
		○ Local Taxation Policies 2010/11	Operational	Finance & Asset Management

8 December 2009	Chief Executive	<ul style="list-style-type: none"> ○ Welsh Language Scheme 2009 – 2012 ○ Organisational Redesign Phase 2 Review ○ Improvement Agreement: Mid Year Review ○ Strategic Partnerships: Mid Year Review ○ Q2 Performance Reports ○ Regulatory Plan Update ○ Voluntary Sector Grant Management Mid Year Review ○ Census 2011 	Strategic	Corporate Management & Strategy
			Strategic	Corporate Management & Strategy
			Operational	Corporate Management & Strategy
			Operational	Corporate Management & Strategy
			Operational	Corporate Management & Strategy
			Operational	Corporate Management & Strategy
			Operational	Corporate Management & Strategy
			Operational	Corporate Management & Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> ○ Organisational Redesign Programme – Corporate Services Business Development and Administration Review 	Operational	Corporate Management & Strategy
	HR and Organisational Development	<ul style="list-style-type: none"> ○ HR Policies Implementation Plan Update 	Operational	Corporate Management & Strategy
	Finance	<ul style="list-style-type: none"> ○ General Fund/Housing Revenue Account Revenue Budget Monitoring 09/10 (Month 6) 	Operational	Finance & Asset Management

		<ul style="list-style-type: none"> ○ Capital Programme 2009/10 (Month 6) ○ Procurement Strategy Update 	Operational	Finance & Asset Management
			Operational	Finance & Asset Management
	Community Services	<ul style="list-style-type: none"> ○ Review of Children's Safeguarding 	Operational	Social Services
	Environment	<ul style="list-style-type: none"> ○ Local Development Plan – Programme for Delivery ○ Progress Update - NWRWTP ○ Corporate Asset Management Plan ○ Traffic Calming ○ Highways Asset Management Plan ○ Car Park Management Study 	Strategic	Housing Strategy and Planning
			Strategic	Waste Management, Strategy & Function
			Strategic	Finance & Asset Management
			Strategic	Environment, Regeneration & Tourism
			Strategic	Environment, Regeneration & Tourism
			Strategic	Environment, Regeneration & Tourism
	Lifelong Learning	<ul style="list-style-type: none"> ○ A Strategy for Flintshire Libraries 	Strategic	Education & Youth Services
22 December 2009	Finance	<ul style="list-style-type: none"> ○ Final Settlement and Draft Budget Proposals (Excluding HRA) 2010/11 	Operational	Finance & Asset Management

5 January 2010	Chief Executive	<ul style="list-style-type: none"> ○ Disability Equality Scheme ○ Annual Letter 2009/10 	Strategic	Corporate Management & Strategy
			Strategic	Corporate Management & Strategy
	HR and Organisational Development	<ul style="list-style-type: none"> ○ HRMIS Update 	Operational	Corporate Management & Strategy
	Finance	<ul style="list-style-type: none"> ○ General Fund/Housing Revenue Account Revenue Budget Monitoring 09/10 (Month 7) 	Operational	Finance & Asset Management
	Environment	<ul style="list-style-type: none"> ○ Response to Representations on the Proposed Modifications to the UDP ○ ERDF Shotton Station 	Strategic	Housing Strategy and Planning
			Operational	Environment, Regeneration & Tourism
	Lifelong Learning	<ul style="list-style-type: none"> ○ School Admission Arrangements 2011 ○ School Modernisation 	Strategic	Education & Youth Services
			Strategic	Education & Youth Services
26 January 2010	Chief Executive	<ul style="list-style-type: none"> ○ Single Equality Scheme Proposals ○ Local Government Measure: Consultation Response 	Strategic	Corporate Management & Strategy
			Strategic	Corporate Management & Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> ○ ICT Strategy Progress Report 	Strategic	Corporate Management & Strategy

	Finance	<ul style="list-style-type: none"> ○ Budget Proposals 2010/11 (HRA) 	Operational	Finance & Asset Management
	Community Services	<ul style="list-style-type: none"> ○ Phase 3 Housing Restructure 	Operational	Social Services
	Environment	<ul style="list-style-type: none"> ○ Regional Transport Plan – Outcome 2010-11 ○ Update Report – Progress in Relation to Food Waste ○ Progress Update - NWRWTP 	Strategic Strategic Strategic	Environment, Regeneration and Tourism Waste Management, Strategy and Function Waste Management, Strategy and Function
16 February 2010	Chief Executive	<ul style="list-style-type: none"> ○ Regulatory Plan 2010/11 	Operational	Corporate Management & Strategy
		<ul style="list-style-type: none"> ○ Governance Plan 	Operational	Corporate Management & Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> ○ Organisational Redesign Programme – Customer Services Review 	Operational	Corporate Management & Strategy
	HR and Organisational Development	<ul style="list-style-type: none"> ○ Workforce Information Quarterly Report 	Operational	Corporate Management & Strategy
	Finance	<ul style="list-style-type: none"> ○ General Fund/Housing Revenue Account Revenue Budget Monitoring 09/10 (Month 8) 	Operational	Finance & Asset Management
		<ul style="list-style-type: none"> ○ Final Budget Proposals 2010/11 	Operational	Finance & Asset Management

		<ul style="list-style-type: none"> ○ Treasury Management Policy & Statement 2010/11 	Operational	Finance & Asset Management
	Community Services	<ul style="list-style-type: none"> ○ Review of Adult Safeguarding 	Operational	Social Services
	Lifelong Learning	<ul style="list-style-type: none"> ○ School Admission Arrangements 2011 (Post Consultation) 	Strategic	Education & Youth Services
9 March 2010	Chief Executive	<ul style="list-style-type: none"> ○ Q3 Performance Reports 	Operational	Corporate Management & Strategy
		<ul style="list-style-type: none"> ○ Census 2011: Update 	Operational	Corporate Management & Strategy
	Finance	<ul style="list-style-type: none"> ○ General Fund/Housing Revenue Account Revenue Budget Monitoring 09/10 (Month 9) 	Operational	Finance & Asset Management
		<ul style="list-style-type: none"> ○ Capital Programme 2009/10 (Month 9) 	Operational	Finance & Asset Management
		<ul style="list-style-type: none"> ○ Prudential Indicators 2010/11 	Operational	Finance & Asset Management
		<ul style="list-style-type: none"> ○ Minimum Revenue Provision 2010/11 	Operational	Finance & Asset Management
		<ul style="list-style-type: none"> ○ Procurement Strategy Update 	Operational	Finance & Asset Management
	Community Services	<ul style="list-style-type: none"> ○ Neighbourhood Renewal Area 	Strategic	Housing Management and Function
		<ul style="list-style-type: none"> ○ Adoption Inspection 	Operational	Social Services

30 March 2010	Chief Executive	<ul style="list-style-type: none"> ○ Business Continuity 	Strategic	Corporate Management & Strategy
	Finance	<ul style="list-style-type: none"> ○ General Fund/Housing Revenue Account Revenue Budget Monitoring 09/10 (Month 10) 	Operational	Finance & Asset Management
	Environment	<ul style="list-style-type: none"> ○ Parking Strategy – Update ○ Property Review of the Agricultural Estate ○ Progress Update - NWRWTP 	Strategic Strategic Strategic	Environment, Regeneration and Tourism Finance & Asset Management Waste Management, Strategy and Function
	Lifelong Learning	<ul style="list-style-type: none"> ○ School Modernisation Update 	Strategic	Education & Youth Services
20 April 2010	ICT and Customer Services	<ul style="list-style-type: none"> ○ North Wales Procurement Partnership Annual Report ○ North Wales Regional Collaboration ○ Organisational Redesign Programme – Design and Print Review Progress Report 	Strategic Strategic Operational	Corporate Management & Strategy Corporate Management & Strategy Corporate Management & Strategy
	Community Services	<ul style="list-style-type: none"> ○ Annual Council Reporting Framework – Annual Report 2007/08 	Operational	Social Services
	Environment	<ul style="list-style-type: none"> ○ Update Report – Progress in Relation to Food Waste 	Strategic	Waste Management, Strategy & Function

FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 30 March 2010

AGENDA ITEM NO: 16



REPORT OF: (Director of originating Department)

Director of Community Services

SUBJECT:

Neighbourhood Housing team Restructure

The report on this item is NOT FOR PUBLICATION because it is considered to be exempt information in accordance with the following paragraph(s) of Schedule 12A to the Local Government Act 1972.

	<u>Para</u>	
Information relating to a particular individual *	12	
Information likely to reveal the identity of an individual *	13	
Information relating to financial/business affairs of a particular person * See Note 1	14	
Information relating to consultations/negotiations on labour relations matter *	15	
Legal professional privilege	16	
Information revealing the authority proposes to:	17	
(a) give a statutory notice or		
(b) make a statutory order/direction *		
Information on prevention/investigation/prosecution of crime *	18	
<u>For Standards Committee meetings only:</u>	Sec.	
Information subject to obligations of confidentiality	18a	
Information relating to national security	18b	
The deliberations of a Standards Committee in reaching a finding	18c	
<u>Confidential</u> matters which the County Council is not permitted to disclose	Sec. 100A(3)	

PLEASE TICK APPROPRIATE BOX

* Means exempt only if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Note 1: Information is not exempt under paragraph 14 if such information is required to be registered under Companies Act 1985, the Friendly Societies Acts of 1974 and 1992, the Industrial and Provident Societies Act 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

REPORT: Neighbourhood Housing team Restructure
AUTHOR: Clare Budden
MEETING AND DATE Executive on 30 March 2010
OF MEETING:

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

Exemptions applying to the report:

Paragraphs 12 and 15.

Factors in favour of disclosure:

Transparency.

Prejudice which would result if the information were disclosed:

Disclosure would be likely to undermine labour relations within the authority as dealing with such redesign proposals in public would be contrary to good human relations practice.

My view on the public interest test is as follows:

That the balance is in favour of treating the information as exempt to ensure confidence in the consultation process.

Recommended decision on exemption from disclosure:

To treat the information and report as exempt.

Date: 10/03/2010

Signed:



Post: Head of Legal and Democratic Services

I accept the recommendation made above.



Proper Officer

Date: 10/03/2010