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Solicitor/Cyfreithiwr
Head of Legal and Democratic Services
Pennaeth Gwasanaethau Cyfreithiol a
Democrataidd



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

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

Your Ref /
Eich Cyf

ur Ref / Ein Cyf ^{STO}

Date / Dyddiad 08/12/2010

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, 14 DECEMBER 2010** at **09:30** to consider
the following items.

Yours faithfully

Democracy and Governance Manager

AGENDA

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on
16/11/2010 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. LOCAL GOVERNMENT PROVISIONAL SETTLEMENT 2011/12 AND
BUDGET 2011/12

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

County Hall, Mold. CH7 6NA
Tel. 01352 702400 DX 708591 Mold 4
www.flintshire.gov.uk
Neuadd y Sir, Yr Wyddgrug. CH7 6NR
Ffôn 01352 702400 DX 708591 Mold 4
www.siryfflint.gov.uk

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

5. OUTCOME AGREEMENT WITH WELSH ASSEMBLY GOVERNMENT (WAG)
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
6. LEISURE ACTION PLAN
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Leisure Services and Public Protection
7. DEESIDE LEISURE CENTRE: PHASE 2
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Leisure Services and Public Protection
8. TRANSFORMING TRANSPORT PROJECT
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education
9. FLINT REGENERATION & FLINT MAISONNETTES
Report of the Chief Executive and Head of Housing - Portfolio of the Executive Member for Housing
10. UNIVERSAL CREDIT: WELFARE THAT WORKS
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
11. PEOPLE STRATEGY UPDATE
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Management
12. CLWYDIAN RANGE AREA OF OUTSTANDING NATURAL BEAUTY (AONB) MANAGEMENT PLAN
Report of the Director of Environment - Portfolio of the Deputy Leader and Executive Member for Environment

OPERATIONAL REPORTS

13. BUSINESS CONTINUITY PLAN TESTING
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
14. QUARTER 2 PERFORMANCE REVIEW 2010/11
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
15. REVENUE BUDGET MONITORING 2010/11 (MONTH 6)
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
16. CAPITAL PROGRAMME 2010/11 (MONTH 6)
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management

17. COUNCIL TAX AND BUSINESS RATE POLICIES 2011-12
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
18. WORKFORCE INFORMATION REPORT
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Management
19. PLAY AREAS MATCH FUNDING SCHEME 2011/12
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Leisure Services and Public Protection
20. PROPOSED AMALGAMATION OF BROUGHTON INFANT AND JUNIOR SCHOOLS
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education
21. PROPOSED AMALGAMATION - WATS DYKE INFANT AND MYNYDD ISA JUNIOR SCHOOLS
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education
22. GREEN DRAGON: ENVIRONMENTAL MANAGEMENT SYSTEM
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
23. FORWARD WORK PROGRAMME - FOR INFORMATION
A copy of the Executive Forward Work Programme (months 11/10 to 04/11) together with an update are enclosed for information

EXECUTIVE
16 NOVEMBER 2010

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 16 November 2010.

PRESENT: Councillor A. Woolley (Chairman)

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

ALSO PRESENT:

Councillors: K. Armstrong-Braun, J.B. Attridge, S.R. Baker, J.C. Cattermoul, A.J. Davies-Cooke, F. Gilmore, P.G. Heesom, R.B. Jones, D.I. Mackie, C.A. Thomas and A.P. Shotton.

IN ATTENDANCE:

Chief Executive, Director of Environment, Director of Lifelong Learning, Head of Legal & Democratic Services, Head of Finance, Head of Human Resources and Organisational Development, Head of ICT & Customer Services, Head of Development and Resources and Committee Officer.

133. MINUTES

The minutes of the meeting of the Executive held on 19 October 2010 were confirmed.

Matters Arising

Betsi Cadwaladr University Health Board (BCUHB)

The Executive Member for Social Services commented that she had understood that Mary Burrows, Chief Executive of Betsi Cadwaladr University Health Board, was providing a written response to the questions raised during the meeting. Councillor Woolley said that a set of questions had also been put forward by Councillor H.J. McGuill and she had sought an assurance that answers would be provided. The Chief Executive advised that Betsi Cadwaladr University Health Board was to provide a further presentation to the relevant Overview and Scrutiny Committee and he expected that comparable questions would be raised again. He expected that an overall written response would be provided following the meeting.

The Executive Member for Regeneration and Tourism expressed concerns over the shortfall of hospital beds in Holywell, Ruthin and the Royal Alex in Rhyl. He also highlighted the difficulties experienced by patients and their families when people were moved from one hospital to another. The Chief Executive advised that the matters raised would be added to the list of questions to be forwarded to the BCUHB.

134. DECLARATIONS OF INTEREST

The Executive Member for Leisure and Health and Safety sought advice regarding the need to declare an interest in agenda item number 13. The Head of Legal and Democratic Services advised the Member that as he did not have a prejudicial interest he could discuss and vote on the item.

135. VARIATION IN ORDER OF BUSINESS

The Chairman indicated that there would be a change in the order of the agenda and the item on Transport to Denominational Schools would be brought forward.

136. TRANSPORT TO DENOMINATIONAL SCHOOLS

Councillor R.P. Macfarlane introduced the report which sought to propose an amendment to the school transport policy to provide free travel to faith schools only for those pupils who could demonstrate an adherence to the denominational faith of the school in question. He referred to the work of the School and College Transport Review Task Group which had been set up to review educational transport issues and proposed the recommendations contained in the report.

The Executive Member for Education referred to the alternative recommendations which had been distributed to Members. He proposed that the alternative recommendations were considered by the Executive and thanked the Task and Finish Group for their work which would assist with the ongoing work of the School Transport Policy. Councillor R.P. Macfarlane supported the alternative recommendations which had been put forward.

The Executive Member for Leisure and Health and Safety left the meeting whilst a vote was taken on the proposed alternative recommendations.

The Director of Lifelong Learning paid tribute to the work of the Task and Finish Group which had addressed a number of issues concerning equitability, legality and denominational entitlement. He referred to the sustainability of the present transport policy and advised that it was envisaged that the wider School Transport Policy would be submitted to a meeting of the Executive in December. He continued that after initial consideration it would be followed by an assessment of recommendations from the regional transport policy review currently underway, a period of consultation with all stakeholders on the proposed changes, and a further report on the outcome of consultation to be considered prior to final decisions being taken.

The Executive Member for Leisure and Health and Safety returned to the meeting.

RESOLVED

- (a) That the Lifelong Learning Scrutiny Transport Task and Finish Group be thanked for their work and recommendations in relation to denominational transport;
- (b) That the recommendations of the Task and Finish Group for denominational transport be considered with other aspects of transport policy entitlement as part of a wider policy review; and
- (c) That a further report on School Transport Policy be brought forward to set out the terms for further work.

137. ALTERNATIVE LANDLORD MODEL

The Executive Member for Housing proposed that the item be referred to the Housing Overview and Scrutiny Committee for consideration and that any recommendations arising then be submitted to a special meeting of the Executive prior to final submission to County Council on 7 December. The Executive Member for Social Services seconded the proposal.

The Chief Executive referred to the work of the Landlord Choice Working Group which had unanimously recommended to the Housing Ballot Project Board that the principle features of the alternative landlord should be as outlined in the report. He referred to the project plan agreed with the Welsh Assembly Government (WAG) and Deputy Minister for Housing and advised that the model that had been put forward was supported by all concerned.

RESOLVED

That the item be deferred pending consideration by the Housing Overview and Scrutiny Committee.

138. PROPOSAL TO EXTEND THE CLWYDIAN RANGE AREA OF OUTSTANDING NATURAL BEAUTY

The Executive Member for Regeneration and Tourism introduced a report which informed Members of the proposed extension of the Clwydian Range Area of Outstanding Natural Beauty and its current ongoing consultation. He advised that the Countryside Council for Wales was currently considering whether to extend the Clwydian range south-wards to include Ruabon Mountain, Esclusham Mountain, Llantysilio Mountain, the Vale of Llangollen and parts of the Dee Valley. The proposal did not extend further into Flintshire but the Authority and Denbighshire County Council worked in partnership to manage the area.

The Chief Executive supported the proposal and agreed that this would potentially enhance the development of tourism in Flintshire.

RESOLVED

That the consultation and the principle of extending the Area of Outstanding Natural Beauty be supported.

139. PERSONAL STATEMENT

The Leader invited the Executive Member for Regeneration and Tourism to make a personal statement regarding Headland Foods in Flint. The Member said that he considered it appropriate, in view of recent press coverage, to refer to the significant number of staff redundancies which had been proposed at Headland Foods. He referred to discussions which had taken place between the Regeneration Officers and JobCentre Plus to ensure that all relevant processes were in place and reported that he would be meeting with the Chief Executive to offer further support to the workforce.

140. CUSTOMER SERVICE STRATEGY 2010 – 2013 – PROGRESS REPORT

The Head of ICT and Customer Services provided Members with an update on the progress made towards the implementation of the Customer Service Strategy. He provided background information and referred to the Flintshire Futures programme which took an overview of projects that had been identified as a priority in order to release efficiencies. He advised that whilst an action plan for the Customer Service Strategy had been prepared, in some cases the Flintshire Futures programme now drove the implementation of the Strategy and set the priorities. He gave an overview of the Flintshire Futures projects which were detailed in the report and which would contribute to the implementation of the Customer Service Strategy and be given priority.

In summary the Head of ICT and Customer Services advised that updates would be submitted to the Executive on a quarterly basis.

RESOLVED

That the priority projects identified to implement the Customer Service Strategy, taking account of Flintshire Futures and national projects, be endorsed.

141. PROPOSED MERGER OF FLINTSHIRE AND WREXHAM LOCAL SAFEGUARDING CHILDREN BOARDS

The Executive Member for Social Services presented a report to brief Members of the proposed merger of the Local Safeguarding Children Boards (LSCBs) of Flintshire County Council and Wrexham County Borough Council and to seek approval for the merge and for the intention to recommend Flintshire as the host for the joint board.

The Executive Member for Social Services asked Members to support the recommendations outlined in the report. She explained the reason for the merger which had developed following inspection of all LSCBs in Wales in 2009 when the self assessment and inspection of the Flintshire LSCB highlighted

areas of concern for the Board's operation. She reported that meetings had been held involving officers of each local authority and partner agencies and the intention was to move to a joint LSCB in April 2011.

The Chief Executive expressed his support for the proposed merger and referred to the potential benefits of a joint Board and the efficiencies for funding, capacity and resources which would be achieved.

RESOLVED

- (a) That work progresses on the merger of the two Boards and an update is brought to Executive in due course to report on progress;
- (b) That Flintshire acts as lead authority for this arrangement to share the load with our neighbouring authority; and
- (c) Collaborative arrangements across local authority borders should lead to efficiencies of funding, capacity and time. That the new Board considers how such efficiencies are to be achieved and quantified.

142. TRAFFIC CALMING

The Executive Member for Environment introduced a report to seek Member approval for a policy on the provision of new traffic calming measures and a method of dealing with concerns raised regarding existing traffic calming schemes.

The Executive Member referred to some level of dissatisfaction in certain communities over the current provision of traffic calming measures. He commented that the Authority's commitment to review those schemes for which complaints had been received provided an opportunity to consider if any changes could be recommended to the traffic calming measures and layout at particular sites to maintain an appropriate, effective and acceptable road safety solution.

RESOLVED

That the proposed Policy be adopted.

143. ENERGY POLICY UPDATE

The Executive Member for Environment introduced a report to request Executive approval for the Updated Energy Policy and Action Plan 2010. He advised that adoption of the Energy Policy and Action Plan would reinforce the ongoing energy awareness campaign message and with solid foundations for energy saving and carbon reduction already in place it was considered unlikely that there would be additional costs in the future. He also highlighted the £112k which was saved from the energy revenue budget for public buildings last year.

The Director of Environment advised that the revisions to the Energy Policy and Action Plans had been specifically designed to address the challenges identified in the four elements of the Carbon Reduction Strategy and referred to good housekeeping across the Council, Energy Efficiency, investment in energy saving measures in Asset Management, and Renewable Energy. He commented that Asset Management was a key part of the Flintshire Futures Programme and referred to the rationalisation and better use of buildings.

RESOLVED

That the Energy Policy and Action Plan 2010 be approved.

144. ADOPTION OF THE SHORELINE MANAGEMENT PLAN 2

The Executive Member for Environment presented the report to formally adopt the North West England and North Wales Shoreline Management Plan (SMP) review (SMP2) which set the Management Policy for Flintshire's coastline for the next hundred years.

The Director of Environment reported that the original SMP was undertaken over ten years ago and this first review commenced in 2008. He advised that Flintshire was part of the Coastal Cell 11, which ran from the Great Ormes Head Llandudno to the Solway Firth in the Scottish Borders and Flintshire's coastline within this process extended from Gronant to Saltney. He reported that Blackpool Council had been the Lead Authority in the SMP2 process on behalf of the Coastal Authorities within Cell 11. He continued that the SMP2, which had been undertaken in stages, gave four possible policy options which were outlined in the report. He also advised that set out in Appendix B to the report were the recommendations for the areas of shoreline throughout Flintshire.

In conclusion the Director of Environment advised that the adoption of the SMP2 would enable the Council to continue to apply for Grant Aid from the Welsh Assembly for Flood and Coastal Protection Schemes. It would also enable the Council to deliver sustainable development, flood and coastal erosion risk management over the long term.

RESOLVED

That the Shoreline Management Plan 2 for the coastline of Flintshire be adopted.

145. WELSH PUBLIC LIBRARY STANDARDS ANNUAL REPORT 2009-10

The Executive Member for Education presented the Council's Welsh Public Library Standards Annual Report for 2009-10 and the response of the Welsh Assembly Government (WAG) to the report. He advised that the Council's submission was attached as Appendix A and the WAG response as Appendix B to the report.

The Executive Member for Education provided background information and advised that the Council had achieved 11 of the 14 Standards in full and was partly achieving a further 2 Standards. He continued that the WAG assessment of the Performance Indicators noted improved or largely sustained performance by the Council over the last year, and in comparison with other authorities. The Authority also performed well in terms of investment in stock and the assessment had commended the Authority on its planning and scrutiny processes and steady improvement in 2009/10. Members were informed that the average number of Standards being met by Welsh library authorities was 9. The Executive Member for Education expressed his congratulations to the Head of Libraries, Culture and Heritage and team on a commendable outcome despite the challenges presented through reduced staffing.

The Director of Lifelong Learning reiterated the comments expressed by the Executive Member and reported on the high level of achievement gained by the Library Service in Flintshire. Members were asked to approve the Welsh Public Library Standards Report for 2009/10 and endorse the proposal outlined in 3.03 of the report to enable the Council to continue to improve its performance against the Standards.

The Chief Executive commented that in times of economic pressure there will be expectations from National Government and regulators that will present a challenge. Therefore the flexibility to perform at a lower level and continue to provide a good standard of public service was essential and commendable.

RESOLVED

- (a) That the Welsh Public Library Standards Report for 2009-10 was approved and the response of the Welsh Assembly Government noted; and
- (b) That the proposal outlined in 3.03 of the report to enable the Council to improve its performance against the Standards be endorsed

146. DRAFT PLAY STRATEGY

The Executive Member for Leisure Health and Safety introduced a report to invite Members to authorise the attached draft Play Strategy documents for the purposes of consultation. He drew Members' attention to page 238 in the draft play strategy and the reference to "managing risks not eliminating them all." He referred to the benefits to children's development of play and the need for children and young people to have adventurous play experiences. He also referred to objective 6.1 on page 241 of the draft strategy which related to risk management for play across the County.

The Director of Lifelong Learning reported that Flintshire was fortunate to have a number of play settings and services that were recognised as models of good practice. He advised that with the new Play Strategy it was intended to build on this success and ensure that Flintshire remained a front-

runner in the development and provision of play. He made reference to asset management, investment, and training and development for playworkers. He advised that the draft Play Strategy documents would form the basis for wide consultation until the end of February 2011 and that a further report would be submitted to Members in Spring 2011. He continued that a report on the Play Survey would be submitted to a meeting of the Lifelong Learning Overview and Scrutiny Committee in December.

RESOLVED

That the Play Strategy documents as the basis for consultation and a subsequent report back be approved.

147. TARGET SETTING REVIEW

The Executive Member for Corporate Management presented a report to re-endorse the way in which targets are set and used to measure the performance of services against performance indicators. He drew attention to the review of targets in November and advised that it would include consideration of the 'in-year' target for 2010/11, a provisional target for 2011/12, and a longer term 'aspirational' target where applicable such as for national standards. The Executive Member also reminded Members that a Corporate Resources Workshop would be held on 22 November, to consider target setting.

The Chief Executive referred to areas which required some further improvement. He commented that the workshop was an important part of the process outlined in the report and on the need to challenge the targets set to ensure they were stringent enough and gave an indication of the Authority's current performance. He advised that a further report would be submitted to the Executive in January.

The Chief Executive advised that the Council was currently finalising the Outcome Agreement with the Welsh Assembly Government (WAG) which included some additional targets for improvement. The Chief Executive advised that the final Outcome Agreement would be submitted to WAG by the end of December and any additional targets for improvement would be reported in the New Year. The Outcome Agreement would replace the current Improvement Agreement which was forecast to attract a final year performance-related grant of £1.482M in 2010/11. The Outcome Agreement was likely to continue to attract similar levels of funding.

RESOLVED

That the systematic and disciplined approach to target setting and reporting be endorsed.

148. COMMUNITY STRATEGY AND LOCAL SERVICE BOARD – MID YEAR REVIEW

The Executive Member for Corporate Management introduced a report to seek endorsement of the work of the Flintshire Local Service Board.

The Chief Executive provided background information and reported that a Scrutiny Committee had been set up and would receive regular reports regarding regional working in North Wales. He referred to the work of the Flintshire Local Service Board and advised that carbon reduction and the impact of poverty within the County had been identified as key issues to be addressed collectively. He also made reference to the complex and specialised work being undertaken in relation to the strategic partnership governance framework.

The Chief Executive referred to the North Wales Partnerships Review and the work in progress. He explained that the Review was seeking to determine a vision for partnership working across North Wales with a commitment to saving management time, reducing the number of meetings and considering more regional engagement at a strategic level whilst focussing local interaction on operational delivery.

RESOLVED

That the work of the Local Service Board as outlined in the report be supported and endorsed.

149. COUNCIL TAX BASE FOR 2011 – 12

The Head of Finance presented a report to approve the Council Tax Base for the financial year 2011-12. She explained that as the provisional local government settlement would be published later this year due to the Comprehensive Spending Review, the Assembly would incorporate the Council Tax base information in the provisional settlement as opposed to the final settlement. She reported that the deadline for submitting the information to the Assembly had been brought forward to 10 November.

The Head of Finance advised that the Council Tax Base for 2011-12 was shown in the appendix to the report and indicated an overall increase of 0.27% which was a marginal increase on the previous year but within the financial parameters that the Authority had been planning for sometime.

To provide further clarification the Chief Executive advised that the information provided was about the property base and not the Council Tax rate which was set by the Authority.

RESOLVED

That the Tax Base of 60,692 chargeable Band 'D' equivalent properties (as shown in Appendix A) for 2011-12 be approved.

150. MATRIX CONTRACT UPDATE (MANAGED AGENCY STAFF SOLUTION)

The Executive Member for Corporate Management introduced a report to provide an update on the contract for the provision of agency workers. The report identified quarter 2 of 2010-11 savings and provided further information on the development of procedures to maximise efficiencies and improve practice in relation to the use of agency workers.

The Head of Human Resources and Organisational Development provided background information. She referred to the revised process for the extension of temporary agency staff beyond 6 months and reported that there was a decreasing trend based on last year and that the numbers of agency staff who had been in the organisation for longer than 6 months had decreased since the last quarter. However, this was an area which still required ongoing consideration.

The Head of Human Resources and Organisational Development gave an overview of the measures which had been implemented to improve efficiencies and achieve direct and indirect cost savings. She referred to the further options which were being explored to improve practice in relation to the use of agency workers, reduce costs, and maximise savings for the Authority. She advised Members of the projected savings approved for the financial year 2010-11 and the net savings for the second quarter.

The Head of Human Resources and Organisational Development referred to the statistical information provided in the report regarding the number of agency workers, and length of placements by Directorate. She said that further work was to be undertaken corporately and by Directorates to ensure that agency workers were used only for limited periods, and that only true temporary opportunities were filled using this method. She advised that employees who were at risk of redundancy must be given the opportunity to be considered for any vacant posts to mitigate and avoid compulsory redundancies. In conclusion she reported that a further update on progress on this work would be provided in the next quarterly report.

RESOLVED

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

151. EXERCISE OF DELEGATED POWERS

An information report on the actions taken under delegated powers was submitted.

The actions taken were as set out below:-

Chief Executive's

- Welsh Church Acts Fund 2010/11 – 5/10/2010

Finance

- Business Rates Write Offs 2009/10

Environment

- Disposal of 147 Metres of Land by Lease for Purpose of the Eirgrid Interconnector
- Procurement of Traffic Signal Maintenance Contract

RESOLVED

That the actions taken under delegated powers be noted.

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

RESOLVED

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

153. CORPORATE SERVICES ADMINISTRATION REVIEW

The Head of ICT and Customer Services presented a report to update Members on the progress of the Corporate Services Administration review and the intention to commence consultation with those employees effected by phase two of the review in line with the Council's Organisational Change and Redundancy Policy.

Referring to the purpose of the Administration review the Head of ICT and Customer Services advised that the outcome of phase one had produced a new service model which reflected the needs of services based on the tasks and services to be provided in the future. He reported that the model introduced had the potential to be applied to other Directorates within the Authority. He explained that Job Design and staffing had been the focus of phase two where the project team had considered the skills, knowledge and experience required to implement the new service model. He informed Members that job descriptions and person specifications had been created for new posts in the service model and Job Evaluation Questionnaires had been submitted to the Single Status Team for evaluation. He advised that consultation with staff and Trade Union colleagues had been undertaken and was ongoing. The outcome of the review would reduce the size of the current workforce and the change would be managed within the Council's Organisational Change and Redundancy Policy.

The Chief Executive commented that the Review was a good example for the improvement of administrative practice in general across the Authority. He referred to the importance of taking time to ensure that such initiatives were conducted thoroughly to achieve lasting change, improve efficiency and remove duplication within the Authority.

RESOLVED

- (a) That the progress of the Corporate Services Administration review be noted; and
- (b) That the outcomes to date, including the potential for redundancy, be endorsed.

154. FINANCE FUNCTION REVIEW PHASE 2

The Head of Finance presented a report to advise Members of the outcome of the Finance Function Review (FFR) Phase 2 and to seek support for revised service models for the four functions within the Finance Division and approval of revised staffing structures in each area. Members were also asked to consider the outcomes of the consultation on the FFR service models by Corporate Resources Overview and Scrutiny (Corporate Finance, Revenues and Benefits Reviews), Audit Committee and the Clwyd Pension Fund Panel and with Staff and Trade Unions. Members were also advised of the recommendations from the Audit Committee to draw up a contract to be let for the management of Internal Audit from 1 April 2011 for two years, with the option to extend for one year.

The Head of Finance provided background information and advised that the new Senior Management Structure for the Finance Division was shown in Appendix 1 of the report. She reported that the Phase 2 Review had considered the resources, capacity and capability to deliver the full range of financial services across the Council to meet current and future needs and advised that the aims and objectives of the Review had been achieved.

The Head of Finance explained that consultation on all of the proposed service models had been undertaken with staff and Trade Unions and they had been considered in the relevant Member forums. She commented that a high level of support had been received for the proposals. In summary she referred to the total efficiency savings achieved in Finance through Phases 1 and 2 and reported that, subject to Members' approval of the service models and staffing structure, work would be undertaken with Human Resources to implement the proposals. She advised that the Finance Division would continue to seek further efficiencies to contribute to the current target of £29M of efficiency savings to be achieved by the Authority in the next three years.

The Chief Executive commented on the thoroughness and inclusiveness of the Review which had been well supported by all the groups involved. The Chief Executive provided clarification to the Executive Member for Environment on a query raised relating to the proposals for the Pension Administration Section.

RESOLVED

- (a) That the proposals for the revised service models and staffing structures for the four functions within the Finance Division be approved;

- (b) That delegated authority be granted to the Head of Finance in conjunction with the Executive Member for Finance to make minor amendments to the structure following consultation with staff and the outcomes of implementation and post implementation review; and
- (c) That the timetable for the tender for the management of Internal Audit be noted.

155. DURATION OF MEETING

The meeting commenced at 9.30am and ended at 11.30a.m.

156. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were 3 members of the press in attendance.

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Chairman

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

EXECUTIVE	DATE: 16 NOVEMBER 2010
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MEMBER	ITEM	MIN. NO. REFERS
NO DECLARATIONS WERE MADE		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **HEAD OF FINANCE AND CHIEF EXECUTIVE**
SUBJECT : **LOCAL GOVERNMENT PROVISIONAL SETTLEMENT 2011/12**
AND BUDGET 2011/12

1.00 PURPOSE OF REPORT

1.01 To provide Executive with:

- i) Details of the Provisional Welsh Local Government Settlement 2011/12, which was announced on 23rd November 2010 by the Welsh Assembly Government.
- ii) An update on the arrangements for the Budget 2011/12.

2.00 BACKGROUND

2.01 A briefing paper on the Provisional Welsh Local Government Settlement 2011/12 was provided to all Members on 24th November 2010.

3.00 LOCAL GOVERNMENT PROVISIONAL SETTLEMENT 2011/12

3.01 At this stage figures are provisional only. The final settlement date has not yet been finalised but has provisionally been set for 9th February 2011.

3.02 The formal consultation period on the Provisional Settlement runs from 23rd November 2010 to 4th January 2011. Arrangements will be made to coordinate the Council's formal response to the Assembly, which will include comments from both Executive and Scrutiny.

Aggregate External Finance (AEF)

3.03 Across Wales, the overall decrease in Aggregate External Finance (AEF) [made up of revenue support grant (RSG) and national non domestic rates (NNDR)] for 2011/12 over 2010/11 is 1.4%.

3.04 The Assembly has retained a 'floor funding' arrangement for 2011/12, which will ensure that all authorities receive a maximum decrease in AEF of 1.7%. Ten authorities, including Flintshire, benefit from this mechanism. The additional funding allocated to Flintshire via the 'floor' is £0.675m.

The cost of funding the floor has come from within the RSG Settlement.

Date: 08/12/2010

- 3.05 Flintshire's decrease in AEF is 1.7%, bringing total AEF to £184.804m. This equates to £1,227 per capita, ranking Flintshire 18th out of the 22 authorities in Wales.

Standard Spending Assessment (SSA)

- 3.06 Flintshire's calculated SSA has decreased by 0.1% to £241.454m.

Included within the Provisional Settlement

- 3.07 There are 3 grants transferring into the Settlement which have previously been funded by specific grant:

	£m
1. Cymorth Core Costs	0.250
2. Childrens' Court Fees	0.106
3. CYP Act Implementation	<u>0.101</u>
	<u>0.457</u>

- 3.08 In addition, the Assembly is looking at the feasibility of incorporating other specific grant funding within the RSG for the Final Settlement. This should become clearer over the coming weeks and announced in the Final Settlement.

- 3.09 There are no transfers out of the Settlement at the provisional stage.

- 3.10 The Settlement details highlight 1 new responsibility - an additional £10.1m at the all Wales level to fund the 'First Steps' Improvement package in order to progress the social care charges (Wales) Measure 2010 to implement a fairer charging regime for dominiliary care services. The purpose of this funding is to compensate authorities for the reduction in their income. Flintshire will receive £0.426m.

Protection for Schools

- 3.11 The settlement includes protection for education funding equivalent to 1% above the uplift for the Assembly Government's revenue funding allocation from the UK Government. This is in line with the ongoing Ministerial front-line education review in reducing overhead costs in LEA's and increasing budget delegation to schools. The WLGA has secured Welsh Ministers' agreement that the commitment will be monitored using Councils' Individual Schools Budgets as the baseline and that local circumstances will be taken into account. This should not be read as a 'blanket' protection for education. Our initial assessment is that a reduction in schools funding at the level discussed would not conflict with Assembly expectations.

Recognition of Social Services Pressures

- 3.12 The settlement also includes 1% protection for social services in recognition of the increasing costs and demand led demographic pressures. However, unlike the position for schools, it is not clear if a monitoring mechanism will be put in place. This should not be read as a 'blanket' protection for social services. There is a real terms reduction in funding and overall demands on the budget will grow, so change is required e.g. collaboration.

Specific Grants - Revenue

- 3.13 The settlement provides details, at the all Wales level, for 31 of the 53 grants available in 2011/12. Specific details for Flintshire are not known at this time.

The Housing Minister has announced the the Supporting People Grants will be merged.

Unhypothecated Grants

- 3.14 The value of the Outcome Agreement Grant at the all Wales level has remained at £31.1m. Flintshire's allocation, subject to performance, is £1.476m, a reduction of £0.006m on 2010/11. Our past performance with the predecessor Improvement Agreement Grant is sound and we can be confident of qualifying for this new grant.

Capital Settlement

- 3.15 Across Wales, general capital funding has decreased by £43.190m to £174.243m. This is unhypothecated funding of which £54.037m is paid as capital grant, the remainder, £120.206m, is provided as support for borrowing.
- 3.16 For Flintshire, general capital funding has decreased by £1.973m (19.0%) to £8.391m. This is divided into general capital grant of £2.602m and £5.789m support within the Settlement for borrowing.
- 3.17 In addition to general capital funding, there will be specific capital grants. No details are available for Flintshire at this stage.

4.00 BUDGET 2011/12 - TIMETABLE

- 4.01 The timetable for consideration of the Budget 2011/12 is set out in Appendix A. Alongside this timetable, a series of meetings will take place with Members to build on the discussion at the Member workshops held at the end of October and to facilitate detailed consideration of the budgets for the Council Fund 2011/12, Housing Revenue Account 2011/12 and the Capital Programme 2011/12 - 2014/15.
- 4.02 The final settlement date has not yet been finalised but has provisionally

been set for 9th February 2011. A report will be made to Executive on 15th February 2011.

4.03 Members will see that there is specific provision for consultation with Overview & Scrutiny, Business Ratepayers, the School Budget Forum and the Flintshire Joint Trades Union Committee (FJTUC).

4.04 Members will also see from the timetable at Appendix A that it is planned for:

- i) Draft budget proposals to be considered by Executive on 21st December 2010
- ii) Directorate presentations to be made to all Overview & Scrutiny Committees (18th to 27th January 2011)
- iii) Final recommendations, which will be made to Council on 1st March 2011, to be considered by Executive on 15th February 2011

5.00 RECOMMENDATIONS

5.01 Members are recommended to:

- i) Note the 2011/12 Provisional Settlement information.
- ii) Note the timetable for establishing budget proposals for 2011/12.
- iii) Provide the Head of Finance with any comments on the Provisional Welsh Local Government Settlement by **20th December 2010** in order that these comments, together with those of Overview & Scrutiny, can be reported to the Assembly by 4th January 2011 (end of the consultation period).

6.00 FINANCIAL IMPLICATIONS

6.01 As set out in the report.

7.00 ANTI-POVERTY IMPACT

7.01 None directly as a result of this report.

8.00 ENVIRONMENTAL IMPACT

8.01 None directly as a result of this report.

9.00 EQUALITIES IMPACT

9.01 None directly as a result of this report.

10.00 PERSONNEL IMPLICATIONS

10.01 None directly as a result of this report.

11.00 CONSULTATION REQUIRED

11.01 Overview & Scrutiny, Business Ratepayers, School Budget Forum, Flintshire Joint Trades Union Committee.

12.00 CONSULTATION UNDERTAKEN

12.01 Overview & Scrutiny, Business Ratepayers, School Budget Forum, Flintshire Joint Trades Union Committee.

13.00 APPENDICES

13.01 Appendix A - Budget Timetable 2011/12.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Provisional Welsh Local Government Settlement 2011/12

Contact Officer: Kerry Feather
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BUDGET TIMETABLE 2011/12

DATE	EVENT	DETAILS
23-Nov-10	Provisional Settlement from WAG	
29-Nov-10	Corporate Resources Overview & Scrutiny	Provisional Settlement
14-Dec-10	Executive	Provisional Settlement / Budget Update
15-Dec-10	NNDR Consultation - start	
21-Dec-10	Executive	Initial Budget Proposals
04-Jan-11	Executive & Scrutiny Comments to WAG / End of WAG Consultation	Provisional Settlement
11-Jan-11	FJTUC	Budget Update
13-Jan-11	School Budget Forum	Budget Update
14-Jan-11	NNDR Consultation - end	
18th Jan to 27 Jan 11	Overview & Scrutiny - all committees	Directorate Presentation
09-Feb-11	Final Settlement from WAG	Provisional date - to be confirmed
14-Feb-11	Schools Budget Notified to WAG	
15-Feb-11	Executive	Final Settlement / Final Budget Proposals
01-Mar-11	County Council	Budget & Council Tax

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **OUTCOME AGREEMENT WITH WELSH ASSEMBLY**
 GOVERNMENT (WAG)

1.00 PURPOSE OF REPORT

- 1.01 To approve the final draft of the Outcome Agreement for submission to Welsh Assembly Government (WAG).
- 1.02 To note that the Improvement Agreement (2008 to 2010) has received the full level of grant funding (£1.49M) based on performance during 2009/10.

2.00 BACKGROUND

- 2.01 The Outcome Agreement is to be developed with the Welsh Assembly Government (WAG) and has replaced the Improvement Agreement which has its final year of performance-related grant during 2010/11. The Outcome Agreement will attract similar levels of funding over three years i.e. £1.47M. Receipt of the full Improvement Agreement Grant was recently confirmed by WAG.
- 2.02 This year WAG has introduced an Outcome Agreement to promote outcomes for local people to meet the Government's national priorities. Outcome Agreements must show collaboration and partnership working. The development of Outcome Agreements with local authorities will be an interim step towards establishing Outcome Agreements across the public services.
- 2.03 WAG have set a timeline for the production of the Outcome Agreements with two critical milestones: -
1. submission of the draft Outcome Agreement to WAG by 30 September, 2010 - this was met.
 2. submission of the final Outcome Agreement to WAG by 31 December, 2010

The full WAG prospectus is available for members to view in the Members' Library.

- 2.04 The payment of the Outcome Agreement grant will be paid during 2011/12 for performance of the Agreement in 2010/11. The payment will be based on a pro rata "scoring system" which measures achievement (see page 12 of the Prospectus).

Date: 08/12/2010

- 2.05 The Outcome Agreement is a three year agreement based on ten strategic themes; one broad outcome needs to be selected from within each theme. The themes and outcomes have been considered by Executive and supported by Overview and Scrutiny Committees. Subsequently they were endorsed by the Local Service Board. The agreed outcomes are as follows:

Strategic Theme	Broad Outcomes
1. Improved Quality And Length Of Life, With Fairer Outcomes For All	Improved health through the life-course
2. Good Social Care Allows People A Better Quality Of Life	Support is provided so that people can live independent lives
3. A Strong And Prosperous Economy Helps Reduce Poverty	Fewer people live in poverty, including fuel poverty
4. Children And Young People Grow Up As Active Citizens And Achieve The Highest Possible Standards Of Well-Being	All children and young people: Have a safe home and a community which supports physical and emotional wellbeing
5. People Have The Education And Skills To Live Prosperous, Fulfilled Lives	Learning opportunities are of high quality
6. Communities Are Vibrant And Safe, With Access To Good Housing And Sustainable Transport	There is less crime, and community safety issues that affect communities are effectively tackled
7. Wales Is An Energy Efficient, Low Carbon And Low Waste Society	Contribution to climate change mitigation
8. The Environment Is Protected and Sustainable	Enhancing the quality and enjoyment of the natural environment
9. Our Language, Culture And Heritage Thrives	Participation in sports and active recreation increases
10. Public Services Are Efficient And Provide Value For Money	More efficient and effective procurement

- 2.06 The Local Service Board's role meets the collaborative part of the agreement which will cover: -

- Areas for improvement that the Council is solely responsible for;
- Areas for improvement working in collaboration with other authorities (regionally);
- Areas for improvement working in collaboration with other sectors (locally);
- or
- Areas for improvement working in collaboration with other sectors (regionally).

3.00 CONSIDERATIONS

- 3.01 The final letter from WAG concerning the Improvement Agreement has been received which confirms that the Council will receive the full £1.49m during 2010/11 for our 2009/10 performance. We have been successful in achieving 100% of the Improvement Agreement grant each year since 2008. This is a good base on which to have developed our Outcome Agreement.
- 3.02 A working draft of the Outcome Agreement was presented to Executive at its meeting 10 August 2010 prior to submission to WAG. Since this date further work has been undertaken with members of the Local Service Board Support Team and other key officers to determine key actions/projects and measures for inclusion in the Agreement. The completion of actions and achievement of measures will be the means by which success will be tested.
- 3.03 The final draft of the Outcome Agreement which is available in the Members' Library, shows the strategic fit (including the aims to be achieved) and source of reference for the chosen outcome.
- 3.04 There are a small number of themes in the final draft of the Outcome Agreement which have limited target detail for 2011/12 and 2012/13. This is primarily due to the current review of the key partnership strategies and plans which will help to deliver the aims and the as yet unknown implications of future funding, (particularly grant funding) following the Comprehensive Spending Review. WAG have confirmed there will be flexibility with the Agreement and that it is acceptable for future years targets to be set/changed during the duration of the Agreement.
- 3.05 There has been on-going discussion with WAG over the progress of the development of the Outcome Agreement. Positive discussion and feedback has been received over actions and measures which could be considered for inclusion within the Agreement. Where the Authority believes their inclusion to be possible (e.g. data currently collected) they have been included.
- 3.06 WAG have confirmed verbally that given the progress made on the Outcome Agreement to date they expect to request very few changes/additions to be able to 'sign off' on the Agreement following its submission at the end of December. This is the stage at which the Outcome Agreement will receive Ministerial consideration. Should any changes be required as a result of this

process, a final copy of the Outcome Agreement will be presented to Executive in the new year.

4.00 RECOMMENDATIONS

4.01 To approve the final draft of the Outcome Agreement for submission to Welsh Assembly Government (WAG).

4.02 To note that the Improvement Agreement (2008 to 2010) has received the full level of grant funding (£1.49M) based on performance during 2009/10.

5.00 FINANCIAL IMPLICATIONS

5.01 The Council's Improvement Agreement Grant attracted £1.497M in 2010/11. The Outcome Agreement will be paid in 2011/12 based on this current year's performance.

6.00 ANTI POVERTY IMPACT

6.01 The Outcome Agreement has a reduction in poverty theme within it.

7.00 ENVIRONMENTAL IMPACT

7.01 The Outcome Agreement has two environmental themes within it.

8.00 EQUALITIES IMPACT

8.01 Various outcomes within the themes address issues of equalities and fairness.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

10.01 Consultation with key partners and relevant officers will be ongoing to finalise the Outcome Agreement.

11.00 CONSULTATION UNDERTAKEN

11.01 Corporate Management Team have considered this approach.

12.00 APPENDICES

12.01 None. Copy of the Outcome Agreement is available in the Members' Library.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

BACKGROUND DOCUMENTS

WAG: Prospectus for Local Authority Outcome Agreements
Report to Executive 10 August 2010

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **LEISURE ACTION PLAN**

1.00 PURPOSE OF REPORT

1.01 To advise Executive on the outcome of initial consultations undertaken on the development of a Leisure Action Plan against budgetary pressures.

2.00 BACKGROUND

2.01 At the Executive meeting on 19 October 2010 initial Action Plan proposals were received. Consultation was commissioned with service users, staff, sporting bodies and other partners.

3.00 CONSIDERATIONS

3.01 Following the October decision of Executive, the Director of Lifelong Learning issued a consultation letter with an attached reply form, inviting responses from a wide range of stakeholders. The consultation was also promoted through the County Council's website and intranet. Responses were invited by Monday 15 November 2010 to enable preparation of this report. Letters:

- Sent to Leisure Centres for distribution to staff
- Sent to Headteachers of the three Schools involved with the Dual-Use Centre proposal
- Sent to Town and Community Councils
- Published on the Children and Young People Website
- Published on the Flintshire County Council Website

A copy of the letter and the reply sheet is attached to this report

3.02 Many constructive responses were received from stakeholders. Most responses did not contain specific proposals to address service challenges. This reminds us that it is worth engaging with service users, staff and other stakeholders over service challenges. Some of the response suggestions are more practical than others in relation to either implementation or impact on levels of participation or trading income. A summary of the responses from the consultation exercise is attached to the report and the following paragraphs will focus on the main points. Copies of all responses have been

Date: 08/12/2010

placed in the members' room, including those where no specific proposals were made.

3.03 **Changes in Cafeteria Provision**

The proposed change has resulted in a number of responses. Many of the responses have particularly focused on alternative models for the operation of a cafe at Flint. Example responses include:

- contact has been received from the agent acting for a well-known High Street catering operation and initial discussions are underway;
- interest has been expressed in the establishment of a cooperative operation to deliver training and work experience opportunities for students with additional needs and initial discussions are continuing on this option; and
- staff made a number of new suggestions regarding potential improvements to service delivery.

3.04 **Closure of the Creche in Flint**

There were relatively few comments directed at this proposal ranging from

- not used: not needed, to
- examine potential use by Social Services and other Council departments; or Private Care operators.

3.05 **Reduction of Duty Officers**

Comments on this proposal ranged from:

- there is a model in the County where there has been a single Duty Officer on site for a number of years, to
- reducing pay levels rather than reducing job numbers.

The on-going Staffing Review is now running in parallel with these proposed efficiencies and has reflected a number of the comments made.

3.06 **Swimming Development**

The largest number of responses was to the proposal to end the present Swimming Development programme in the County including both the Elite Swim Flintshire proposals and the Development Officer post, whilst retaining key skills swimming tuition. The Swim Flintshire proposals have had the highest public profile of any of the proposals. The range of comments received includes:

- "scrap" the Swim Flintshire programme,
- continue the programme until the end of 2010/11 season at the end of July 2011,
- reduce the Elite programme to mornings only and utilise the peak swimming time released for more swimming lessons to generate income, to the whole of the swimming programme (including the operation of clubs, with the latter integrated with the elite programme).

3.07 There have been a number of discussions on this proposal and a further meeting was held on Monday 22 November with Swim Wales and Swim

Flintshire which developed a further proposal. Swim Wales and Swim Flintshire have each offered a new grant of £10k per year for each of the next four years. Most conditions of grant are acceptable and deliverable. They do, however, include working to ensure that clubs become part of the performance regime which may not be acceptable to all. Further expectations of the programme include working to increase participation levels and sponsorship, but with no specific income target at this stage.

3.08 Dual-Use Centres

Few comments were received on the proposal for Leisure Services to withdraw from the operation of three Dual Use Centres, other than from users at Hope Sports Centre. Castell Alun governors have submitted a letter confirming that they recognise the financial challenges and a willingness to complete a service agreement. Saltney Town Council have specifically requested further discussions about participating and possibly contributing to partnership arrangements. Governors in Saltney have indicated a willingness to discuss an agreement. No specific proposals have been received from Connahs Quay High School.

3.09 Two lower cost staffing models have been developed by staff. One incorporates cleaning functions into the attendant role. The other reduces attendant levels and has an associated risk assessment. The models are only sustainable if progress is made (as envisaged in the 2009) on increased income streams from service users or partners, combined with putting facilities on a legal operational footing by final completion of transfer of control agreements with the Council.

3.10 Tariff

Numerous comments were received on tariff matters as follows:

- The re-introduction of discounted rates for Council employees; not just for Fitness activities but for the whole range of activities;
- On the contrary, the removal of all discounted rates was also identified.
- Introduce Peak/Off-Peak pricing structure with private operators paying a business rate.

Normal separate arrangements for finalising tariff arrangements for 2011-12 have been confirmed to all elected members.

3.11 Additional Ideas

There were many and varied additional comments made, especially from some members of staff. These covered many topics including different Staffing Structures; differing usage patterns for daytime operations; energy costs/conservation; annualised hours etc. Some of these suggestions have already been taken up, whilst others will be subject to further consideration within the service prior to the 2011-12 operational business plan. There is scope for some to offer a modest contribution to service operating costs.

- 3.12 The most radical suggestions are in terms of developing alternative new usages and facilities, maximising usage levels across the leisure estate. These will need to be subject to detailed specific facility and business planning, similar to that undertaken to underpin the redevelopment of Deeside Leisure Centre.
- 3.13 The 2009 Leisure Strategy focused thinking on the key role of leisure provision in delivering health, wellbeing and economic development. It set out strategies for participation and progression. It stressed the importance of customer experience and appropriate leisure environments. Many of the initial workstrands have been progressed. The consultation on the Action Plan has provided many more new potential workstrands. It will be timely to renew the overall Strategy in early 2011 with partners. A renewed strategy should focus on:
- progress,
 - what services we want to provide,
 - opportunities to work in partnership with others to sustain existing or develop new leisure provision, and
 - a focus on change management and delivery.

4.00 RECOMMENDATIONS

- 4.01 Executive is recommended to approve the following actions in relation to Action Plan:

Changes in Cafeteria Provision:

Consultation be continued, with a report back in January, on the feasibility of the options raised at 3.03 in relation to Flint.

Cafes will continue to be open during the consultation period, which will include consultation with the affected employees and their trade union representatives.

Closure of the Creche at Flint:

Continue consultation with affected employees and their trade union representatives, with a view to closure of the facility at the end of the financial year.

Reduction of Duty Managers:

Continue consultation with affected employees and their trade union representatives, with a view to authorising the new staffing model.

Swimming Development:

Welcome new financial contributions from Swim Wales and Swim Flintshire.

Continue to maintain the Elite programme as currently established.

Continue to work with Swim Wales and Swim Flintshire on finalisation of the revised business plan for the programme.

With regard to the swimming development office post, continue consultation with the affected employee and their trade union representative with a view for implementing the staffing change following consultation.

Small Dryside Dual Use Centres:

Authorise a detailed option appraisal and recommendation on the two lower cost operating models of reducing duty attendants and incorporating cleaning with the attendant role.

Continue discussions with Governing Bodies and local partners to finalise Transfer of Control Agreements or alternative governance models prior to the start of the next financial year.

Consultation to continue with the affected employees and their Trade Union representatives.

Additional ideas:

Authorise a full appraisal of facilities development opportunities in partnership with ALS.

Commission a renewal of the 2009 Leisure Strategy in early 2011.

5.00 FINANCIAL IMPLICATIONS

5.01 The full year efficiencies are as identified in the Appendix to the report. These efficiencies will, in the first instance, be used to address the 2010/11 overspend that will continue to occur if no action is taken. Increased revenue from grants (e.g. Swim Wales and Swim Flintshire) or income (e.g. additional facilities) do not show as savings in the appendix, but do improve the overall revenue position. The full year efficiencies originally reported were £609k, the action plan as amended in the appendix to the report details a reduced savings figure of £406k. The net effect of the efficiencies of £0.154m has been included in the budget proposals for 2011/12. This analysis applies to savings proposals. Additional income secured through new service provision (see action plan item 8) would further improve the service's trading position.

6.00 ANTI POVERTY IMPACT

6.01 There will be some impact as services are withdrawn and tariffs increased.

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

- 8.01 Equalities impact assessment has not yet been carried out, however, the intention is to carry out the full assessment using the feedback received from stakeholders and employees during this consultation.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Steps will be taken to consult with employees and their trade union representatives in line with the Council's organisational change and redundancy policy and procedures, It is hoped that any reductions of posts that are required to be made, following consultation, can be achieved through voluntary redundancy or redeployment of as many people to other Leisure Centres/ Council services as a result of applying the Council's procedures. It is our intention to seek potential volunteers from employees (within Leisure services/ Facilities services) in similar roles / work hours to those affected, for voluntary redundancy or reduction of hours to help create vacancies that could provide redeployment opportunities for employees directly affected by the proposals. This would be part of a carefully targeted scheme to ensure that the appropriate opportunities are created and help to avoid the need for compulsory redundancy.

10.00 CONSULTATION REQUIRED

- 10.01 If the actions are approved, consultations with the affected employees and their trade union representatives will continue as part of the ongoing 90 day collective consultation process, which includes individual employee consultation meetings in line with the Council's organisational change and redundancy policy and procedures. Consultation will also continue to take place with Governing Bodies and other partners as outlined in the recommendations section.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation has been undertaken as commissioned at the October Executive meeting.

12.00 APPENDICES

- 12.01 Leisure Action Plan Responses from Consultation.
Letter and Consultation Plan x 2
Leisure Efficiency Savings.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

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LEISURE ACTION PLAN
RESPONSES FROM CONSULTATION

	Issue Raised	View	Assessment
1	Change in provision at Cafes in Flint, Holywell and Mold	<p>As a regular user of Holywell LC, I think the Café could be closed. It is not essential and is often empty</p> <p>The Cafes that run at a small deficit (Mold & Flint) Management and staff should be consulted regarding implementing change in order to make them run at a surplus.</p> <p>Reduction in café staff. Increase on the price of items to the customer. Review of supplier costs. Independent review of budget discrepancies.</p> <p>Offer café(s) out to franchise. This has been done in the past and means it is in their interest to generate custom. Would be preferable than to lose the service completely.</p> <p>The Day Opportunities Service which is within the Community Services Directorate currently run two catering initiatives, Rowleys Pantry and Freshfields Café, both of these operate from Business Enterprise Centres i.e. Rowleys Drive and Greenfield. Is there any mileage in us having discussions on the feasibility of our service undertaking the management and running of the Cafes. This could either be directly providing the catering service or exploring options of joining a community cooperative. Open the Cafes as demand requires e.g. lesson time and for evening events e.g election counts and concerts. Close Cafes in periods of the day when they are not cost effective. Would be acceptable as long as vending operation is also available</p>	<p>This is part of the assessment of what is the “core business” of Leisure Services</p> <p>The consultation is underway with ideas and comments being invited</p> <p>There has been a review of the Catering facilities by facilities management catering specialists independent of Leisure Services.</p> <p>Initial contact has been made with other potential service providers.</p> <p>This is one alternative service provision under consideration; perhaps in conjunction with others.</p> <p>Opening hours have been reduced as contracted hours opportunities present themselves. But this option is limited given employment regulations.</p>

		Franchise Café provision	As above
		Could these Cafes be franchised out and instead of losing money perhaps a nominal rent could be applied.	As above
		Vending machines are just as good	Vending provision is being examined for the potential to upgrade service.
		Many ideas for improving Café service at Flint: involving staff more; providing monthly budgets with targets; changing operating systems; ending staff discount; provide credit card facilities; advertise and promote; etc	These are good ideas and worthy of further consideration in the context of any future service delivery
		Closing the Café at Flint would have a detrimental impact on the attempts to raise profile as a Training Conference Venue.	This aspect would need to be included in any continuing review of a cafeteria service at the facility.
2	Closure of the Creche in Flint	Not being aware of the figures it is hard to comment. Some sort of partnership with private day care centre may be an option in some areas of Flintshire. Need to examine use by Social Services groups and other Council departments.	This may be an option but demand does seem to be limited at present.
		Not used, not needed	
		Opposed to the idea of closing the crèche	
3	Reduction of Middle Management	I am the only Duty Officer at Mold LC and that has been the case for the last 10 years and for the last 5 years there has not been a facility manager on site either. Despite this Mold LC has consistently performed as well and better than other Leisure Centres.	This model has been adopted and reflected in the current proposals for staffing reorganisation.

<p>The proposed staffing reorganisation reflects these comments in part. The final part of the second comment is not clear.</p>	<p>Reduction of senior management who lack the skills and essential qualifications required to run a building. These include Leadership, business acumen and customer relations. Suggest senior managers are cut from 4 to 2 keeping the Duty Officer posts as the original trust status remains for senior management.</p>	
<p>The future of the Free Swim Initiative which is grant-aided by Welsh Assembly Government is unclear. Undoubtedly, the Learn to Swim programme is the largest single income generator within Leisure Services and is a vital component of the overall picture. The overall Swimming Development is under further consideration.</p>	<p>Recently published Q2 figures for the Free Swim Initiative speak for themselves. Swimming development is the biggest income generator within the County. Swimming Development Officer post is vital for the continued co-ordination of lessons but a reduction in Swimming Co-ordinators is feasible. Suggest one co-ordinator oversees two sites as the admin work is now handled by the LMS office. And this would assist in the continuity and consistency between sites. The Swim Flintshire programme is not sustainable in its present form but could be with redesign and control of the Swimming Development Officer.</p>	
<p>There is a Staffing Reorganisation review underway and also the Single Status proposals. There is also a current pay freeze in position across Local Government.</p>	<p>Instead of reducing staff look into a pay review and suggest a pay cut for all to safeguard jobs highlighted for redundancy.</p>	
<p>The Staffing Review does include for such a post and reflects a need to pay more emphasis to Marketing and Sales.</p>	<p>An Area Manager post devoted to bringing new ideas in; promoting activities and events; raising issues; would be beneficial. It would encourage good communications between service users and the centres.</p>	

4	Swimming Development	<p>The Elite Squad take 10 hours of peak swimming pool hire time across five sites. This time could be used for our swimming lesson programme and could amount to 600 extra children in Flintshire's learn to swim programme in the future and generate a potential annual income of £114,000 with £40,000 staffing costs. We have five established swimming clubs in the Authority and coaching / development should take place within the club environment as it always has done and like it does with all other sports clubs that we accommodate in our Leisure Centres. In principle I quite like the idea of an elite performance squad for swimming but what happens when other sports in Flintshire start knocking on the door for a £60,000 a year subsidy?</p> <p>Consider an option where Council takes over whole structure of swimming from Learn to Swim to Clubs to Elite, unifying the whole programme for organised swimming</p> <p>Scrap swim Flintshire – Centre is opening up at 5.15am for on occasions only 6 swimmers! Running at £70k loss per annum</p> <p>Provide more swimming lessons and one to one swimming lessons. May encroach on public swimming time but is more cost effective.</p> <p>Review time given to lessons and utilise 'dead' water for income generation. This would involve devising a water management plan per pool ensuring peak times are not used by clubs and keeping the swim clubs to the amount of training stated in the 'Long Term Athlete Development' programme. In the eventuality of Swim Flintshire remaining, they should revert to the original training schedule which is not peak time. Also use of new initiatives would encourage income and attendance levels e.g. themed swims pool oyle for parties.</p>	<p>The whole Swimming Development programme is under further consideration. The extent to which all 10 hours in the peak period could be taken up by the Learn to Swim programme is doubtful. We have reduced waiting lists on the programme to a minimum at present. The net income potential would need careful examination. Yes, swimming is the only sport for which Flintshire operates an elite performance squad; but it is also the largest major participatory sport.</p> <p>This model has been used elsewhere in Wales with Swim Wales support e.g. in Pembrokeshire. It may have application in Flintshire.</p> <p>See above</p> <p>See above. Maintaining a balance school swimming programme; club swimming; Learn to Swim; and public swimming is essential within public pools.</p> <p>See above.</p>
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		Standard of Swimming lessons is too low: means swimmers coming into link sessions are not at right level.	The Learn to Swim programme is an essential element of the whole swimming programme. This aspect needs further consideration.
		Scrap Swim Flintshire and assist local Swimming Clubs to take on role of producing elite swimmers.	The role of the five local swimming clubs is part of the review of Swim Flintshire. There is some concern about ability and willingness of all the Clubs in this regard.
5	Dual-Use Centres- exploring option related to governance and cost.	The model already exists within the Authority at Argoed and Hawarden that makes facilities available in the evenings and weekends for use by community. If all bookings are taken in advance and pre-paid / invoiced there would only be need for a caretaker to oversee the security of the building.	This was one part of the wide range of options within the Options Appraisal document provided as a basis for the consultation with the Governing Bodies at the three Dual Use Centres, in line with the Leisure Strategy.
6	Tariff – considering sustainable tariff levels for 2011 / 12	<ol style="list-style-type: none"> 1. Re-implement the £9.99 p.a. membership for employees as it generated a lot of custom. 2. Use of promotional offers for block bookings i.e. ATP, Tennis, Indoor Hall. 3. Reduce prices in some areas eg. Have a discounted price for using both the Health Suite and the gym. 	<p>Further tariff issues for 2011/12 are under consideration.</p> <p>Discounted pricing is already available for activities on a direct debit basis.</p>
		Leisure Centres should consider a peak / off peak pricing structure which should include business rates for private ventures! We could sell our indoor facilities 5 times over Mon – Fri between 6pm – 9pm but we don't charge a premium for this privilege.	See above for tariff policy issues: use by local business operators is one factor.

	<p>Offer council employees reduced rates for using leisure facilities.</p> <p>Recent scheme offering cheaper fitness membership was popular and did not go down well when it was withdrawn. We lost approx 15k in revenue when it was withdrawn. Encouraging staff to maintain a healthy lifestyle by offering reduced cost membership has benefits across the board i.e. healthier workforce, reduced sickness rates, generates income from staff who would otherwise not be able to afford it or have the inclination, send out the right signals as an authority.</p> <p>Consider this initiative across allocations and on a family basis.</p> <p>-Scrap class fees for annual members – All private centres/ health clubs offer their annual members free exercise classes. Currently charged at £1.00 per class.</p> <p>-Pricing customers out – provide better offers during quiet periods. During off peak times we could offer use of various activities at junior rate or similar to adults. It would be better having the facilities used and generating some income than the not.</p>	<p>See above: this comment has been received on a number of responses. It was a successful scheme in terms of response and income. As a business proposition alone there is some merit but in the current economic and political climate it could be a difficult proposal to implement.</p>
<p>Reduction in admission charges may encourage more users.</p>	<p>Perhaps the free swimming available to all pensioners over 60 years of age, perhaps a charge of £1 per session could be introduced.</p>	<p>As a principle, this requires careful consultation within an overall policy.</p>
		<p>Within the terms of the current all-Wales scheme, this could be problematic; but the overall scheme could change as per earlier comment.</p>

7	<p>Additional ideas</p> <p>I would like to see the 20p car parking charge at Holywell removed. It is the only Centre with parking charges.</p> <p>Close centres at 9.00pm – reducing staff costs but consider keeping the busier areas open e.g. Bridges gym/ 5 aside pitch.</p> <p>HLC Convert unused bowling green to a 5 aside pitch - The current outdoor pitch is well used of an evening.</p> <p>HLC - Knock down old youth club for leisure centre parking (no running cost and extra income). Car parking at Holywell Leisure Centre is inadequate as it is and as it is only 3hr stay it limits centre users in how long they stay, as well as putting Holywell at a disadvantage to other centres as they have free parking. For large events hundreds of centre users are required to leave the building after 3 hrs to move their cars to the towns other inadequate car parks and pay again. Youth club building is in disrepair and was close to closing following serious water damage.</p>	<p>Car parking charges are not under the control of Leisure Services. There is a plan being developed to convert this disused green to a wheeled-sports area.</p> <p>See above re car parking charges. Would necessitate further feasibility discussions across the Council.</p> <p>These are welcome ideas which would need further and careful examination. It does reflect on the consideration that needs to be given as to the “core business” model for the operation of Leisure Centres. Probably not a reality in terms of 2011/12; but need consideration in terms of subsequent years.</p>
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Idea 1 (Based on Mold model)

Most of the daytime usage of the swimming pools in Flintshire is taken up by schools! My suggestion is that if our sister swimming pools operate in a similar way to Mold as you only need 1 lifeguard + 1 Supervisor on shift when you have programmed sessions (schools should foot the bill for tuition!). Daytime classes aqua, toddler lessons would not be effected.

Potential Savings:

2 lifeguards for all daytime operational hours during school term time per site x 4 swimming pools and in Buckley and Connah's Quay pools you also would not need day time receptionists. (A lot of this could possibly be done through natural wastage)

Potential Issue:

Limiting general public sessions to evenings and weekends. I don't think daytime income for general public is significant in our pools although I appreciate some will be busier than others but it certainly won't come close to staffing costs for pretty much unlimited public sessions Mon - Fri daytime.

Idea 2

Daytime usage of all our fitness suites is relatively quiet yet the gyms tend to have 2 members of staff in for large sections of the day! I propose we consider going to a single staff operation during all daytime/off peak hours.

Potential Savings:

1 member of staff for all daytime operational hours Mon - Fri x 4 sites

Potential Issue:

Restricting induction opportunities to periods when there is double cover (Evenings)

Idea 3 (Daytime)

Currently we operate a system where we offer the opportunity to choose any activity at anytime but as a result we have to staff the building to incorporate a unlimited number of change overs. I propose we collectively structure the programming for the daytime centres to reduce the amount of change overs but across the sites we could still offer everything we do now but on different days shared across all centres. (Hope this makes sense!)

Pro's / Con's

Savings on daytime staff but public will lose the freedom to choose what they want when they want!

Another thing to consider is a **peak/off peak tariff** for all facilities as most centres could sell Mon - Fri evenings 6 - 9pm indoor facilities 5 times over but we don't charge a premium for this!

<p>Energy costs are a major consideration especially as regards the potential for “invest to save” schemes and the realistic and timely introduction of actual budget savings.</p> <p>Good ideas for further consideration to confirm potential for cost reduction and income generation.</p> <p>Parking charges would have to be considered on a Council-wide strategy basis.</p>	<p>Energy – reduction of costs by reviewing suppliers for amenities, catering suppliers and cleaning products.</p> <ul style="list-style-type: none"> - Looking at various options for usage charges e.g. Council rebate for open plan service and use of toilets by non-service using customers e.g. toilet use including water, sewerage, commodities and repairs. - Income generation – car park charges to be installed and percentage repaid to the Centre for the caretaking of the car park. - Centre co-ordination with town events e.g. 999 days, big Dee clean up and Flint Festival. Working with local firms and town Business Manager in forging closer relationships. 	
<p>The “One Stop Shop” concept being developed corporately will incorporate consideration of this comment.</p>	<p>Close local payment offices and utilise leisure centre LMS till system to process these payments and / or move the payment office, to be allocated in the centres e.g. space left from café closures or other available office space.</p>	
<p>Redevelopment / Refurbishment opportunities across the County will be examined under the Framework Agreement recently completed between the Council and Alliance Leisure Services. This is a 4 year, County-wide agreement not solely restricted to Deeside Leisure Centre</p>	<p>Close a pool? Fewer pools could cover the area adequately. Introduce a 10 pin bowling alley. Provision for pools is good for a small authority and schools and lessons could be taken on by neighbouring pools using the time made available by the removal of Swim Flintshire.</p> <p>Energy Conservation – Water controls i.e. toilet flush Lighting controls in all area Drop pool temps by one degree Fit PV solar panels to provide electricity for centres and for water heating. Wind turbine for electricity. All require investment but are a must to ensure centres survive in</p>	

	<p>long term with the guaranteed price rise and unsteady supply of utilities.</p> <p>Breakdown of staff expenditure against income per site Historically certain centres have larger staffing budget than others even though the centres are smaller and have less facilities.</p> <p>-Sickness scheme i.e. reduce from 6-3 months. A sickness bonus scheme has been used in the past and proved very successful in reducing sickness.</p> <p>-Scrap cleaners used at Hope and Saltney Sports Centres (use staff on duty) Council contract cleaners cost each site 20k per annum. Cleaning is part of the staff's duties and could easily be factored into their daily duties.</p>	<p>See earlier comments re Energy.</p> <p>This is being undertaken as part of the implementation of the Leisure Strategy and Organisational redesign implementation.</p> <p>National terms and conditions of employment do form an element within the Single Status considerations.</p> <p>Current proposals for the 3 Dual Use Centres would impact directly on this issue.</p>
<p>See above.</p>	<p>Service costs could be lowered by more control over sick pay. I suggest sick pay only be paid for three days or more of sickness. This, I feel, would prevent people taking a day off for an unacceptable reason e.g. sore head from the night before.</p> <p>Closure of Leisure Centres for 1 day per week.</p>	<p>Reducing accessibility to facilities by communities is not the goal of the leisure strategy. Key aims are either to reduce operating costs or increase income, whilst maintaining or increasing participation..</p>

	<p>Transfer of responsibility for Leisure Services to Health Service as it provides benefits to the community which far outweigh the social and health problems which will escalate if plans to reduce Leisure provision go ahead. Health Service could and should provide the necessary financial cover</p>	<p>A limited amount of service provision is fully "joined up" between Leisure and Health e.g. Exercise Referral Scheme, but this is dependant on grant aid from the Health budget which is also under review.</p>
	<p>Where a Leisure facility is attached to a school premises, these schools could run the booking system and provide staff.</p>	<p>This was part of the Options Appraisal document provided to Schools when considering this function.</p>
	<p>Put on more events in the Sports Halls especially for children.</p>	<p>This is being considered as part of our partnership with Alliance Leisure Services. Practically, this could involve development of new facilities and/or play and party provision.</p>
	<p>With Open Plan Receptions / Foyer areas then there are numerous customers who avoid paying by simply by-passing the desk. Introduce some control measures to prevent access further into the Centre.</p>	<p>This needs to be examined and is a further "Invest to Save" idea</p>
	<p>Multitude of ideas and suggestions from staff at Centres incorporating Revised Staffing Structures; options at Dual-Use Centres; tariff adjustments with removal of all discounted rates; ending all secondments; ensure all FCC services which can be redirected to Leisure facilities are required to do so; annualise hours; Reduce Free Swimming to absolute minimum; take over Swim Link; close all sites over Christmas and Bank holidays; bring in a Sickness relaxed Bonus Scheme.</p>	<p>There are many new ideas within submissions which are worthy of further consideration. This should be taken as the start of a continuing dialogue with a view to service enhancement.</p>

LB/IB

28 October 2010

Ian Budd

01352 704010

01352 704040

E Mail Address:

ian.budd@flintshire.gov.uk

Dear Colleague,

Leisure Action Plan

In 2009 service users, colleagues and partner organisations worked with us to develop an An Actif Future. Flintshire's five year leisure strategy set out your shared passion for and commitment to physical activity and sport for all. We recognised that improving the quality of life and wellbeing of Flintshire's residents, workers and visitors requires access to a wide range of high quality leisure opportunities. We recognised the need to enable people of all ages, abilities and backgrounds to be part of our active communities.

We also recognised the key role that leisure plays in making positive contributions to education, economic development, physical and mental health, wellbeing, active lifestyles and reducing anti social behaviour.

All of us understand that economic circumstances have since changed. Although levels of provision and usage of sporting facilities in Flintshire are currently high in relation to other authorities, we face the challenges of lower income (e.g. lower visits) and higher operating costs (e.g. higher energy costs). We need to recognise the impact of aging building stock, the patterns of changing demand (e.g. private sector provision) and the growth of outdoor recreational activities which are not centre based.

Flintshire County Council provides a relatively high level of funding for leisure facility provision. Flintshire's total expenditure budget on leisure for 2010-11 is £6.96m. This is funded through £2.68m from Flintshire County Council and £4.28m through specific grants, fees and charges. There is a predicted shortfall over and above this of £294k. The highest costs within these figures are staff related expenditure of £4.2m, premises costs of £1.8m (which includes approximately £600k on energy) and supplies of £730k.

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Some examples of services requiring budgetary support include the cafes at Flint, Mold and Holywell which together incur expenditure of £215k and have customer takings of £181k resulting in a net loss of £34k and the Swim Flintshire programme which costs approximately £78K to operate and takes in £18k income resulting in a net cost to Flintshire of £60k.

In 2010-11 we were able to commence the long anticipated refurbishment of Deeside Leisure Centre, following recent enhancements at Mold, Holywell and Flint, in order to improve customers' experience.

We also recognise that we are faced with considerable financial challenges for a number of years ahead. In addition likely changes to specific grants may mean that we will also need to consider significant changes to sports participation and development opportunities for children and young people.

In this context, if we are to maintain our rich tradition of participation and progression in sport, we need to consider strategies with you to:

- reduce operating costs;
- increase income; and
- ensure that we continue to maintain a high quality sustainable leisure programme.

There are a range of strategies that have already been suggested. They include more use of volunteers, new governance/management arrangements for some facilities and increased contributions from partners or service users. Some have suggested that leisure budgets should be focused on core sporting activities, whilst non-core catering or other activities could be operated differently. All suggestions have issues and challenges. Some will need to be implemented in order to reach a sustainable position. The range of suggestions raised so far is not exhaustive.

I am writing to you to seek your views and ideas on how we may reduce operating costs and/or increase income. Your practical ideas arising from knowledge and experience of our services will be welcomed. I would ask that you respond by letter, email or telephone by Monday 16 November.

Yours sincerely



Ian Budd
Director of Lifelong Learning

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Leisure Action Plan

In accordance with the decision of the County Council's Executive some aspects of leisure provision are subject to consultation. Your views are important and will be taken into consideration by members of the Executive of the Council before they decide on the next steps. Issues raised are set out below:

1. Change in Provision at Cafés in Flint, Holywell and Mold- catering is not a core leisure function, options for consideration include new management arrangements e.g. a community cooperative or a reduced level of operation.
2. Possible closure of the Creché in Flint – ongoing Creché provision would be maintained at Deeside Leisure Centre. In the last year, there were 902 visits at Flint and 2995 at Deeside.
3. Reduction of Middle Management – in addition to other management and administrative reductions, the reduction of four duty officers is not planned to impact on front-line leisure customer service.
4. Swimming Development – exploring options to raise income or reduce expenditure in relation to Swimming Development and the Swim Flintshire Elite Programme. There will continue under any model to be provision for Children's and Adults' Swimming Lessons.
5. Dual Use Centres – exploring options related to governance (working with partners to ensure each centre has appropriate governance arrangements) and cost (accessing appropriate staffing levels.)
6. Tariff – considering sustainable tariff levels for 2011-12.
7. Your additional ideas for raising income and/or lowering service costs.

Number	View
e.g. 1	

Please continue on a separate sheet if necessary.

Your name

Address

Service user / Staff member / other (please circle)

**Send your completed forms by Monday, 16 November 2010 to:
Ian Budd, Director of Lifelong Learning, County Hall, Mold, CH7 6ND**

Leisure Efficiency Savings

All of the staff calculations below have included full on-costs.

		Full Year Savings
<u>1) Closure of Café's in Holywell and Mold</u>		
<u>Flint</u>		
2009/10 Café income	- 113,670	
Internal catering income	- 9,770	
Estimate of extra incremental staff cost to fill vending machines	- 4,000	
2009/10 Cost of Café Staff	77,376	
Approximate Cost of Café Management Staff	2,750	
2009/10 Cost of Café supplies (less vending stock)	55,434	
Business plan to address deficit through partnership arrangements	- 8,120	0
<u>Holywell</u>		
2009/10 Café income	- 38,893	
Estimate of extra incremental staff cost to fill vending machines	- 4,000	
2009/10 Cost of Café Staff	36,775	
Approximate Cost of Café Management Staff	2,750	
2009/10 Cost of Café supplies (less vending stock)	26,757	23,389
<u>Mold</u>		
2009/10 Café income	- 10,230	
2009/10 Cost of Café Staff	8,451	
2009/10 Cost of Café supplies	4,500	2,721
Total for all sites		26,110
Awaiting information on one off redundancy costs		
<u>2) Closure of Creche in Flint</u>		
<u>Closure of Flint Creche</u>		
2009/10 Creche income	- 2,086	
2009/10 Cost of Creche Staff	12,300	
Net total saving		10,214
Awaiting information on one off redundancy costs		
<u>3) Duty Officers</u>		
4 staff, all 37 hours/week, Spinal Point 29		
	31,836	
	*4	
Net saving		127,343
Awaiting information on one off redundancy costs		
<u>4) Swim Flintshire Scheme</u>		

2009/10 Income (This is not expected to increase in 2010/11)	-	17,693	
2009/10 Cost of Staff		70,647	
2009/10 Other costs		7,694	
Additional income	-	20,000	
Net total cost		40,648	-
5) Swimming Development Post			
1 post, Point 28, 37 hours/week			30,603
Awaiting information on one off redundancy costs			
6) Income tariff increase 3.5% above budget increase			
Average increase in Tarriff January 2011		10%	
Less increase in VAT in January 2011		2.5%	
Less 2% increase in income budget April 2010		2%	
Less estimate of income budget increase April 2011		2%	
Net Increase		<u>3.5%</u>	
3.5% Net increase in prices (assuming same level of customers as 2009/10)			123,732
7) 3 Small dual use sites (Connah's Quay, Hope and Saltney Sports Centres)			
Deletion of receptionist posts and cleaning contract			87,621
Total Saving			87,621
8) Additional income generating strategies			
Additional income generation projects through the joint business plan with ALS (due for completion prior to Executive) NB as new income generation opportunities they will not show as a saving, but will enable base budget to be released			
Grand Totals			405,624

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **DEESIDE LEISURE CENTRE: PHASE 2**

1.00 PURPOSE OF REPORT

- 1.01 To inform Members of the Development Proposals for Phase 2 of the improvement works at Deeside Leisure Centre and to commission the Phase 2 works.

2.00 BACKGROUND

- 2.01 The first phase of the improvement works under the Partnership Agreement with Alliance Leisure Services has just been completed successfully within time and within budget. This provided six new floodlit football pitches on 3G surfaces and was officially opened on 19 November 2010.
- 2.02 The Partnering Agreement covers the whole County for a four year period. Potential improvement projects are being considered at a number of Centres and this report concentrates on a second phase of improvements at Deeside Leisure Centre.

3.00 CONSIDERATIONS

- 3.01 The proposals for a second phase of improvements to Deeside Leisure Centre focus on the provision of Fitness, Health and Spa facilities at first floor level within the building. The proposals seek to redevelop much of the space which formerly was the Night Club. The proposed redevelopment comprises:

- New facade
- Two Dedicated Fitness and Spa changing facilities
- Toning Salon for the deconditioned client market
- Spin Studio (with storage to enable multi-use)
- Multi-purpose dance studio
- Fitness suite covering 500m² catering for a range of markets.

- 3.02 The Spa facility will consist of :

- Four Treatment Rooms
- Large Heat Experience Spa comprising eight features
- Dedicated Reception Area

- 3.03 The Appendix to this report contains the detailed Development Proposal.

Date: 08/12/2010

- 3.04 As provided within the Partnering Agreement, each separate project is required to be the subject of specific consideration and agreement prior to entering into a separate Works Contract. The capital costs of the proposals to create the Fitness / Health / Spa facility are:

Fitness / Health -	£1,550,000
Four Treatment Rooms -	£879,000
TOTAL -	£2,429,000

- 3.05 The costs to the Council for the next stage of redevelopment will comprise monthly rentals to be met from the additional revenue streams generated by the investment. The total rentals required are spread over a 15 year period, with the first seven years being at a higher level because all equipment costs are repaid over seven years. Building costs are repaid over the full 15 year term. Thus, the total asset rentals on a yearly basis are:

	1 - 7 years	8 - 15 years
Fitness Health	£183,552	£145,560
Spa	£113,448	£71,460
Total	£297,000	£217,020

- 3.06 The above rentals need to be met from the additional revenue streams generated by the proposal. For presentational reasons, the net operating surplus figures shown below are taken from Year 2 of the business plan details and are:

Fitness / Health	£272,840
Spa	£124,324
Total	£397,164

- 3.07 The business plan projections support the case for both the Fitness/Health and the Spa development. Alliance Leisure Services has advised that it has taken a prudent approach to the commerciality of the proposal and are confident that the proposals allow:

a level of comfort should the facility not perform to its full potential;
the facility to build up a sinking fund for the replacement of equipment;
and
the facility to reinvest surplus income to other areas of the Centre to create further new or to sustain existing revenue streams.

- 3.08 If commencement of the second phase of works can be achieved by the end of February 2011, then completion of the contract can be achieved by August 2011. We are advised that the time of the year to open such facilities to achieve the best potential usage figures is September. The timescale to achieve this is realistic and achievable on the basis of instructions being

issued early in the New Year. In order to facilitate these works it is necessary to re-locate the Sport Wales offices within the Centre. This will necessitate the conversion of a ground floor area of unused space for which match-funding has been offered by Sport Wales and this work will commence in January 2011.

4.00 RECOMMENDATIONS

4.01 Executive is invited to approve the redevelopment proposals for Fitness/Health/Spa provision at Deeside Leisure Centre and to authorise the completion of a second Works Contract to implement this work.

5.00 FINANCIAL IMPLICATIONS

5.01 The rental levels required to repay the investment costs can be met from the projected net operating surplus detailed in the business plan.

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 There will be additional employment created as a result of the completion of these facilities.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Phase 2 Development Proposals.

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

None

Contact Officer: Mike Hornby
Telephone: 01352 702452
E-Mail: mike_hornby@flintshire.gov.uk



Flintshire County Council
Phase 2a & 2b Fitness & Spa
Development Proposal
For
Deeside Leisure Centre



Content

1. Executive Summary
2. The Development Proposal (2a Fitness)
3. Feasibility Report
4. Project Cost Summary
5. The Development Proposal (2b Day Spa)
6. Feasibility Report
7. Project Cost Summary

Appendices

- 1 Feasibility Report (2a Fitness)
- 2 ISG Costings
- 3 Feasibility report (2b Day Spa)
- 4 ISG Costings

1. Executive Summary

The enclosed documentation has been compiled by Alliance Leisure Services Limited (ALS), in conjunction with ISG and Pozzoni to demonstrate the potential for a re-development at Deeside Leisure Centre. The proposed re-development would create an enhanced fitness and toning facility along with the creation of the first day spa facility in Wales.

The current fitness operation at Deeside Leisure Centre generates a net operating surplus of circa £22,000 with an active direct debit membership of 383. The Leisure Database study demonstrates that there is latent demand in the area for fitness of potentially an additional 788 adult fitness members, which would increase income considerably. This increased membership income, coupled with new income from toning and classes has the ability to generate over £400,000 of income in year 1 rising to over £600,000 of income by year 4 and 5. Once the cost of the new operation and the rental for the investment are accounted for this new fitness development can generate an increased net surplus of £89,000 by year 2 rising to over £150,000 by years 4 and 5.

If the new income from the outdoor 5a-side pitches are also taken into account the joint facility investment can operate at a new surplus of £35,000 in year 1 to over £200,000 by years 4 and 5.

The day spa would be a further new income area for Deeside Leisure Centre and is predicted via the feasibility report to generate additional income of over £230,000 of new income in year 1 to £297,000 of additional income by year 5. Once the cost of the new operation and the rental for the investment are accounted for the new spa will contribute over £10,000 of new surplus in year 1 to over £35,000 of new income by years 4 and 5. Again if this is combined with the new surplus generated from the football and fitness investment a total of over £45,000 of new surplus is generated in year 1 rising to £276,000 new surplus by year 5.

The capital cost of providing the fitness and toning facility, which includes the creation of new dedicated changing facilities, a spin studio, multi-purpose dance studio additional equipment and new façade has been costed by ISG Regions at £1,550,000.

The capital cost for providing the day spa which includes the creation of four treatment rooms, a new reception area and a range of heat experiences has again been costed by ISG Regions and Helo Spa Consultants at £879,000

The report is therefore supporting the business case for both a fitness development and day spa investment. Both developments have been costed as two separate projects and both have their own business plan to support the operation. Alliance Leisure have taken a prudent approach to the commerciality of the facility and provided a rental on the building element over a 15 year term with equipment over a seven year term. This will:

- allow the authority a level of comfort should the facility not perform to its full potential
- allow the facility to develop a sinking fund for the replacement of equipment
- allow the facility to re-invest surplus income into other areas of the building to create new revenue streams.

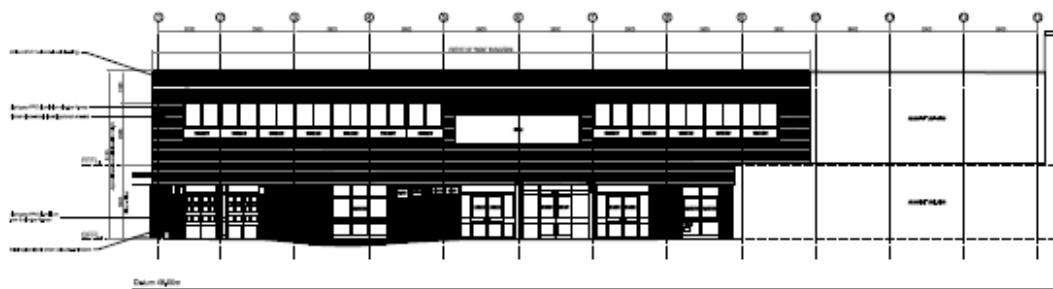
However if the fitness and spa investment are delivered within the same contract there will be further economies of scale and a reduction in the overall cost of the combined development.

2. The Development Proposal (2a)

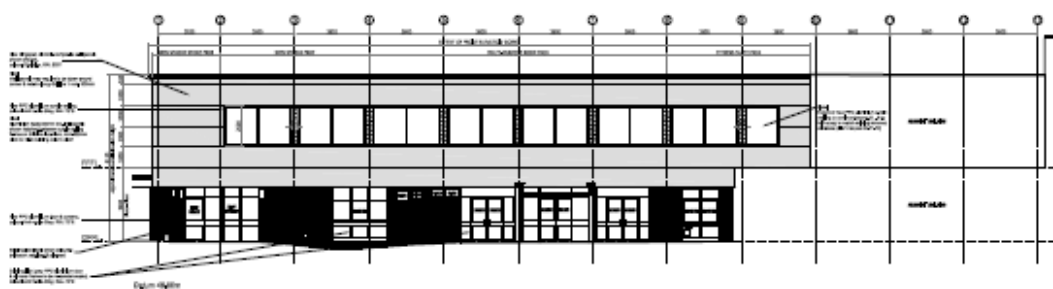
To design and develop a new fitness facility within the first floor redundant nightclub which will comprise of:

- new façade
- 2 x dedicated fitness & Spa changing facilities
- A dedicated toning salon for the de-conditioned, inactive market
- A dedicated spin studio
- A new multi-purpose dance studio
- A 500sqm + fitness facility supplying equipment which will cater for a wide range of users:
 - Youth market
 - Adult fitness market
 - free weights users
 - 50 + market

New Façade

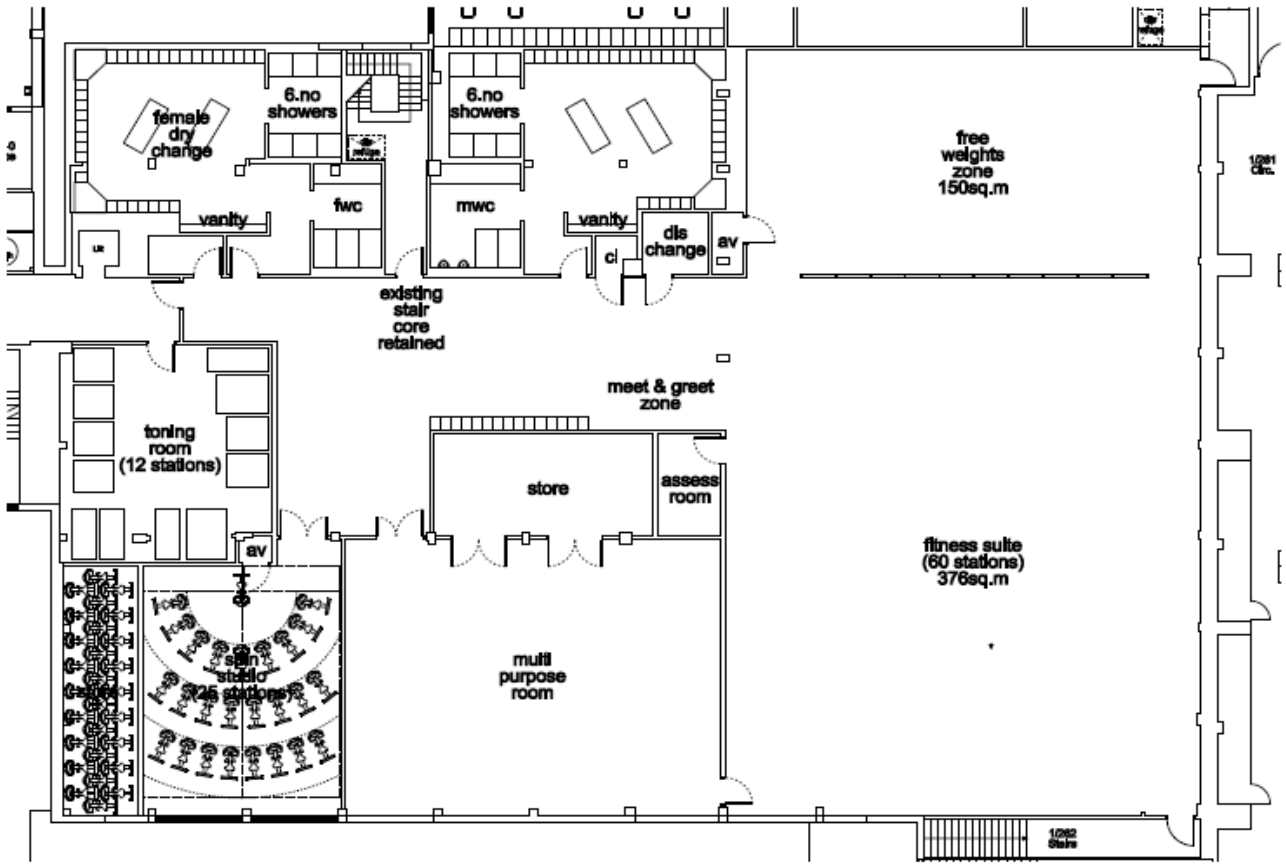


EXISTING FRONT ELEVATION



PROPOSED FRONT ELEVATION

Fitness Layout



Changing Room Example Specification

P2823 - Deeside Leisure Centre/ November 2010

Two of the zonal colours form the basis of the changing facilities

Female Change



Vanity Shelf Q Stone - Colour Grey Mirror - 814



Male Change



Grooming Shelf - Formica F2479 Delphinium
Cubicles Doors - Formica F5154 African Teak
Partitions - Formica F2479 Delphinium
WC Doors - Formica F2479 Delphinium
WC IPS Panels and Partitions - Formica F5154 African Teak
Benches - Wood
Lockers Colour combinations
Formica F2582 Lilac
Formica - F2372 Wisteria
Formica F2479 Delphinium



Grooming Shelf - Formica F7946 Hedgerow
Cubicles Doors - Formica F5154 African Teak
Partitions - Formica F7946 Hedgerow
WC Doors - Formica K3230 Trica
WC IPS Panels and Partitions - Formica F5154 African Teak
Benches - Wood
Lockers colour combinations
Formica - K3230 Trica
Formica F2252 French Green
Formica F7946 Hedgerow

Wall Tile
Italgres Zeus Range - Anthracita
Floor Tile
Italgres Techno Range Vulcano Perla
330 x 330



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POZZONI

P2823 - Deeside Leisure Centre/ November 2010

Tonal colours form the basis of the changing facilities

Female Change



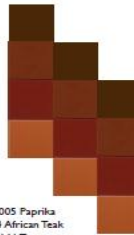
Twyfords Countertop Basin
Visit 460



Vanity Shelf Q Stone
Colour Coffee Brown - 009



Male Change



Grooming Shelf - Formica FK2005 Paprika
Cubicles Doors - Formica F5154 African Teak
Cubicle Partitions - Formica F4161 Terracotta
WC Doors - Formica K2005 Paprika
WC Partitions - Formica F5154 African Teak
WC IPS Panels and Partitions - Formica F5154 African Teak
Benches - Wood
Lockers Colour combinations
Formica F5154 African Teak
Formica - F4162 Cognac
Formica K2005 Paprika
Formica F5154 African Teak



Wall Tile
Italgres Zeus Range - Anthracita
Size 330 x 450
Floor Tile
Italgres Techno Range Vulcano Perla
330 x 330



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POZZONI

Toning Room Examples

A 12 table toning salon will be created. This facility will be open to all female users and is a safe orthopaedic non - impact activity offering the benefits of:

- Inch loss
- Pilates based Exercise Techniques
- Passive & Active Exercise
- Improvement in the control of blood pressure
- Promote energy
- Strengthen muscles
- Improve mobility & flexibility



Fitness Equipment Layout



34. Feasibility Report

Background Statistics

Flintshire as a county is the second highest scoring authority in all of Wales in terms of participation in any activity (excluding snooker, billiards and walking) with 44% of all adults participating in activity. It also has the highest level of latent demand for any sports or activities of all North Wales authorities despite above average scores for participation. Latent demand is significantly above average for the 35-44 age group in Flintshire but otherwise mirrors the national trend of reduced latent demand with age.

The latent demand for fitness within a 2 mile radius is 788 which would create a 1200 member facility. The only fitness competition within a 2 mile radius is Gemini Fitness Centre. Further competition is Deeside College but this is 3 miles away. With these statistics in mind the business summary below shows the potential to increase income, the increased expenditure costs, the rental for the capital investment as well as net operating surplus.

Deeside Leisure Centre Phase 2a

Current Performance		Post Development				
		Year 1	Year 2	Year 3	Year 4	Year 5
Pitches Income	£0.00	£205,075	£216,468	£227,862	£227,862	£227,862
Pitches Expenditure	£0.00	£65,156	£65,887	£65,958	£65,958	£65,958
Alliance Pitch Rental	£0.00	£90,000	£90,000	£90,000	£90,000	£90,000
Operating Surplus	£0.00	£49,919	£60,581	£71,904	£71,904	£71,904
Fitness Income	£135,000	£334,973	£431,017	£471,418	£504,198	£515,506
Toning Income	£0.00	£69,447	£88,477	£98,791	£103,149	£103,149
<i>Combined Fitness & Toning Income</i>		<i>£404,420</i>	<i>£519,494</i>	<i>£570,209</i>	<i>£607,347</i>	<i>£618,655</i>
Fitness & Toning Expenditure	£113,000	£235,229	£246,653	£264,120	£265,234	£265,573
Alliance Phase 2a Rental	£0.00	£183,556	£183,556	£183,556	£183,556	£183,556
Net Operating Surplus (Phase 2a)	£22,000	-£14,365	£89,285	£122,533	£158,557	£169,526
Total (Phase 1 & 2a)		£35,554	£149,866	£194,437	£230,461	£241,430

See Appendix 1 for Summary of feasibility report

4. Summary of Project Costings

Project Costs:

Build Cost:	£1,237,259
Project Management:	£55,000
Equipment (Fitness):	£135,000
Equipment (Toning):	£50,000
Misc Equipment:	£20,000
Contingency:	£50,000
Total:	£1,547,259

Indicative monthly rental

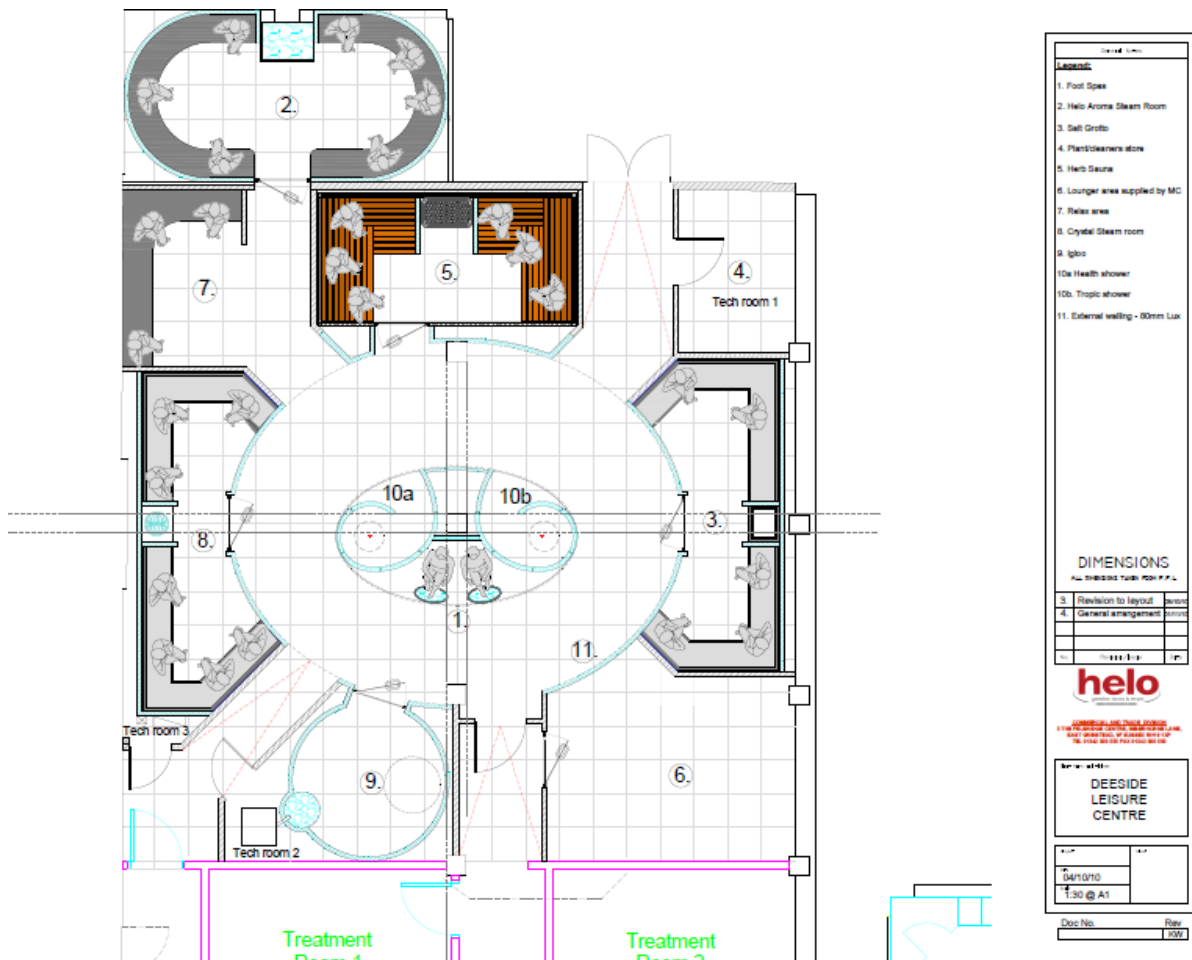
	1 - 7 years	8 - 15 years
Equipment	£3,166	£0.00
Build	12130.573	12130.573
Total	£15,296	£12,130.57

NB: Indicative rentals are based on today's money rates and maybe subject to change

5. The Development Proposal (2b)

To design and develop a new day spa facility within the redundant first floor fitness suite which will comprise of:

- A dedicated reception area
- 4 x Treatment Rooms
- A large heat experience spa comprising of:
 - Herb sauna
 - Crystal Steam Room
 - Salt grotto
 - Heated Loungers
 - Aroma Room
 - Foot Spa's
 - Igloo
 - Feature Showers



Herb sauna



Heated Loungers



Showers & Igloo



Aroma Room

Foot Spa's



Salt Grotto



6. Feasibility Report

Background Statistics

The International Spa Association currently recognise 7 types of spa, however the spa being proposed for Deeside Leisure Centre is defined as a “day spa”, which is

“A spa offering professionally administered spa services to clients on a day use basis”

Current statistics relating to spa’s:

- 420 spas in the UK each offering 5 treatment rooms or more
- 2008 saw 6% increase in number of spas opening
- It is estimated that 4% of the adult population will visit a spa annually
- 420 spas in the UK each offering 5 treatment rooms or more
- 4% increase in the purchase of spa treatments with an average spend of £58 per head
- Most popular treatments: Thermal/Heat experience and massage

Deeside Centre Phase 2b

Current Performance		Year 1	year 2	year 3	Year 4	Year 5
Income Treatment Rooms		£99,191	£104,702	£110,213	£110,213	£110,213
Income Retail		£11,336	£11,966	£12,596	£12,596	£12,596
Income Spa		£126,965	£142,836	£158,706	£174,577	£174,577
<i>Combined Spa Income</i>		<i>£237,492</i>	<i>£259,504</i>	<i>£281,515</i>	<i>£297,386</i>	<i>£297,386</i>
Expenditure		£113,929	£135,180	£148,459	£148,618	£148,618
Alliance Phase 2b Rental		£113,447	£113,447	£113,447	£113,447	£113,447
Net Operating Surplus (Phase 2b)		£10,116	£10,877	£19,609	£35,321	£35,321
Total (Phase 1 & 2a & 2b)		£45,669.28	£160,742.28	£214,045.28	£265,781.28	£276,750.28

7. Summary of Project Costings

Deeside Leisure Centre Phase 2b

Indicative monthly rental

Project Costs:	
Build Cost	£596,868
Project Management:	£24,000
Equipment (Helo):	£203,132
Misc Equipment:	£25,000
Contingency:	£30,000
Total:	£879,000

	1 - 7 years	8 - 15 years
Equipment	£3,498.66	£0.00
Build	£5,955.28	£5,955.28
Total	£9,454	£5,955.28

NB: Indicative rentals are based on today’s money rates and maybe subject to change

Appendix 1
Feasibility Report (Phase 2a Fitness)

Flintshire - Health and Fitness Option					
FINANCIAL SUMMARY					
	YEARS				
	1	2	3	4	5
INCOME					
Dry side	0	0	0	0	0
Rentals	0	0	0	0	0
Outdoor Facilities	0	0	0	0	0
Health and Fitness	334,973	431,017	471,418	504,198	515,506
Wet side	0	0	0	0	0
Secondary	0	0	0	0	0
Other Memberships	0	0	0	0	0
Toning	69,447	88,477	98,791	103,149	103,149
TOTAL INCOME	404,419	519,493	570,210	607,347	618,655
EXPENDITURE					
	YEARS				
	1	2	3	4	5
Staffing Costs					
Salaries and Wages	185,706	193,435	208,893	208,893	208,893
Premises					
Utilities	20,750	20,750	20,750	20,750	20,750
Repairs and Maintenance	5,810	5,810	5,810	5,810	5,810
Grounds Maintenance	0	0	0	0	0
Cleaning	4,980	4,980	4,980	4,980	4,980
National Non-Domestic Rates	0	0	0	0	0
Life-Cycle Costs	0	0	0	0	0
Advertising & Marketing	0	0	0	0	0
Administration					
Insurances	0	0	0	0	0
Printing, Postage and Stationery	2,228	2,321	2,507	2,507	2,507
Telephones	1,300	1,354	1,462	1,462	1,462
Other Administration	2,321	2,418	2,611	2,611	2,611
Other supplies and sundry items	12,133	15,585	17,106	18,220	18,560
Cost of Sales - Secondary Income	0	0	0	0	0
Other Costs					
Central Costs	0	0	0	0	0
Irrecoverable VAT	0	0	0	0	0
Contingency / Profit	0	0	0	0	0
Total Expenditure	235,229	246,653	264,120	265,234	265,573
NET OPERATING SURPLUS / (COST) Pre ALS Rental	169,191	272,840	306,090	342,113	353,082
USAGE					
	YEARS				
	1	2	3	4	5
Dry side	0	0	0	0	0
Rentals	0	0	0	0	0
Outdoor Facilities	0	0	0	0	0
Health and Fitness	120,375	155,824	170,497	182,553	186,745
Wet side	0	0	0	0	0
Play	0	0	0	0	0
Spa	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Total Visits	120,375	155,824	170,497	182,553	186,745

Appendix 2

ISG Costings

Deeside Leisure Centre

Phase 2B

First floor Fitness Suite, toning etc

Contract Sum Analysis

8th Nov 2010



Item	Description	Total
Bill 1	Demolitions	£44,108.63
Bill 2	Frame	£17,248.50
Bill 3	Not used	£0.00
Bill 4	External Walls	£33,715.02
Bill 5	External windows & Doors	£20,357.89
Bill 6	Internal Walls & Partitions	£68,271.19
Bill 7	Internal Doors	£31,525.86
Bill 8	Wall Finishes	£13,286.54
Bill 9	Floor Finishes	£54,503.30
Bill 10	Ceiling Finishes	£22,533.18
Bill 11	Fittings & Furnishings	£73,746.84
Bill 12	Sanitary	inc
Bill 13	Mechanical & Electrical	£502,220.14
Bill 14	Omissions	-£3,225.25
Bill 15	Additions	£11,078.63
Bill 16	Tender addendum	£122,743.91
Bill 17	Preliminaries	£119,644.43
Bill 18	Fees	£63,000.00
Bill 19	Provisional items:	
	Audio visual installation	£10,000.00
	Acoustic panels	£7,500.00
	Public address system installation	£5,000.00
	Screeds & tanking works to changing rooms	£20,000.00
	Total	£1,237,258.81

Equipment, project management and contingency is added to this to give a current total of £1,547,259

Appendix 3

Feasibility Summary

Flintshire - Spa Option

FINANCIAL SUMMARY					
INCOME	YEARS				
	1	2	3	4	5
Treatment Rooms	99,191	104,702	110,213	110,213	110,213
Retail	11,336	11,966	12,596	12,596	12,596
Spa Facility	126,965	142,836	158,706	174,577	174,577
Miscellaneous	0	0	0	0	0
TOTAL INCOME	237,493	259,504	281,515	297,386	297,386

EXPENDITURE	YEARS				
	1	2	3	4	5
Staffing Costs					
Salaries and Wages	78,229	97,787	109,521	109,521	109,521
Premises					
Utilities	6,250	6,250	6,250	6,250	6,250
Repairs and Maintenance	1,750	1,750	1,750	1,750	1,750
Grounds Maintenance	0	0	0	0	0
Cleaning	1,500	1,500	1,500	1,500	1,500
National Non-Domestic Rates	0	0	0	0	0
Life-Cycle Costs	0	0	0	0	0
Advertising & Marketing	0	0	0	0	0
Administration					
Insurances	2,500	2,500	2,500	2,500	2,500
Printing, Postage and Stationery	939	1,173	1,314	1,314	1,314
Telephones	548	685	767	767	767
Other Administration	0	0	0	0	0
Other supplies and sundry items	2,375	2,595	2,815	2,974	2,974
Cost of Sales - Secondary Income	19,838	20,940	22,043	22,043	22,043
Other Costs					
Central Costs	0	0	0	0	0
Irrecoverable VAT	0	0	0	0	0
Contingency / Profit	0	0	0	0	0
Total Expenditure	113,929	135,180	148,459	148,618	148,618

NET OPERATING SURPLUS / (Pre Alliance rental)	123,564	124,324	133,055	148,767	148,767
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USAGE	YEARS				
	1	2	3	4	5
Treatment Rooms	3,330	3,515	3,700	3,700	3,700
Spa Facility	14,208	15,984	17,760	19,536	19,536
Total Visits	17,538	19,499	21,460	23,236	23,236

Appendix 4

ISG Costings

ISG have costed this phase at a maximum of £879,000 Inc of equipment, project management and a contingency. Full breakdown will follow.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: EXECUTIVE
DATE : 14 DECEMBER 2010
REPORT BY: DIRECTOR OF LIFELONG LEARNING
SUBJECT : TRANSFORMING TRANSPORT PROJECT

1.00 PURPOSE OF REPORT

1.01 The purpose the report is to make Members aware of the regional Transforming Transport Project and how it can contribute to and extend plans to obtain greater efficiency and improvement from more rationally planned and delivered transport services, in addition to the changes made locally.

2.00 BACKGROUND

2.01 Transforming Transport is a regional project involving all North Wales authorities. The project sponsor is myself, working with a multi-disciplinary Project Board. The project will support opportunities for change and greater efficiency in the sphere of: -

Mainstream Home-School and college Transport
Transport for pupils with Additional Learning Need
Social Services Transport
The public subsidised bus network

2.02 The resources available to the regional project will challenge, extend and accelerate local plans to make improvement and efficiencies from passenger transport services.

2.03 Consultants will consider the costs of existing policies and the financial and other implications of remodelling these policies, locally and across the region. They will consider where professional practice can be further enhanced. The outcome of this exercise will be a package of demand reduction measures for each council to consider. They are also aware of both the Flintshire Futures and potential changes to school transport policy within Flintshire and will model and make recommendations accordingly.

2.04 The project will also look at organisational arrangements to maximise professional capacity and improved management including the potential for linkages with other similar functions like vehicle maintenance, the opportunities for greater specialisation and improved productivity through the better use of IT and re-engineered processes for managing the services.

Date: 08/12/2010

- 2.05 This will include the consideration of efficiencies from shared transport teams, within and between authorities.

3.00 CONSIDERATIONS

- 3.01 The outcome of the project and its support to local improvement programmes will be: -

A modern, efficient and more expert service delivering better services at a lower cost.

The potential for specialist teams working across boundaries, using the best possible processes, IT and supported by rigorous processes

Policies that are consistently interpreted and meet needs as defined in statute

An enhancement of current, locally planned savings.

- 3.02 The financial challenges faced by local government and all its services over the next few years require all services to maximise efficiency and challenge the necessity and relevance of current policy and practice.
- 3.03 Improving the quality and safety of school transport is a national “One Wales” priority. This will lead to additional cost pressures. The Welsh Assembly Government is therefore funding projects that offer the prospect of transforming services that both improve school transport and reduce costs.
- 3.04 The Welsh Assembly Government is therefore funding projects that offer the prospect of transforming services that both improve school transport and reduce costs.
- 3.05 This project is proceeding with £100k grant from the Welsh Assembly Government. This grant is supplemented by local contributions and a grant from the WLGA Capacity Fund.
- 3.06 In Social Services there is a personalisation agenda that requires more structured management of transport services and innovation to promote greater independence for clients. In addition Social Services and Lifelong Learning professionals wish to reduce ancillary service costs like transport in order to focus more resources on the “front-line”.
- 3.07 The Project is being managed by a Project Board on which each authority is represented.
- 3.08 The Project Board membership is supplemented by representatives of professional networks such as the Heads of Adult Social Services and the region’s Chief Financial Officers.

- 3.09 The Project Board will report to the Region's Environment and Regulatory Services Programme Board, which is driving collaboration projects in its service areas on behalf of the North Wales Regional Partnership Board.
- 3.10 The Project Board recognises the political sensitivity of the scope of the project. Project proposals will be tested both regionally by local representatives on regional bodies and locally by Cabinets and / or Scrutiny Committees prior to implementation. Proposal will not be implemented unless agreed by the relevant local decision-making process.
- 3.11 The project will communicate with councillors, decision-making committees, professional networks, affected staff and trade unions on a regular or appropriate basis.
- 3.12 This will be achieved by Project Board members reporting back to their authorities and networks, newsletters, update reports such as this and face to briefings at meetings by representatives of the Project Board.

4.00 RECOMMENDATIONS

- 4.01 That the Director of Lifelong Learning reports regularly on the progress of the project as part of the update on the work of the Environment and Regulatory Services Programme Board.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Officers have recently tendered a significant proportion of school transport routes. The precise savings and added value from this project will be dependent on the starting point and current performance of each council with regard to service efficiency, policy and practice.
- 5.02 The project plans to generate additional savings to those currently planned in authorities such as Flintshire. There will be a process of practice challenge, extension to and acceleration of local programmes.
- 5.03 Proposals and additional efficiencies will be reported as they are developed.
- 5.04 Some aspects of change may require investment, and transitional funding and contingencies (e.g. redundancies and IT investment).
- 5.05 An important element of the financial evaluation of savings will be validation of the Head of Finance.
- 5.06 At this stage the project has secured £150k of external funding to invest in improving service efficiencies and outcomes in North Wales.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 The project will seek to reduce demand for transport and where appropriate encourage walking, cycling and use of existing public network. It will also seek to reduce journeys and increase the utilisation of vehicles.

7.02 For this reason it is possible that the project will reduce the use of carbon.

7.03 Proposals will be evaluated from the perspective of reducing carbon use.

8.00 EQUALITIES IMPACT

8.01 Much of the service is supplied to vulnerable groups. Therefore care will be required in assessing the impact of change.

8.02 Innovation transport solutions based on promoting independent travel will improve the inclusion of vulnerable client groups.

8.03 Policy Reviews will improve consistency and fairness of entitlement across the region.

8.04 Specific proposals will be evaluated as they arise.

9.00 PERSONNEL IMPLICATIONS

9.01 The project will at some point address the organisation and management of services including consideration of shared services.

9.02 It is likely therefore that there will be HR implications in terms of changes to job functions.

9.03 It is also possible that there will be proposals to reduce the workforce arising from shared services, IT investment and efficiency reviews triggering a need for redeployment or a managed redundancy process.

9.04 Shared services could generate TUPE transfers or secondments to authorities taking the lead role on specific services.

9.05 However in the transport field there is more likely to be a need to re-organise our existing resources better to improve productivity further and seek better outcomes from a greater degree of specialisation within a limited pool of existing specialist expertise.

9.06 Specific impacts will be driven by specific proposals.

10.00 CONSULTATION REQUIRED

10.01 Members and stakeholders will be kept informed as the project develops.

11.00 CONSULTATION UNDERTAKEN

11.01 The project has appointed consultants to assist in the delivery of the project's objectives: White Green Young, a specialist transport consultancy, and Siân Thornthwaite, an expert on transport services for vulnerable groups.

11.02 The consultancy assignment will run to August 2011.

11.03 White Green Young and Siân Thornthwaite are currently mapping and baselining local transport services and policies to develop a menu of proposed efficiencies, demand reduction and service improvements available to the council.

11.04 This diagnostic review will be reported to stakeholder workshop in January 2011 at which point the priorities for further work will be identified and consolidated into an agreed work programme which will be reported on across the region.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None.

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E-Mail: ian_budd@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **CHIEF EXECUTIVE AND HEAD OF HOUSING**
SUBJECT : **FLINT REGENERATION & FLINT MAISONETTES**

1.00 PURPOSE OF REPORT

- 1.01 The purpose of the report is to provide an update on the preparatory work for a potential regeneration scheme for central Flint and the choices around the future of the maisonettes social housing land and units. (The report is made in the public interest given recent media coverage.)

2.00 BACKGROUND

- 2.01 There has long been a local ambition to regenerate the centre of the town of Flint. Such a scheme would require a review of both the civic land and property of the County Council in central Flint and the maisonettes social housing units which are adjacent to the central shopping precinct.
- 2.02 The Council passed a resolution (2nd March 2010 - Minute 8) to form a working group to review the options at the instigation of local members. This working group, which has no decision-making powers and is exploratory, has been formed and is meeting. The Executive has adopted the regeneration of Flint as a priority. A solution would have the secondary purpose of resolving the future of the maisonettes.
- 2.03 The maisonettes (214 units of social housing) are dated in their design and are a challenge to maintain. In previous reports to Council on the future of the housing stock the risks and benefits of either maintaining and refurbishing the maisonettes, or an alternative solution, have been explored. It has been a recurring theme in past debate (notably in 2003 and 2006), and in informal contact with Ministers and civil servants with responsibility for housing, that a solution would need to be set for the maisonettes as part of plans to meeting national housing standards.
- 2.04 The maisonettes are capable of being improved to meet the Welsh Housing Quality Standard (WHQS) according to past technical reports at the higher end of comparative cost which is considered to be acceptable in the business cases published by other Councils for the future of their housing stock in Wales and England. However, the maisonettes are of a dated design, do not meet modern design designs, offer a limited quality of life and make poor use of land in central Flint.

Date: 08/12/2010

3.00 CONSIDERATIONS

- 3.01 There are two reasons for reviewing, with some urgency, the options for the maisonettes social housing units. Firstly, the need for a 'master-plan' for the regeneration of the central town of Flint. Secondly, the impending ballot of tenants on the future of Council housing (late 2011). The Council needs to be in control of a preferred choice on the future of the stock should tenants choose to transfer to a new social landlord. There are a number of options for the Council to either retain the land for an alternative use/development or to retain an option for the direction of use of the land and assets in the event of transfer. A decision will need to be taken which can be reflected in the business cases on the options to be placed before tenants in 2011 so that the intentions are clear.
- 3.02 The working group is exploring the options for a regeneration scheme which could be a mixed civic, commercial/retail, health and social housing scheme. The group is work in progress and has no decision-making capacity. The group which involves executive and local members, will be advising the Council on the options for the maisonettes in advance of the agreement of the business cases for transfer and non-transfer. The Council will need to agree an option early in 2011. The three registered social landlords who are active in North East Wales have been involved as potential social housing partners. The Council will not qualify for any Social Housing (SHG) for any replacement or part-replacement social housing on the grounds of additionality (i.e. the grant would not achieve a net increase in the number of housing units provided) and because the SHG availability in Wales is much reduced in the public sector fiscal climate.
- 3.03 The Council has to balance urgency and ambition in its plans with the sensitivities of local residents. There has been past disappointment over emerging ideas for regeneration which did not secure funding. The maisonettes are a large community of homes and any decision must be accompanied by clear communication with tenants and local interested parties and a phased and manageable plan.
- 3.04 In preparation for a Council decision the Head of Housing is managing lettings and expenditure for the maisonettes within her delegated powers. Urgent lettings are still being made. Non-urgent lettings and high cost expenditure (e.g. void reinstatement) are being avoided for a short period pending a Council decision. Should the Council choose an option to remove the maisonettes from the tenant ballot for a wider regeneration scheme then a phased decanting and commissioning programme would be required with full communication with and assistance to tenants. It has been communicated informally to the Welsh Assembly Government that options are under review. All tenants of the Council will have a vote in the Ballot in 2011 and will be fully involved in the consultation process.

4.00 RECOMMENDATIONS

- 4.01 That the Executive note the update on the preparatory work for a potential regeneration scheme for central Flint and the implications for choices over the future of the maisonettes social housing units.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None specific at this stage.

6.00 ANTI POVERTY IMPACT

- 6.01 None specific at this stage.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None specific at this stage.

8.00 EQUALITIES IMPACT

- 8.01 None specific at this stage.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None specific at this stage.

10.00 CONSULTATION REQUIRED

- 10.01 None specific at this stage.

11.00 CONSULTATION UNDERTAKEN

- 11.01 None specific at this stage.

12.00 APPENDICES

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

Chronology and past reports on the Flint maisonettes
Working papers and correspondence in support of the Flint
Maisonettes Working Group

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E-Mail: colin_everett@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **UNIVERSAL CREDIT: WELFARE THAT WORKS**

1.00 PURPOSE OF REPORT

1.01 To provide Executive with a summary of the Government's proposals on Welfare Reform, to open a dialogue on the implications of the White Paper – “Universal Credit: Welfare that Works” and to highlight potential budget considerations.

2.00 BACKGROUND

2.01 All public spending has been subject to intense scrutiny as part of the Comprehensive Spending review, welfare benefits were no exception.

2.02 The Welsh Local Government Association Briefing issued October and widely circulated to Members highlighted the following key changes in Welfare reform:

- State pension age will increase to 66 by 2020 starting in 2018 for men and 2016 for women
- There will be a cap on the level of benefits to non working family so that they received no more than average family that does work
- Child benefit will not be paid to higher rate tax payers from 2014-15.
- For over 75s Retain free eye test, bus passes, TV licences and winter fuel payment to stay the same. Turning temporary payment for cold weather payments into a permanent allowance
- All working age benefits and tax credits will be replaced by a Universal Credit (UC) to be introduced over next two parliaments with a £2 billion set aside in current parliament to make it happen
- Greater flexibility for councils to manage Council Tax with direct control for Council Tax Benefit with a 10% reduction from 2013-14.

2.03 The White Paper “Universal Credit; Welfare that Works” published in November, provided more detail about the Governments proposals and opens the Council’s debate regarding the potential impact for our community and the Council.

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3.00 CONSIDERATIONS

- 3.01 The aims of the reform are twofold it seeks to remove the complexity within the Welfare benefits system and to combat poverty and worklessness i.e. to ensure average families that do work are not worse off than those out of work.
- 3.02 Currently benefits are administered by a range of sources on behalf of Department of Work and Pensions (DWP) and include local authorities in relation to Housing and Council Tax Benefits, the DWP, and HM Revenue & Customs (HMRC), with each governed by differing and changing legislation and subject to localised administrative processes and expectations on customers.
- 3.03 The white paper principally supports the centralisation of benefit administration, via the DWP and HMRC, accessed through call centres and on-line applications. It further indicates that local authorities may continue to have a role in the administration process of UC for vulnerable client groups. The nature of that role is unclear at this time and will be subject to consultation with relevant Local Authority agencies across the UK.
- 3.04 UC will be an integrated working-age credit that will provide a basic allowance with additional elements for children, disability, housing and caring. It will provide support to people both in and out of work, replacing working tax credit, housing benefit, income support, income-based job seekers allowance and income-related employment and support allowance. UC however will not include an element for Council Tax.
- 3.05 Council Tax benefit and its administration will be devolved to local authorities who will receive a grant towards the cost of local Council Tax rebate scheme. The paper anticipates devolved Council Tax Schemes to be in operation by 2014. The DWP has made a commitment to work closely with relevant local authority associations on this matter. Clearly we are unable to predict the likely nature of a localised Council Tax scheme, however the Spending Review seeks an overall reduction of 10% in costs.
- 3.06 The white paper proposes the timetable for implementation of the UC with a pilot starting in October 2013 and all new claims starting from April 2014. The gradual withdrawal of existing benefits and tax credits are planned to be completed by October 2017. The delivery of the UC will depend on the development and deployment of two new national IT systems to administer the claims via DWP and HMRC.
- 3.07 The impact for local authorities is clearly significant. The DWP will hold further and detailed discussions with local authorities and their associations about the implications of UC for their housing benefit operations and the new approach to council tax costs.

3.08 The Government intends to introduce a Welfare Reform Bill in January 2011 to give effect to these changes. The Government will then adopt a phased approach to the introduction of UC. The following table sets out for indicative purposes some key dates around Welfare Reform affecting Housing and Council Tax Benefit that prepare for the implementation of UC and of the proposed implementation of UC that the Council needs to prepare both itself and its Benefit customers:

Indicative date	DWP Proposed Changes
April 2011	Removal of 5 bedroom rate for Local Housing Allowance (LHA) Removal £15.00 excess payment Introduction of "Cap Rates" Non dependant deductions to rise for first time since 2001, with increases likely to be higher to achieve "up-rating" parity by 2014 Discretionary Housing Payment (DHP) allocation to local authorities to increase
October 2011	Local Housing Allowances to be calculated on 30 th percentile basis
April 2012	LHA Single Room Rate limitation extended from age 25 to age 35 DHP allocation to increase Phased increase to Non dependant deductions
2013	Phased introduction of UC begins Final year for UK wide Council Tax Benefit scheme Local authorities to introduce overall CAP limit for Housing Benefit Phased increase to Non dependant deductions
2014	Localised benefit schemes for Council Tax commence Child Benefit to be withdrawn for higher tax payers All UC new claims commence Phased increase to Non dependant deductions complete
2015	
2016 - 2020	Phased transition to increased state pension age of 66
October 2017	Transition to UC complete

3.09 The Welfare Reform and UC whilst planned over a long transition period hold significant impact for the Council, both in terms of its local commitment to

address poverty and operationally for its benefits service, housing service and revenue recovery.

- 3.10 The Council will need to be instrumental in informing and shaping the programme for the introduction of UC, the localised Council Tax Scheme and the decommissioning of the national Housing Benefit, Council Tax Benefit and Discretionary Housing Payments.

4.00 RECOMMENDATIONS

- 4.01 That the report be noted.
- 4.02 That further reports be submitted to inform the ongoing debate about the implication of this significant reform, to afford early opportunity to Executive for decisions as details emerge from the Government and to consider in depth the financial implications as these become clear.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None directly arising from this report.
- 5.02 The Government has earmarked £2bn for Welfare Reform. It is unclear at this stage how this fund will be allocated to either the commissioning of the UC or indeed the decommissioning of current national welfare benefits including Housing Benefit and Council Tax Benefit
- 5.03 Financial impact of benefit changes proposed between 2010 and 2017 are difficult to quantify at this time, however it is anticipated that some impact is likely to Discretionary Housing Payments, and revenue collections for Rent and Council Tax. These undoubtedly present budget implications for future years.

6.00 ANTI POVERTY IMPACT

- 6.01 A full assessment will need to be undertaken as details emerge and the impact is understood.

7.00 ENVIRONMENTAL IMPACT

- 7.01 A full assessment will need to be undertaken as details emerge and the impact is understood.

8.00 EQUALITIES IMPACT

- 8.01 A full assessment will need to be undertaken as details emerge and the impact is understood.

9.00 PERSONNEL IMPLICATIONS

- 9.01 A full assessment will need to be undertaken as details emerge and the impact is understood.
- 9.02 Managers will work closely with Human resources, Trades Unions and Staff to assist with any concerns about this planned changed whilst the details are emerging.

10.00 CONSULTATION REQUIRED

- 10.01 Managers will work closely with Human resources, Trades Unions and Staff to assist with any concerns about this planned changed whilst the details are emerging.
- 10.02 The Benefit Service will work proactively with claimants' and stakeholders about the proposed changes to ensure awareness is developed in a measured and timely manner and that as far as is reasonable practicable to do so, the impact to the Council be controlled.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Staff within the Benefits service have been briefed on White Paper and DWP guidance for handling customer enquiries.

12.00 APPENDICES

- 12.01 None.

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

DWP Letter – Advice for Benefit Staff

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT**
SUBJECT : **PEOPLE STRATEGY UPDATE**

1.00 PURPOSE OF REPORT

1.01 To report to Executive on progress achieved in relation to the implementation of the current People Strategy (2009 - 2012) Action Plan.

2.00 BACKGROUND

2.01 The current People Strategy was implemented in April 2009. The overall aim of the strategy is to support the Council in achieving ambitious organisational change and development and people management excellence.

2.02 Given the significant reductions in public sector finances over the next three to five years, it has been necessary to re-prioritise the delivery of aspects of the Strategy Action Plan to ensure that the Council is well equipped by developing the capacity and skills for managing and delivering sustainable change and ensuring that the appropriate frameworks and enablers are in place for managers.

2.03 The Single Status project forms part of the People Strategy and is on-going. It is critical that this project is kept on-track and that there is strong ownership in the delivery of the project by elected members, senior managers and the workforce.

2.04 This update covers the first and second quarters of 2010 - 11.

3.00 CONSIDERATIONS

3.01 Management Development Programme

The Management Development Programme has been developed in partnership with Deeside College. The first cohort of delegates commenced the programme in late September 2010 and the initial feedback given has been extremely positive. The programme is tailored to the Council's requirements and members of the Corporate Management Team have contributed to the design of the modules and are taking an active role in

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delivery of the programme by attending as 'expert' speakers for each module. The Council is intending to operate three programmes per academic year.

3.02 **'Managing Change' Programme**

A three day programme has been designed for the management population in the six North Wales Councils on a collaborative basis. The programme has been designed 'free of charge' by Public Service Management Wales (PSMW) to meet the specific development requirements of managers responsible for leading and implementing change within the Councils. A pilot for the programme is set to run in November, with the first intake of managers scheduled for January 2011. We will be running three programmes per month from January through to March, with a mixed cohort of managers from the six Councils which will enable managers to network with others and share experiences and best practice. These programmes will support managers in developing key skills and competencies for managing change effectively.

3.03 **Volunteering for Development Programme**

The Council has made a commitment to support employees who choose to volunteer and has developed a pilot employee volunteering scheme - 'Volunteering for Development'. The objectives of the scheme are to:

- Enhance the knowledge and skills of employees
- Support employee learning and development through new and challenging environments
- Build the capacity of the voluntary and community sector in Flintshire through skills sharing
- Deliver tangible benefits to voluntary organisations through effective placement of volunteers
- Build closer links between with local communities and increase understanding of the community and voluntary sector in Flintshire
- Develop and strengthen partnerships with other organisations
- Raise the awareness of and participation in volunteering within Flintshire County Council.

The Council is working in partnership with Flintshire Local Voluntary Council (FLVC) and the Volunteer Centre in Mold who will market volunteering opportunities; match employees to appropriate opportunities depending upon employee's interests and personal development needs; and evaluate individual placements and the pilot scheme. The Volunteer Centre will also work with Corporate Training to source team challenges.

3.04 **HR Policies and Procedures**

The policies for the implementation of change projects and management of redundancy has been reviewed and incorporated into one 'toolkit'. This

review has ensured that the assimilation (matching people to posts on a revised structure), consultation processes, redeployment and redundancy policies, and supporting correspondence, forms and guidance are properly aligned and brought together in one 'easy to use' document. The HR team have received refresher training to ensure that all advice given to managers and employees is consistent and is in line with employment law and good practice.

3.05 New HR policies and procedures for Attendance Management, Capability and Disciplinary matters have been designed and implemented via management teams using a phased approach (Attendance Management from 1st April, Capability from 1st July and Disciplinary from 1st October). The policies have been revised in line with best practice principles and approaches and provide practical guidelines for managers. The introduction of these policies have been supported with appropriate coaching and formal training to ensure that managers feel confident in taking responsibility for managing the performance, conduct and attendance of their team members. HR continue to provide advice and support to ensure the guidance is interpreted properly, fairly and consistently.

3.06 **The Planning and Implementation of Phase II of HRMIS (Midland Trent)**

Further work has been undertaken to identify which of the modules under phase II of the project (which relates to employee and manager self-service) will be planned for implementation during the course of 2011. The project has been scoped and a project team will be appointed in time for January 2011. As an example, the implementation of phase II will enable employees to access their own personal details and make any changes, as appropriate, directly onto the Midland Trent system instead of relying on paper forms being sent through for input within the HR Service Centre. Managers will be able to update information about their own team members, such as new starters and leavers, conducting and recording performance appraisals, sending through development requirements to the Corporate Training team etc.

3.07 The implementation of the modules under Phase II will drive through efficiency benefits, will transform the processes associated with people management, will reduce waste and enable 'real time' data to be inputted at source within the directorates.

3.08 **People / Workforce Workstream - Flintshire Futures Programme**

The projects identified as part of the People Workstream for the Flintshire Futures Programme will be incorporated into the People Strategy action plan. The projects include 'Costs of Employment ' (reducing costs of travel, overtime, payment of essential car user allowances etc) and Agency Worker, Consultants and Interim Review (to reduce levels of use, procurement methods and overall costs).

3.09 The 'big change' strategic project identified on the Workforce / People Workstream is the Agile / Flexible Working project which sits alongside Customer Service Access channels, Flintshire Connects (Customer Service) and Assets Management - there are clear inter-dependencies between these projects. Delivery of these will drive the transformational changes in relation to the way we work and deliver services to our customers. Further updates on progress will be provided in future reports.

3.10 **Single Status**

The Single Status Project Plan has been designed in two phases. The majority of the first phase of the Project Plan was completed by 30 June 2010 in accordance with the plan. This included the delivery of coaching for managers and Headteachers on the GLPC scheme and job design, benchmarking research on grading / pay structures and 'part 3' provisions (for example, overtime and shift allowance rates) within other Local Authorities and the finalising the Conventions Review.

3.11 Two of the critical workstreams that required completion as part of phase 1 were the completion of job design for new posts under Service Reviews and the design of an Organisational Framework for Schools Support staff, with corresponding job profiles. Whilst good progress was made in relation to both workstreams, further work was required to complete these to enable pay modelling to take place during phase 2.

3.12 The Single Status Project Board met in early September and acknowledged that it would be unlikely that this work would be completed in time to pay model in mid October. For this reason, the Board have decided to delay the pay modelling activity until sometime in the new year (2011) to enable outstanding Job Evaluation Questionnaires to be evaluated prior to that date, which will ensure that the exercise incorporates as many new and changed job scores as possible and that the modelling is undertaken using reliable data.

3.13 **Trent Improvement Programme**

The Trent Improvement Programme was established in January 2010 to systematically review the data held on the system and to audit the calculations for pay, tax and national insurance, maternity pay, sick pay and pension contributions. The programme has led on the implementation of improvements where calculations were not correct, more robust procedures and protocols were required and where payroll data was incorrect. Inevitably, this work has resulted in the identification of overpayments of salary. The recovery of overpayments is managed by the HR and Finance service teams. Work is continuing to make further improvements to the procedures followed and the consistency of application so that employees are dealt with fairly and in a sensitive manner.

3.14 The Trent Improvement Programme is now near completion. The final substantial piece of work is an audit of the pay and additional elements (contractual overtime etc) which are being paid to employees. The audit review is being undertaken in conjunction with Directorates to ensure that the payments being made to employees are accurate. Once this work is concluded, the programme will be brought to an end on the basis that the improvements identified and implemented will become part of normal day-to-day practice.

3.15 **Establishment Control and Casual / Relief Worker Review**

Both of the above reviews are near completion and will support the objective of ensuring reliability of data held on the Midland Trent system, not only for Single Status but also for projects being delivered under the Flintshire Futures Programme.

3.16 For the Establishment Control review, an exercise is being undertaken to identify the posts on each service structure, their grade, patterns of working and method of funding (base budget, grant funded etc), together with details of the post holders and their contractual arrangements. During the month of November, further work will be undertaken by the HR team to verify the data and to input it into the Midland Trent system. Further work has been undertaken to improve the Establishment Control process so that any changes to the establishment can be identified, tracked and approved.

3.17 The Casual / Relief worker review is also well advanced. From a potential number of approximately 2000 casual / relief staff identified across the organisation on the Midland Trent system, intensive work has been undertaken by HR with each service manager to apply a 'legal employment status' test to establish whether individuals have accrued employment rights.

3.18 The latest information indicates that we have up to 300 individuals who may have accrued employment rights although further verification work is required to confirm this. The Single Status Project Board are monitoring this project and have given the undertaking that those who are identified as having employment rights will be considered 'in scope' of the Single Status Project.

3.19 **HR Service Review**

The HR Service Review has been on-going since this summer. The key objective for this review is to deliver a more resource-efficient, streamlined and standardised service to our customers, allowing both consolidation of improvements made to date and provision of a platform for future service development.

3.20 There are four workstreams identified - HR Strategy and Organisational Development, HR Operations, Payroll and Devolved HR teams (for example,

the Schools Staffing Team in Life Long Learning). We have completed the initial phases of defining 'as is' (the way we currently work) and 'to be' (our future service delivery options). We are on track for completion of all the workstreams by November and are on course to complete the full service review and implementation by June 2011. A further update on progress will be provided in a future report.

4.00 RECOMMENDATIONS

4.01 That the Executive notes the progress made in relation to the delivery of the People Strategy.

5.00 FINANCIAL IMPLICATIONS

5.01 None arising directly as a result of this report. All project budgets are monitored and managed separately.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 As contained in the People Strategy Action Plan.

9.00 PERSONNEL IMPLICATIONS

9.01 As contained in the People Strategy Action Plan.

10.00 CONSULTATION REQUIRED

10.01 Ongoing dependent on the actions to be delivered under the People Strategy Action Plan.

11.00 CONSULTATION UNDERTAKEN

11.01 Completed in relation to the development of the People Strategy.

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: 12

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **CLWYDIAN RANGE AREA OF OUTSTANDING NATURAL
BEAUTY (AONB) MANAGEMENT PLAN**

1.00 PURPOSE OF REPORT

1.01 To seek Members' approval for the Clwydian Range AONB Management Plan 2009-2014.

2.00 BACKGROUND

2.01 Areas of Outstanding Natural Beauty are designated under national legislation in recognition of the outstanding qualities of their natural beauty. Section 89(2) of the Countryside and Rights of Way Act 2000 gives Local Authorities with an AONB within their area a duty "*to prepare and publish a plan which formulates their policy for their management of the area of outstanding natural beauty and for the carrying out of their functions relating to it.*" These plans are not plans for the local authority but for the area of the AONB.

2.02 The Clwydian Range AONB straddles the boundary between Flintshire and Denbighshire. Denbighshire is the lead authority and has prepared this Plan with the assistance of Flintshire Countryside Service officers.

2.03 This Plan sets out a framework for the conservation and enhancement of the area. It is a revised and updated version of the 2004-2009 Statutory management plan and as such replaces it. The vision period for the 2004 plan looks 20 years ahead and this plan continues to chart a programme over the next five years towards realising the vision. The Plan defines features and qualities that make the area so special and identifies some of the challenges for the future.

2.04 Copies of the Draft Management Plan are available in the Members' library.

3.00 CONSIDERATIONS

3.01 The vision for the AONB is:

'The AONB is a dynamic landscape with flourishing communities and a thriving local economy. The landscape supports a rich biological and cultural resource that is accessible to all. The landscape is cherished as a peaceful haven by those living in and visiting, it's treasured for its open spaces and

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commanding views. Its special features are understood and appreciated by all.'

3.02 The Management Plan defines the Area's special features as:

Biodiversity –

- Limestone grassland & pavement
- Broadleaf woodland
- Heather Moorland
- River valleys

Historic environment -

- Hillforts & Scheduled Ancient Monuments
- Traditional boundaries
- Historic features

Access and recreation -

- Public rights of way
- Country parks
- Offa's Dyke national trail

3.03 The Management Plan defines the Area's special qualities as:

- Tranquillity
- Wide open views
- Culture and Bro

3.04 For each of these features and qualities, an analysis is undertaken of its condition and sets objectives with a deliverable Action Plan.

3.05 This Plan provides a coordinated approach for consistent management across the AONB, regardless of authority boundary.

3.06 The Plan will be subject to regular review and progress reports through the Joint Advisory Committee (JAC) on which Flintshire Members and officers serve.

4.00 RECOMMENDATIONS

4.01 That Members approve the Management Plan.

5.00 FINANCIAL IMPLICATIONS

5.01 The management plan will have no further financial implications. The current financial agreement between FCC and Denbighshire will not change, and the action points identified within the Plan for Flintshire will be supported by the external contributions of the Countryside Commission for Wales and Denbighshire.

6.00 ANTI POVERTY IMPACT

6.01 Not applicable.

7.00 ENVIRONMENTAL IMPACT

7.01 This plan has been subject to a rigorous Strategic Environmental Assessment process (A statutory requirement). It concluded that there is nothing in the plan that will undermine the special qualities of the AONB, and that the proposed plan will have significant environmental and sustainable benefits to the area.

8.00 EQUALITIES IMPACT

8.01 Equal opportunities policy in place.

9.00 PERSONNEL IMPLICATIONS

9.01 Not applicable.

10.00 CONSULTATION REQUIRED

10.01 Consultations have been carried out with local communities via public open meetings. The Joint Advisory Committee for the AONB have also been consulted and have been involved in the development of the plan. CCW, CADW and the Environment Agency have also been consulted as part of the Strategic Environmental Assessment process.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultations have been carried out with local communities via public open meetings. The Joint Advisory Committee for the AONB have also been consulted and have been involved in the development of the plan. CCW, CADW and the Environment Agency have also been consulted as part of the Strategic Environmental Assessment process.

12.00 APPENDICES

12.01 None

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

Draft AONB Management Plan

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **BUSINESS CONTINUITY PLAN TESTING**

1.00 PURPOSE OF REPORT

1.01 To provide Members with an overview of the Corporate Business Continuity Plan and the supporting Mission Critical Service Plans.

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 and timely recovery.

The disruption could be loss of ICT, loss of building, loss of staff, or loss of key partner. Business Continuity Management is one of the Council's strategic risks.

2.02 Following the development of the Corporate Business Continuity Plan and the Mission Critical Plans a programme of testing was planned.

2.03 Practical scenarios were used for the testing. The Corporate Business Continuity Plan was tested by the Strategic Response Team and Mission Critical Service Plans were tested in further sessions.

3.00 CONSIDERATIONS

3.01 The aim of the exercise was to highlight areas for further development and to identify lessons learnt. The scenario based exercise " Operation Phased Out" which was developed in - house to specifically target the Council's approach gave plan owners the opportunity to identify any shortfalls or gaps in their plans.

3.02 The key issues which emerged in testing the Plan were:

- Invoking the Plan
- Communications
- Alternative Office Accommodation

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3.03 The key issues which emerged in testing the Mission Critical Services Business Continuity Plans were:

- Reviewing Plans regularly
- Communications
- Alternative Office Accommodation
- Resources

3.04 Actions are being undertaken to ensure that improvements are made to the Plans.

4.00 RECOMMENDATIONS

4.01 To provide Members with an overview of the Corporate Business Continuity Plan and the supporting Mission Critical Service Plans.

5.00 FINANCIAL IMPLICATIONS

5.01 Costs of testing the plans were met by existing budgets.

6.00 ANTI POVERTY IMPACT

6.01 Our most disadvantaged communities will be protected from service disruption as identified in the 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 will be protected from service disruption as identified in the Mission Critical Service Plans.

9.00 PERSONNEL IMPLICATIONS

9.01 The Mission Critical Services Plans identify specific personnel roles and responsibilities and flexibility of staff we be required to respond and support.

10.00 CONSULTATION REQUIRED

10.01 The Strategic Response Team and Plan holders and authors of the Mission Critical Services Plans.

11.00 CONSULTATION UNDERTAKEN

11.01 The Strategic Response Team and Plan holders and authors of the Mission Critical Services Plans.

12.00 APPENDICES

12.01 None

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

Corporate Business Continuity Plan
Mission Critical Services Plans

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 14

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **QUARTER 2 PERFORMANCE REVIEW 2010/11**

1.00 PURPOSE OF REPORT

- 1.01 To consider the 2010/11 Quarter 2 service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council.
- 1.02 To note the update of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports.
- 1.03 To note the progress made against the Improvement Target Action Plans contained within the performance reports.

2.00 BACKGROUND

- 2.01 The quarterly performance reports seek to provide the reader with the 'narrative' of quarterly performance, which gives the context for overall performance. These reports are a quarterly review of service plans.

3.00 CONSIDERATIONS

- 3.01 Quarterly performance reports are prepared by Heads of Service within the three Directorates and by Corporate Heads of Service.
- 3.02 Copies of the detailed Quarter 2 (July to September) performance reports are available in the Members' Library and on request. Members will receive respective reports when circulated with the Overview and Scrutiny Committee agendas. [For LSG, please note that one report is still outstanding, but this will be available for Executive.]
- 3.03 Appendix 1 of the report contains a schedule of all the Improvement Targets which are reported on a quarterly basis. This is in line with the revised list of improvement targets endorsed by Executive on 5th January 2010.
- 3.04 Improvement Target Action Plans are now in place and reporting of progress against the action plans has been included within the performance reports. [For LSG, please note that progress for a number of the improvement target actions is still awaited but this will be available prior to Executive.]

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

3.06 During Quarter 2 the Strategic Assessment of Risks and Challenges (SARC) refresh has progressed well with the majority of the risks requiring review being completed. A revised SARC summary position of the present Red, Amber and Green status for all of the reported strategic risks and challenges is provided at Appendix 2. It should be noted that it is not possible to compare the SARC refresh Red, Amber, Green (RAG) status with previous quarterly reviews due to the nature of the risk changing to reflect the 'cause' of the risk and the challenges that the Council face going forward.

3.07 A report on the SARC refresh is an agenda item at this meeting.

4.00 RECOMMENDATIONS

4.01 That Executive consider the 2010/11 Quarter 1 performance reports and recommend any specific issues which may require management action and/or referral to the appropriate Overview and Scrutiny Committees for consideration.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 There are no specific equalities implications within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

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

11.00 CONSULTATION UNDERTAKEN

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

12.00 APPENDICES

12.01 Appendix 1 - Schedule of Improvement Target Data

Appendix 2 - Strategic Assessment of Risks and Challenges Red, Amber, Green Summary

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

None

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Q2 Performance Data (Improvement Targets) in Ffynnon

Key	Title	Direction of Positive Performance	Actual	Target	Comment	Owner
Human Resources						
CHR 001	The percentage of employees including teachers and school based staff who leave the employment of the local authority, whether on a voluntary or involuntary basis	Lower	4.27	3	A great deal of work has been undertaken by the Service Centre in the first quarter to clean up the data from the theatre. This work has closed a large number of positions that were no longer occupied. As a result of this piece of work a the turnover rate appears larger than it would normally be. Further analysis of leavers / turnover to be undertaken by services assess impact of turnover.	Helen Stappleton
CHR 002	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	Lower	2.33	2.8	To help support managing attendance there are three regular monthly reports. A report to highlight those that have been absent for 20 days or more, a Summary report and a Trigger report. The new policy is supporting improved working practices for managers and Human Resources, e.g. planned intervention for long term absences, to encourage employees to return to work earlier.	Helen Stappleton
CHR 004	The percentage of local authority employees from minority ethnic communities	Higher	0.2	0.32	1) Equalities Information Audit to be conducted during Sept 2010 to improve quality and quantity of data held 2) Further work to be undertaken in recruiting and retaining employees from ethnic minority communities	Helen Stappleton
CHR 005	The percentage of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 2005	Higher	1.17	1.75	Equalities Information Audit is to be conducted in the early part of Quarter 3 to help improve quality and quantity of data held. Further work to be undertaken in recruiting and retaining employees with disabilities	Helen Stappleton
REM3	The percentage of employees receiving an annual appraisal with Individual Development Plan	Higher	N/A	N/A	The framework is in place for managers to complete the appraisal process. The mechanisms for this to be automatically entered into Trent will be introduced as part of Phase two of Trent. In the meantime Service areas are to input this detail as part of their service plans and performance reports. Also each area will have an improvement target introduced for each Directorate to complete.	Helen Stappleton
Finance						
CFH 006	The percentage of undisputed invoices which were paid in 30 days	Higher	92.29	92	Q2 performance was again very good at 92.3%, this collective measure could however be improved with a reduction in elapsed processing time in some directorates. Processing of invoices is a devolved function that is reported on by the central Accounts Payable team who continue to work with directorates to drive up performance.	Gareth Evans
Homelessness						
HHA 002	The average number of working days between h/less presentation & discharge of duty for households found to be statutorily homeless	Lower	157.14	335	This figure has increased from the last quarter due to an increase in the number of families we have been able to secure permanent accommodation. (14 families in this quarter compared 10 families in the last quarter.)	Gill Conway
Adaptations						
PSR 002	The average number of calendar days taken to deliver a Disabled Facilities Grant	Lower	406	350	This PI includes DFGs for adults and children. Time taken on occupational therapy waiting lists is starting to be reflected in this PI. Actions are in place to reduce waiting lists, within existing resources, as discussed at the special members workshop. Ref SARC PDZ6	Maureen Mullaney
PSR 003	Timing of adaptations not funded by a Disabled Facilities Grant. The average number of calendar days taken to deliver an adaptation for a local authority tenant where the Disabled Facilities Grant process is not used	Lower	12.06	18	It is pleasing again to see that adaptations are being completed well within target showing good performance in this area.	Clare Budden
IA1.2L1a	Reduce the time taken to complete a DFG application - Urgent (within 4 weeks). (Relates solely to the application part of the DFG process & is measured using median figures)	Lower	83	100	The manufacture of a specialist curved stairlift takes up to 6 weeks and has impacted heavily on this figure due to a relatively small number of Urgent referrals.	Clare Budden
IA1.2L1b	Reduce the time taken to complete a DFG application - Non Urgent (within 8 weeks). (Relates solely to the application part of the DFG process & is measured using median figures)	Lower	86	100	An increase in the number of referrals has impacted in the downturn of this indicator.	Clare Budden
PSR 006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the disabled facilities grant is not used	Lower	180	90	Time taken on occupational therapy waiting lists, for adults, is starting to be reflected in this PI. Actions are in place to reduce waiting lists within existing resources. It is planned to transfer operations to Care and Repair, who will undertake some of the minor work themselves. This should have a positive impact. 1 minor adaptation was completed for a child in quarter 2, in 64 days. Due to staff deficit assessments on the waiting list are allocated to Personal Care Consultants.	Maureen Mullaney
Housing Landlord Services						
HLS 010a	The average number of calendar days taken to complete emergency repairs	Lower	0.34	0.5	There has been continued improvement in this category due in part to the improvement in categorization of repairs in general. However with the demand profile set to change for the winter months it is anticipated that there will be a slight down turn in the figures for Q3 and Q4, the projections for the full year are positive.	Clare Budden

Q2 Performance Data (Improvement Targets) in Ffynnon

Key	Title	Direction of Positive Performance	Actual	Target	Comment	Owner
HLS 010b	The average number of calendar days taken to complete urgent repairs	Lower	6.3	10	The urgent repair category out turns for Q2 have exceeded the improvement target for 2010/11 by some margin once again the improvement in categorization has helped however the demand profile for this type of repair is consistent with previous years. As we move into the winter it is anticipated that there will be a down turn in the figures for Q3 and Q4 the projections for the full year are very positive.	Clare Budden
HLS 010c	The average number of calendar days taken to complete non-urgent repairs	Lower	63.31	35	The non urgent repair category out turns for Q2 have shown a small improvement from Q1 this is due to the back log of repairs. The additional funds made available this year will assist in reducing the number of calendar days taken to complete repairs of this type	Clare Budden
HPMM7	The percentage of gas safety checks completed cumulative	Higher	85.2	99	There is, as expected a downturn for the indicator during Quarter 2. This is because of increased access problems due to people being away for summer holidays. Performance is also hampered in this area due to current implementation of the information system (IBS) not supporting the effective management and monitoring of servicing schedule. Talks are underway with the systems provider to review the usage of the system in this area and to identify further improvements.	Mike Bernard
HLS 014	Reduction in void turnaround time from 103.6 to 64 calendar days by 2011	Lower	99.05	80	The figure for 'day to day' voids i.e. excluding empty properties costing less than £2k to repair to the agreed 'lettable standard' and long term 'difficult to let' properties was 79 days. This is an improvement on the Q1 figure for 'day to day' empty properties of 87 days due to changes already made to processes.	Clare Budden
Planning						
PLA 003bi	The percentage of these determined appeals that upheld the authority's decision in relation to planning application decisions	Higher	60	75	Again, the low denominator magnifies the significance of those appeals where the authority's decision is not upheld. Analysis of the decisions continues, particularly in relation to the decision method (i.e. delegated or committee) and in the latter case, with or against officer recommendation.	Andrew Farrow
PLA 004b	The percentage of minor planning applications determined during the quarter within 8 weeks	Higher	53.64	65	Continuing to hold and improve on the target figure	Glyn P Jones
PLA 005	The percentage of enforcement complaints resolved during the quarter within 12 weeks of receipt	Higher	66.39	73	Performance improvement in this category continues towards an ambitious but realistic target. This follows a further reduction of the backlog of cases and reflects other initiatives within the service.	Mark Jones
Social Care for Adults						
IA1.1L3	The rate of people with mental health illness aged 18-64 who are supported in the community during the year per 1000 population	Higher	3.37	2.6	Performance has fallen slightly from the quarter 1 out turn. The new Mental Health provider database has improved data accuracy. Measures ongoing to improve performance include consideration of housing needs as part of the inpatient assessment. Out of Hours support, and the establishment of the intensive and medium support teams all work together to offer an alternative to hospital admission and/or facilitate safer and speedier discharge.	Vicky Forman
IA1.1L2	The rate of people with a physical disability and/or sensory impairment aged 18-64 who are supported in the community during the year per 1000 population	Higher	5.16	5.5	Performance has fallen from the quarter one out turn, with 475 adults aged 18-64 supported in the community. Measures ongoing to improve performance include introduction of a Pilot scheme for Self Directed Support and development of a sheltered/supported accommodation scheme.	Jo Taylor
IA1.1L1	The rate of people with a learning disability, aged 18-64, supported in the community during the year per 1000 population aged 18-64	Higher	3.74	3.8	The number of people with a learning disability remains static apart from the transition of disabled children into adult services. However data clean up work, in preparation for Paris implementation, has improved data quality.	Maureen Mullaney
SCA 007	The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	Higher	76.73	88	The Paris business system was implemented at the beginning February 2010 and this was the only significant factor that we could identify that could have led to a fall in recorded performance in quarter 1. As a result, a detailed analysis of the recording of this PI has been undertaken enabling us to evidence a marked improvement in quarter 2. As the new system beds in and staff become more skilled in its use, performance should improve. Data is not available for substance misuse service users.	Maureen Mullaney
SCA 010	The rate per 1,000 adult clients assessed during the year who are provided with electronic assistive technology as part of a package of care	Higher	124.82	105	As well as meeting our own target for 2010/11 we have exceeded the All Wales average for the first time. Continuing Healthcare funding has been extended into 2010/11. This indicator is based on the number of assistive technology services (telecare) provided to service users assessed not the total number of current assistive technology services provided.	Maureen Mullaney
SCA 017	The rate per 10,000 adult clients (aged 18+) supported in the community who receive a direct payment	Higher	414.47	500	We are supporting the same number of people (118) with direct payments in quarter 2 the fall in PI output results from an increase in numbers supported in the community.	Maureen Mullaney
IA1.1L4	Increase the number of people using direct payments from 100 - 120 (Mar 09) and to 144 by Mar 10 (20% per year)	Higher	142	150	This PI includes direct payments for children.	Jo Taylor

Q2 Performance Data (Improvement Targets) in Ffynnon

Key	Title	Direction of Positive Performance	Actual	Target	Comment	Owner
IA1.1L5	The number of new carers identified in the period who were offered an assessment in their own right	Higher	303	TBC	The quarter two outturn shows that performance is on target to exceed the outturn for the of 2009/2010 (695 new carers) by the end of 2010/2011. Target baseline of 695 was established last year.	Maureen Mullaney
SCA 018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	Higher	70.85	TBC	Performance has improved in quarter 2 as more carers are being identified and offered an assessment. However implementation of the Paris system is still influencing recorded performance. There are significant variations in the way Care comm and Paris record this detail and therefore it may be difficult to compare data pre and post Paris. 2009/10 was the baseline year for this indicator.	Maureen Mullaney
SCA 018c	The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	Higher	50.4	TBC	Only services provided directly to carers are counted in this PI. Additional services provided to service users, such as respite or day care, are not included even though they result from the carer's assessment. This is in accordance with LGDU guidance. Although more carers received a service in quarter 2, more carers had an assessment and this has led to a downturn in performance. 2009/10 was the baseline year for this indicator.	Maureen Mullaney

Q2 Performance Data (Improvement Targets) in Ffynnon

Key	Title	Direction of Positive Performance	Actual	Target	Comment	Owner
Social Care for Children						
SCC 001b	For those children looked after whose 2nd review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	Higher	100	95	All permanency plans were provided within timescales for Q2.	Carol Salmon
SCC 016	The percentage of reviews carried out within the statutory timetable	Higher	48.94	70	This performance is as reported on the PARIS system, and in order to be reported, the ICS Child in Need Review form needs to be completed and electronically authorised by a Manager. The child in need review normally takes place as part of a child in need planning meeting. The Performance Team have met with Fieldwork and can confirm that most child in need planning meetings are taking place within timescales. However, there is a capacity issue regarding the typing of the minutes, and their subsequent electronic authorisation. Fieldwork are reviewing the backlog of minutes and making arrangements to have this cleared, but we are unable to report these reviews as completed for the purposes of the performance indicator.	Carol Salmon
SCC 024	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March	Higher	0	90	In Quarter 2, only one pep was due, and this was completed out of timescales. This was a child with disabilities and the special school (out of county) only agreed to have the form completed by the time of the child's next review.	Carol Salmon
SCC 025	The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	Higher	91.84	92	The performance indicator for statutory visits remains close to the target of 92%, and is still significantly higher than the All Wales average. The creation of the Permanency Team with 'Reform to Transform' in September 2010 will serve to further strengthen the links between Fieldwork and the Performance Team; the processes for recording and measuring statutory visits will be reviewed with the Permanency Team in November, to ensure that staff are aware of the requirements and that all visits that take place are correctly recorded.	Carol Salmon
SCC 028	The percentage of children looked after who had a fully completed and updated assessment and action record at their third review	Higher	44.44	80	Only 44.4% of Assessment and Progress Records due were completed by the time of the third review. Two were completed on paper but not entered electronically onto Paris by the due date because of administrative capacity. The Performance Team are investigating the reasons for the other three Assessment and Progress Records not being completed, and are working with the Independent Reviewing Officers to provide a flagging system for Social Workers to notify them when the third review is becoming due. Last year this was done manually, but with the withdrawal of external funding, it has not been possible to repeat this in the current year due to capacity.	Carol Salmon
SCC 030a	The percentage of young carers known to Social Services who were assessed.	Higher	42.86	75	Seven children were identified as young carers in the Quarter. Three of these were provided with an assessment in the Quarter; however, the other four were assessed in a previous period, and we are not therefore able to include these in the quarterly performance indicator. We would like to ensure that all children with carer needs identified at the initial assessment stage are offered a young carers assessment by Social Services for Children, and have developed a local indicator to measure this. We have requested Paris development to allow this information to be recorded, and are awaiting the implementation of this functionality.	Carol Salmon
SCC 030b	The percentage of young carers known to Social Services who were provided with a service	Higher	100	70	All young carers identified in Quarter 2 were receiving a service from Social Services for Children in the Quarter.	Carol Salmon
SCC 033c	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	Higher	50	70	There were two 19 year old care leavers in the cohort; one was in full time higher education on their 19th birthday, one has a personal advisor and is receiving support to gain employment, but has not yet been successful. The Council's work placement and vocational training initiative for care leavers continues; one 18 year old care leaver has successfully completed the Skill Build programme and has been offered an apprenticeship with the Authority.	Carol Salmon
SCC 039	The percentage of health assessments for looked after children due in the year that have been undertaken	Higher	30.2	75	Seven Health Assessments were requested late by Social Services for Children to Health. This was due either to uncertainty over the due dates, or where a child was in the process of moving to another placement and the LAC nurse was unable to request the placement until the new placement was agreed. The remaining 23 were delayed either because of capacity or other reason within the relevant Health Trust, or by the service users themselves. The LAC nurse and the Performance Team have developed a system for recording and categorising the reasons for late Health Assessments, in order that we can work to eliminate those issues that are within our control.	Carol Salmon

Q2 Performance Data (Improvement Targets) in Ffynnon

Key	Title	Direction of Positive Performance	Actual	Target	Comment	Owner
SCC 042a	The percentage of initial assessments completed within 7 working days	Higher	90.72	87	The backlog of initial assessment forms awaiting typing onto Paris at the end of Quarter 1 and reported in the Q1 Performance Report has now been cleared using the additional resources provided from the Paris budget. This is evidenced by the increase in the number of initial assessments reported as completed this Quarter. We are confident that the reported performance for Quarter 2 is an accurate reflection of performance in the timely completion of initial assessments. In April 2010, the Duty Team implemented a more robust system for closing down low level child in need assessments when families are not engaging. This has been successful, and has resulted in a significant improvement in performance when compared to last year.	Carol Salmon
SCC 042b	The average time taken to complete initial assessments that took longer than 7 days to complete	Lower	14.78	12	The backlog of initial assessment forms awaiting typing onto Paris at the end of Quarter 1 and reported in the Q1 Performance Report has now been cleared using the additional resources provided from the Paris budget. This is evidenced by the increase in the number of initial assessments reported as completed this Quarter. We are confident that the reported performance for Quarter 2 is an accurate reflection of performance in the timely completion of initial assessments. In April 2010, the Duty Team implemented a more robust system for closing down low level child in need assessments when families are not engaging. This has been successful, and has resulted in a significant improvement in performance when compared to last year.	Carol Salmon
SCC 043a	The percentage of required core assessments completed within 35 working days	Higher	95	83	20 core assessments were recorded as completed in the Quarter, and 19 of these were completed within timescales, which is better than the target of 83%. The 6 core assessments outstanding from Quarter 1 which were awaiting authorisation on Paris, have now been completed and authorised. We are confident that the reported performance for Quarter 2 is an accurate reflection of performance in the timely completion of core assessments. Staff in the Performance Team continue to meet with frontline teams at least monthly to identify problems with the timely completion of core assessments.	Carol Salmon

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

Risk Title		2010-2011		
		Q1	Q2	
Risk Reference	Community Leadership	June 10	Sep 10	Predictive Green/Amber eg. Mar 2010
CL03	Voluntary Sector Compact and Grants Review	G		MAR 2010
CL04	Affordable Housing	A	A	TBC
CL05	Social Care For Older People	A	A	TBC
CL07	Local Health Bosrds and Public & Primary Health Care	A		TBC
CL08	Climate Change & Flood Risk Management		A	TBC
CL09	Economic Regeneration		G	SEP 2010
CL10	Decline of Town Centres		G	SEP 2010
CL11	Integrated and Public Transport Infrastructure (External)	A	A	2012
CL12	Skills Needs of Employers		G	DEC 2009
CL14	North Wales Regional Waste Treatment Partnership		A	2016/17
Risk Reference	Council Delivery	June 10	Sep 10	Predictive Green/Amber
CD02	Streetscene	A	A	DEC 2011
CD03	Transition from UDP to LDP	A	A	TBC
CD04	Planning Protocol	A	A	MAY 2011
CD05	Highways Infrastructure	A	A	TBC
CD06	Transport Arrangement For Service Users	A	A	TBC
CD07	Depot Provision	A	A	DEC 2013
CD08	Connah's Quay, Shotton & Deeside Renewal Area	A	A	TBC
CD10	Leisure - Future Provision	A	A	DEC 2010
CD12a	Housing Strategy	A	A	TBC
CD12b	Housing Management	A	A	DEC 2011
CD12c	Housing Repairs and Maintenance Services	A	A	APR 2011
CD12d	Homelessness	A	A	MAR 2011
CD12e	Sheltered Housing	A	A	MAR 2011
CD14	Housing Ballot	A	A	JUN 2011
CD19	Gypsies and Travellers	R		TBC
CD20	School Buildings/School modernisation	R		Apr 2018
CD22	School Effectiveness Framework and School Improvement Service	A		2010
CD23	Procurement of Independent Sector placements for looked after children	A	R	TBC
CD24	Social Care Recruitment and Retention of Staff	A	A	TBC
CD26	Disabled Facilities Grants	A	A	Mar 2011
CD27a	Waste Management Targets	A	A	TBC
CD27c	Waste Management Operations	A	A	2016/17
CD27d	Waste Management (AD Waste)	A	G	SEP 2010
CD34	Severe Wimter Weather		A	TBC
CD35	Grant Funding			
CD37	Food Waste Treatment project		A	2016/17
Risk Reference	Council Governance	June 10	Sep 08	Predictive Green/Amber
CG04	Risk Management	A	A	APR 2011
CG05	Asset Management	G	A	2015/16
CG06	Medium Term Financial Strategy	A	A	TBC
CG07	Financial Management and Control	A		TBC
CG08	ICT Strategy	G	A	TBC
CG09	Information Governance	A	A	TBC
CG10	Human Resources and Management	A	A	TBC
CG11	Single Status and Terms and Conditions of Employment	G	A	TBC
CG12	County Hall Campus Management	A		?
CG13	Customer Focus	G	G	Mar 2010
CG14	Code of Corporate Governance	A	G	JUN 2011
CG18	Procurement	G	A	TBC
CG19	Business Continuity (including Winter Disruption)	A	A	APR 2011
CG20	Business Performance of Semi Commercial Functions	R		?
CG21	Government Spending Review			?

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **REVENUE BUDGET MONITORING 2010/11 (MONTH 6)**

1.00 PURPOSE OF REPORT

1.01 To provide members with the most up to date revenue budget monitoring information (Month 6) for the Council Fund and the Housing Revenue Account in 2010/11.

1.02 INDEX OF CONTENTS

Section 2	Executive Summary
Paragraph 3.01	Council Fund Summary Table
Paragraph 3.07	Risks and Assumptions
Section 4	Non Standard Inflation / Central Contingencies
Section 5	Unearmarked Reserves
Section 6	Housing Revenue Account
Appendix 1	Council Fund - Movement in Variances from Month 5
Appendix 2	Community Services - Variances Summary
Appendix 3	Environment - Variances Summary
Appendix 4	Lifelong Learning - Variances Summary
Appendix 5	Corporate Services - Variances Summary
Appendix 6	Central & Corporate Finance - Variances Summary
Appendix 7	Council Fund Unearmarked Reserves Summary
Appendix 8	Housing Revenue Account - Variances Summary

2.00 EXECUTIVE SUMMARY

2.01 Members are requested to note the projected year end position as estimated at Month 6 which is :

Council Fund - Net overspend of £0.574m (Overspend of £2.338m at Month 5)

Housing Revenue Account - Net overspend of £0.068m (Overspend of £0.057m at Month 5)

3.00 CONSIDERATIONS

COUNCIL FUND

3.01 The table below shows a projected in-year overspend of £0.574m.

Date: 08/12/2010

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 5	Month 6	Month 5	Month 6	Month 5	Month 6
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	54.996	54.522	1.001	0.552	0.631	0.467	0.370	0.085
Environment	33.527	32.965	0.381	0.164	0.381	0.164	-	-
Lifelong Learning	109.598	109.106	1.971	1.280	1.056	0.436	0.915	0.844
Corporate Services	17.872	17.508	(0.138)	(0.030)	(0.138)	(0.030)		
Total Directorates	215.993	214.101	3.215	1.966	1.930	1.037	1.285	0.929
Central and Corporate Finance	25.897	27.789	(0.877)	(1.392)	(0.877)	(1.392)		
Total	241.890	241.890	2.338	0.574	1.053	(0.355)	1.285	0.929

- 3.02 The Original Budget column reflects the budget approved by Council on the 2nd March 2010. The Revised Budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.
- 3.03 Although a projected overspend of £2.338m was reported at month 5, it was reported that it was still the intention of Management to contain the projected variation within the overall agreed budget. Since month 5 significant work has been undertaken by Directors and Heads of Service to identify ways of significantly reducing the projected overspend. Arising from this is a revised projected overspend of £0.574m, an improvement of £1.764m. The significant improvement from month 5 is due to a combination of specific management actions put in place and other changes in circumstances identified through the budget monitoring process. Appendix 1 provides further information on all of the movements by directorate.
- 3.04 The overall in-year projected variances to date are detailed in Appendices 2 - 6 (Council Fund), and Appendix 8 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided.
- 3.05 The net overspend of £0.574m comprises £1.966 on services (of which £1.355m relates to out of county placements and £0.611m on other services) offset by a contribution of £1.392m from Central and Corporate Finance. Management will continue to try and identify opportunities to reduce the currently projected overspends and minimise budget pressures in future years in order to minimise the impact on the Council's overall financial position. The outcomes will continue to be reported on in future reports.
- 3.06 The Out of County Placement budget projected overspend (ring-fenced) forms a large part of Community Services and Lifelong Learning's total overspend (£0.511m and £0.844m respectively) and is still the largest area of overspend across the total budget. The total projected overspend on Out of County Placements is £1.355m at month 6, a reduction of £0.268m compared

to month 5 and Senior Officers are continuing to meet regularly to review actions aimed at reducing the overspend during the second half of the year.

RISKS / ASSUMPTIONS

3.07 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

- o Projections based on current client numbers / care packages
- o Demand led services susceptible to changes outside the Directorate's control e.g. severity of winter, flu epidemics
- o Local Health Board income cannot be guaranteed at the levels assumed

Development & Resources

- o Domiciliary and Property client income is dependent on individual client circumstances
- o Wider economic recession may have an impact

Social Services for Children - Out of County Placements

- o Length of current placements uncertain - court led timeframes
- o Number of new placements difficult to predict - needs led
- o High cost of any new placements can have an adverse impact on outturn
- o Uncertainty of income level from Local Health Board

Social Services for Children - Family Placement

- o Service dependent on sufficient numbers of carers being attracted and retained

Other Residential - Care for Children with Disabilities

- o Timing of new service at Arosfa becoming operational - delays would impact on the projected outturn position

2. Environment

Planning Control

- o Assumed that number of applications will not recover to pre-recession levels during 2010/11

Winter Maintenance

- o Early/prolonged severe weather and market costs of alternative salt supplies

3. Lifelong Learning

Out of County Placements

- o Uncertainty of lengths of current placements
- o Difficult to predict number of new placements
- o High cost of any new placements can have an adverse impact on outturn
- o Varying income levels from Local Health Board

Leisure Services

- o Uncertainty as to whether energy efficiency target will be fully achieved

Youth Service

- o Delay to deletion of a post to achieve previous year efficiency saving budget

Inclusion Service

- o Reductions in available grant streams and reserves has resulted in a risk of overspend on providing pupil support to schools

4. Corporate Services

All Service Areas

- o Assumed that there will be no Pay Award for 2010/11

4.00 NON STANDARD INFLATION/CENTRAL CONTINGENCIES

NON STANDARD INFLATION

- 4.01 Included in the budget was an amount of £0.060m in respect of fuel costs, £0.094m in respect of National Foster Care Allowances and £0.105m in respect of increased fire levy. These items have been allocated to meet the additional known costs. Therefore, there is no centrally held non standard inflation available for 2010/11.

CENTRAL CONTINGENCIES

- 4.02 The budget for 2010/11 included £0.968m in respect of non-teacher pay award. This amount is being held centrally until the announcement of the national pay award. The employers current offer is for no increase in the Pay Award for 2010/11. On this basis it is currently assumed that this contingency will not be required and is therefore shown as an underspend within Central and Corporate.

5.00 UNEARMARKED RESERVES

- 5.01 The 2009/10 final outturn reported to Executive on 10th August showed unearmarked reserves at 31st March 2010 (above the base level of £5.269m) of £1.008m, after the setting aside of funding for 2010/11 one-off pressures of £0.352m.
- 5.02 Appendix 7 details the movements to date on unearmarked reserves and the estimated level of contingency sum. As a result of these movements currently projected, the net amount currently available in the Contingency Reserve is £2.220m (of which £1.786m is ringfenced for Flintshire Futures investment costs).

6.00 HOUSING REVENUE ACCOUNT

- 6.01 On 17th February, 2010, the Council approved a Housing Revenue Account budget for 2010/11 of £23.716m. The budget provided for a closing balance at 31st March, 2010 of £1.153m, and a closing balance at 31st March 2011 of £1.186m, which at 5% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 6.02 The 2009/10 final outturn reported to Executive on 10th August showed a closing balance at the end of 2009/10 of £1.451m (subject to audit), which was £0.298m higher than the estimate of £1.153m when the 2010/11 budget was set. This had the effect of increasing the opening balance for 2010/11 by the same amount. Executive on 13th July 2010 approved an allocation of £0.400m from HRA balances to assist the 2010/11 budget in reducing the repairs and maintenance backlog. Executive on 19th October 2010 approved a further allocation of £0.400m from HRA balances to further assist the reduction of the repairs and maintenance backlog.
- 6.03 An additional consequence of the allocation of the total of £0.800m from balances to the repairs and maintenance budget is the reflection of an improvement in the budgeted deficit position for the Building Maintenance Trading Account. The revised budget for the Building Maintenance trading account is now a deficit of £0.091m, as opposed to the original budgeted deficit sum of £0.450m.
- 6.04 Appendix 8 details the reasons for significant variances occurring to date and the actions planned to deal with them.

6.05 The net effects of the revised balance brought forward, the additional allocation from balances and the projected outturn is that there would be balances in hand at the end of the year of £0.975m which at 4% of budgeted expenditure is greater than the minimum level of 3% recommended by the Head of Finance. The projected year end balance of £0.975m is £0.211m less than the £1.186m which was assumed when the 2010/11 HRA budget was finalised.

7.00 RECOMMENDATIONS

7.01 Members are recommended to:-

- a) Note the overall report.
- b) Note the estimated Council Fund Contingency Sum as at 31st March 2011. (Section 5).
- c) 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 Council Fund - Movement in Variances from Month 5 - Appendix 1
Council Fund Variances - Appendices 2 - 6
Council Fund - Movements on unearmarked reserves - Appendix 7
Housing Revenue Account Variances - Appendix 8

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

Month 6 Monitoring Papers

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Budget Monitoring (Month 6)
Summary of Movement from Month 5

	£M	£M
Month 5		
Out of County Ringfenced Budget	1.623	
Service Directorates	1.592	
Central and Corporate Finance	(0.877)	
Variance as per Executive Report		2.338
Month 6		
Out of County Ringfenced Budget	1.355	
Service Directorates	0.611	
Central and Corporate Finance	(1.392)	
Variance as per Directorate Returns		0.574
Change Requiring Explanation		<u>(1.764)</u>

Community Services

Variations due to specific management action to lower overall overspend:

• Training - Maximisation of SCDWP grant	(0.050)
• Training - Utilisation of Reserve	(0.050)
• Renovation Grants - delay to planned restructure freeing up vacancy savings	(0.058)
• Resident Wardens - vacancy savings	(0.088)
	<u>(0.246)</u>

Variations identified during budget monitoring:

• Residential Services - Additional Client costs	0.053
• Non ringfenced Homelessness - Reapportionment of staff costs between Council Fund and HRA due to change in roles	0.080
• Ringfenced Homelessness - Lower than projected activity for first half of year (still risk this will increase due to impact of CSR)	(0.091)
• Reduction in Ringfenced Out of County projection based on revised projected end dates for some placements	(0.197)
• Other minor changes of less than £20k	(0.048)
	<u>(0.203)</u>
	(0.449)

Environment

Variations due to specific management action to lower overall overspend:

• Civic Amenity Sites - Re-profiling of management charges	(0.081)
• Public Protection - Non-filling of vacancies ahead of proposed new structure	(0.050)
• Regeneration - Cease expenditure on contractually uncommitted expenditure	(0.050)
• Assets and Transportation - Reduction in Bad Debts Provision - industrial units	(0.025)
• Assets and Transportation - Anticipated Fuel Rebate from Arriva	(0.040)
• Assets and Transportation - Utilisation of TAIH balance brought forward	(0.015)
• Assets and Transportation - Car Parks - Cease any maintenance works not contractually committed	(0.020)
	<u>(0.281)</u>

Variations identified during budget monitoring:

• Fleet Services - above inflationary increase in materials	0.040
• Industrial Units - Specific issues at Westbridge Unit, Unit 5 Catheralls and Greenfield Business Park	0.049
• Other variations less than £20k	(0.025)
	<u>0.064</u>
	(0.217)

Lifelong Learning

Variations due to specific management action to lower overall overspend:

• School Improvement (Primary and Secondary) - Maximisation of grant funding	(0.060)
• Early Years - No year end investment in Voluntary Sector settings	(0.120)
• ICT – Hardware - Cease investment for remainder of the financial year	(0.100)
• Audio Visual Service - Cease investment for remainder of the financial year	(0.015)
• Furniture – schools - Cease investment for remainder of the financial year	(0.006)
• Libraries - Book Fund - Cease investment for remainder of the financial year	(0.070)
• Facilities Service - Delay to April the necessary investment in CCTV associated with the rationalisation of security costs at County Hall	(0.106)
	<hr/>
	(0.477)

Variations identified during budget monitoring:

• Reduction in Ringfenced Out of County projection based on revised projected end dates for some placements	(0.071)
• Mobile Classroom rentals - Projected in-year saving	(0.030)
• Technical effect of treating Leisure Services and Facilities as non-trading accounts for support costs purposes	(0.164)
• Decrease in projection on School Transport due to reduction in overload buses and increase in projected contribution from Deeside College	(0.058)
• Leisure Services - overspend due to projected non-achievement of good-housekeeping element of energy efficiency saving (had been recorded as a risk up month 5)	0.120
• Other minor changes of no more than £10k	(0.011)
	<hr/>
	(0.214)
	<hr/>
	(0.691)

Corporate Services

Variations identified during budget monitoring:

• Finance - Increase in Housing Benefit Subsidy	0.086
• HR & OD - Additional expenditure on CRB checks	0.049
• ICT and Customer Services - Vacancy savings	(0.025)
• Other minor changes	(0.002)
	<hr/>
	0.108
	<hr/>
	0.108

Central and Corporate

Variations identified during budget monitoring:

• Central Loans and Investment Account	(0.135)
• Technical effect of treating Leisure Services and Facilities as non-trading accounts for support costs purposes	0.164
• Only part allocation of Procurement Efficiency target	0.420
• Over-achievement of centrally held Matrix efficiency	(0.106)
• More than anticipated refunds of VAT following House of Lords decision (Fleming and Conde Nast Publications Ltd)	(0.468)
• Financing and Funding - Windfall income due to Net Rateable Values	(0.390)
	<hr/>
	(0.515)
	<hr/>
	(0.515)

Total changes

(1.764)

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Domiciliary Support (Services for Older People)	7.478	7.908	0.430	0.449	<ul style="list-style-type: none"> Increase in complexity of need and number of clients supported to live at home alongside a reduction in the number of people entering residential care. 	<ul style="list-style-type: none"> Continual review of individual care packages will contribute to reduce the overspend, alongside trend analysis to enable projections of service demand.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Residential Services (Services for Older People)	8.403	8.539	0.136	0.124	<ul style="list-style-type: none"> Reduction in the number of clients currently being supported in Independent Sector residential care which is offset by the increase in the number of clients supported at home. Local Authority residential services are projecting an overspend due to non recurring expenditure on increased agency cover following Health and Safety recommendations, together with increased costs of internal catering and corporate efficiency savings for energy. 	<ul style="list-style-type: none"> Detailed work is ongoing looking at trends and seasonal variations together with options to reduce the overspend within a statutory service.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Services for Older People)	3.022	2.954	(0.068)	(0.063)	<ul style="list-style-type: none"> Underspend within Financial Assessment Team due to vacant posts. Balance is made up from various movements with updated information following appointment. 	<ul style="list-style-type: none"> Partial offset of vacancy management target and review recruitment position of vacant posts.
Supported Living (Physical Disability and Sensory Impairment)	0.091	0.149	0.058	0.065	<ul style="list-style-type: none"> Projected overspend is due to a void property at Ryland Street, and higher than anticipated care costs from the Independent Sector. 	<ul style="list-style-type: none"> Negotiations are reaching completion with the landlord of the property via Corporate Asset Management Group and review of existing contact ongoing.
Residential Services (Physical Disability and Sensory Impairment)	0.782	0.856	0.074	0.054	<ul style="list-style-type: none"> Increase in projected outturn reflects additional new clients into the service together with increased projections on transition clients due to revised information on care packages. Increase in period 6 reflects client transferred from Children's Services. 	<ul style="list-style-type: none"> Keep under review and examine current practice on information sharing within both Adults and Children's Services with the aim of improving future forecasting and budgeting.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (PDSI)	1.500	1.552	0.052	0.044	<ul style="list-style-type: none"> 2 Social Worker posts covered by locums due to long term absence. Vision Support payments exceed budget. 	<ul style="list-style-type: none"> Locums will cease when issues with posts are resolved. Contract with Vision Support is being renegotiated. Detailed analysis of all staffing within this area to be undertaken prior to Period 7.
Community Living (Learning Disability Services)	8.666	8.753	0.087	0.107	<ul style="list-style-type: none"> The overspend relates to the loss of two clients from Supported Living Service who were Health funded, and given that Health are reviewing all CHC packages, there is potential for this to increase. The reduction in period 6 reflects the impact of action taken within the service to reduce the overspend 	<ul style="list-style-type: none"> Identification of new clients to move into supported living service through review of current support. Continue review of care to existing clients.
Residential Services (Mental Health Services)	0.407	0.483	0.076	0.000	<ul style="list-style-type: none"> Projected overspend has increased due to additional client costs which have impacted on period 6. 	<ul style="list-style-type: none"> Further work is ongoing to identify potential Health funding which may reduce the underspend.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Mental Health Services)	0.793	0.833	0.040	0.042	<ul style="list-style-type: none"> Mainly due to the costs of the Emergency Duty Team (EDT) exceeding budget. 	<ul style="list-style-type: none"> Review to be undertaken of current EDT budget across services to identify potential reallocation of costs.
Ringfenced Budgets (LD & Mental Health)	0.845	0.514	(0.331)	(0.334)	<ul style="list-style-type: none"> Underspend reflect current client packages for 2010/11 which are fewer and less costly than in previous years, on which the base budget is based. 	<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.
Business Services Income (Development and Resources)	(2.470)	(2.528)	(0.058)	(0.049)	<ul style="list-style-type: none"> Revised projection based on current client contributions has led to a projected underspend at outturn. 	<ul style="list-style-type: none"> Keep under review – area is dependant on client numbers and financial circumstances.
Training (Development & Resources)	0.242	0.143	(0.099)	0.000	<ul style="list-style-type: none"> Increase in projected underspend is due to grant maximisation and reserve utilisation 	<ul style="list-style-type: none"> None Required

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Family Placement (Children's Services)	1.773	1.839	0.066	0.058	<ul style="list-style-type: none"> Increase in the number of foster care places within the service. 	<ul style="list-style-type: none"> This reflects a positive outcome from initiatives to attract new foster carers which should in time reduce expenditure in the Out of County budget.
Other Residential (Children's Services)	0.546	0.389	(0.157)	(0.158)	<ul style="list-style-type: none"> This budget is currently earmarked for the remodelling of Arosfa to enable the service to relocate and expand. 	<ul style="list-style-type: none"> Substantial adaptation work needs to take place at Arosfa. Initial estimate of costs have now been received and a more detailed breakdown is being sought prior to a decision being taken.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 6)

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)	3.525	4.036	0.511	0.708	<ul style="list-style-type: none"> Revised projection based on updated information on existing placements up until March 2011. The reduction reflects a number of changes to placements together with clients moving out of the service. 	<ul style="list-style-type: none"> The task and finish group are continuing their work and benchmarking work has been completed. The focus of high cost placements is now a North Wales project and the first meeting has taken place. External consultants have been commissioned to assist with the negotiation process with providers.
Non Ringfenced Homelessness (Housing Services)	0.322	0.390	0.068	0.000	<ul style="list-style-type: none"> The main cause of the variance relates to the reapportionment of staff costs between Council Fund and HRA due to change of roles. 	<ul style="list-style-type: none"> Reallocation of staffing budgets once housing restructure is completed.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Ringfenced Homelessness (Housing Services)	0.189	0.094	(0.095)	0.000	<ul style="list-style-type: none"> Review of projection at period 6 which has increased the underspend based on improvements made to service provision and lower than expected activity for the first half of the year. 	<ul style="list-style-type: none"> This area needs to be kept under close review due to the potential for an increase in homelessness due to changes to benefits system and challenging economic factors.
Renovation Grants (Housing Services)	(0.159)	(0.212)	(0.053)	0.000	<ul style="list-style-type: none"> A planned restructure of the Service has been delayed resulting in the availability of part year net vacancy savings. 	<ul style="list-style-type: none"> None required
Resident Wardens (Housing Services)	1.148	1.012	(0.136)	0.000	<ul style="list-style-type: none"> The underspend reflects the impact of Resident Warden vacancies. 	<ul style="list-style-type: none"> A realignment of the budget will need to be undertaken as part of the Sheltered Housing Improvement Project.
Other variances (aggregate)	17.419	17.370	(0.049)	(0.046)	A variety of minor variances.	
Total :	54.522	55.074	0.552	1.001		

ENVIRONMENT

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Transportation	1.391	1.281	(0.110)	(0.050)	<ul style="list-style-type: none"> Savings on Bus Operator payments for Bus Subsidies will be an estimated £0.050m. £0.040m Fuel Rebate due in November from Arriva. 	<ul style="list-style-type: none"> Bus Operator payments for Bus Subsidies and potential fuel rebates will be closely monitored.
Car Parks	0.030	0.060	0.030	0.050	<ul style="list-style-type: none"> Shortfall in car park fee income due in the main to the relocation of the Holywell Town Centre Car Park and subsequent free parking provision at Tesco. Uncommitted maintenance work ceased. 	<ul style="list-style-type: none"> Monitor income closely.
Engineering Design Consultancy	(0.022)	0.018	0.040	0.030	<ul style="list-style-type: none"> Income shortfall due to a reduced number of schemes resulting from the current economic climate. 	<ul style="list-style-type: none"> Continue to monitor the fee earning position and update the financial situation regarding the trading account.
Trunk Road Management Unit	(0.054)	(0.084)	(0.030)	(0.030)	<ul style="list-style-type: none"> Additional income from Trunk Road Agency staff recharges. 	
Fleet Services	0.007	0.047	0.040	0.00	<ul style="list-style-type: none"> Above inflationary increases in materials not being reflected in income recharges made to clients. 	<ul style="list-style-type: none"> Ensuring all external markets are considered to maximise collaborative working for Fleet Services.

ENVIRONMENT

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Policy & Implementation	0.736	0.646	(0.090)	(0.090)	<ul style="list-style-type: none"> Vacancy savings in Planning Service Area. 	<ul style="list-style-type: none"> Underspend will assist with financing the fee income shortfall below.
Environment & Conservation	0.331	0.221	(0.110)	(0.110)	<ul style="list-style-type: none"> Vacancy savings in Planning Service Area. 	<ul style="list-style-type: none"> Underspend will assist with financing the fee income shortfall below.
Planning Control	0.272	0.452	0.180	0.180	<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. Despite some economic growth, early indications suggest that fee income will still be £0.180m short of target Only 1,028 applications were received in 2009/10 compared with 1,191 in 2008/09, a 14% 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 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Directorate Support & Performance	1.526	1.421	(0.105)	(0.085)	<ul style="list-style-type: none"> Further delay in filling vacancies ahead of the new structure being implemented early in the new financial year. 	
Waste Disposal	4.821	4.694	(0.127)	(0.134)	<ul style="list-style-type: none"> Net landfill tax gains from reduced tonnages. 	
Civic Amenity Sites	1.905	1.983	0.078	0.159	<ul style="list-style-type: none"> Impact of RPI increase for Management Charge and annual performance payment under contractual obligations. Reduction in overspend due to re-profiling of management charges and removal of NNDR payments. 	Upon AD Waste coming in-house, the Management Charge was reduced in order to reduce its impact.
Property Holdings	0.116	0.187	0.071	0.063	<ul style="list-style-type: none"> Loss of income from Terrig House, Mold, which is vacant. Loss of income from BBC at Glanrafon has resulted in further shortfall. 	<ul style="list-style-type: none"> Maximise usage of vacant properties.

ENVIRONMENT

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Agricultural Estates	(0.160)	(0.145)	0.015	0.001	<ul style="list-style-type: none"> Land Agent vacancy savings partially offset by potential shortfall in tithes and wayleaves income. Level of rental income reduced due to sale of 3 farms. 	<ul style="list-style-type: none"> Consider the impact of Agricultural Estates property sales on rental income levels during budget process.
Design Services & Corporate Property Maintenance	2.368	2.542	0.174	0.167	<ul style="list-style-type: none"> Significant income shortfall due to reduced Capital Programme and slippage of key WAG funded scheme into 2011/12. Salary savings of £0.143m are included in the net variance. 	<ul style="list-style-type: none"> Continue to monitor the fee earning position and update the financial situation regarding the trading account. Incorporate the projected Capital Programme figures into the Organisational Review being undertaken to influence its conclusions. Historically, trends would suggest that the position can be improved.

ENVIRONMENT

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Industrial Units	(1.742)	(1.684)	0.058	0.034	<ul style="list-style-type: none"> Reinstatement of NNDR charges which had been incorrectly credited at Period 3. Westbridge Unit – lease negotiated at reduced rate due to economic climate Loss of income from Unit 5 Catheralls – vacated by social Services. Road and drain repairs to Greenfield Business Park. 	<ul style="list-style-type: none"> Monitor closely the cost of NNDR to determine if any reductions can be made.
Valuation & Estates	0.493	0.415	(0.078)	(0.078)	<ul style="list-style-type: none"> Vacancy Savings 	
Administrative Buildings	1.004	1.157	0.153	0.144	<ul style="list-style-type: none"> Overspend on cleaning services following a review of charges. 	<ul style="list-style-type: none"> Review of specification for Cleaning Contract required to determine value for money.
Economic Development	0.542	0.492	(0.050)	0.000	<ul style="list-style-type: none"> Cease expenditure on any uncommitted supplies and services. 	<ul style="list-style-type: none"> This will negate the adverse variance on Markets and Business Centres.

ENVIRONMENT

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Markets	(0.116)	(0.089)	0.027	0.028	<ul style="list-style-type: none"> Reduction in smaller markets income based on current economic climate. Employment of agency cover for sickness absence. 	<ul style="list-style-type: none"> Income levels to be monitored closely together with initiatives for maximising income for larger markets e.g. Mold.
Health & Safety	0.574	0.524	(0.050)	0.000	<ul style="list-style-type: none"> Non filling of vacancies ahead of the proposed new structure. 	
Cemeteries	0.453	0.457	0.004	0.024	<ul style="list-style-type: none"> Onset of maintenance and NDR costs at new Kelsterton Cemetery. 	<ul style="list-style-type: none"> Virement of budget from other service area has now covered these costs.
Other variances (aggregate)	18.490	18.534	0.044	0.078	<ul style="list-style-type: none"> A number of variances of no more than £20k individually relating in the main to income shortfalls under Land Charges (£5k), Flintshire Business Services (£18k) and Pollution Control (£20k). 	<ul style="list-style-type: none"> Review costs of service and monitor income levels closely.
Total :	32.965	33.129	0.164	0.381		

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County Pooled Budget (Special Education)	2.251	3.095	0.844	0.915	<ul style="list-style-type: none"> • There has been an ongoing challenge to accurately project levels of new placements throughout the year. • The cost of each individual placement is high and variations in both numbers and type of placements can have an adverse impact on projected outturn. 	<ul style="list-style-type: none"> • A meeting of senior officers has taken place to discuss the progress of the Action Plan developed by the Task and Finish Group including the key areas of casework review, contract renegotiations and partnership working for commissioning and procurement with an emphasis on the high cost placements. A revised Action Plan is being developed which will be monitored through high level monthly review meetings. • Two key areas of focus going forward will need to be: <ul style="list-style-type: none"> ▪ review of individual high cost placements and; ▪ contract renegotiation with providers. • Consideration is being given to create a North

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
						<p>Wales Consortium for commissioning/ procurement of childrens' high cost placements similar to the SEWIC consortium in South Wales.</p> <ul style="list-style-type: none"> • Further detailed work also needs to take place to ensure that more local specialised provision is made available for those with higher order needs. • The minister for DCELLS has published the report of the Task and Finish group on Post 16 Special Education. The detailed outcomes and of this report have yet to be released.
Libraries, Culture and Heritage	3.548	3.478	(0.070)	0.000	<ul style="list-style-type: none"> • Cessation of book fund expenditure for remainder of the year 	<ul style="list-style-type: none"> • This is a one off in year exercise to assist in reducing the Directorate overall overspend.
Leisure Centres and	2.415	2.807	0.392	0.282	<ul style="list-style-type: none"> • It is currently predicted that the pressure in 	<ul style="list-style-type: none"> • Projections will be revised in the light of ongoing

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Pools					<p>Leisure Services relating to a year on year decrease in income attributed to the current economic climate will continue in 2010/11.</p> <ul style="list-style-type: none"> An Action Plan has been prepared to address the structural budget shortfalls. This is being taken forward as part of the Flintshire Futures Programme. Until the actions identified are implemented the overspend will continue to be incurred. The £120k increase in the variance relates to a projected shortfall in achieving the good housekeeping energy efficiency target . 	<ul style="list-style-type: none"> monitoring of income. The Leisure Action Plan to address the pressure in the base budget was considered by Lifelong Learning Overview and Scrutiny Committee on 15th October and Executive on 19th October. It is subject to a report back in December which will mean that any impact on the overspend is delayed. This issue had been raised as a risk in the report since period 2. Further work is ongoing in liaison with the Energy Efficiency Unit.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Leisure Services	0.375	0.375	0.000	0.022	<ul style="list-style-type: none"> The impact of support costs on trading accounts formed the final element of the Central Support Costs Review. This was completed during period 6 monitoring. 	
Early Years	1.093	0.973	(0.120)	0.000	<ul style="list-style-type: none"> Planned but not committed additional support to playgroups has been frozen. 	<ul style="list-style-type: none"> This is a one off in year exercise to assist in reducing the Directorate overall overspend.
Schools Non-Delegated	2.093	2.367	0.274	0.274	<ul style="list-style-type: none"> Redundancies in schools as a result of restructuring are funded from the Lifelong Learning Budget. The level of redundancies at the end of the academic year 2009/10 resulted in costs which exceeded the directorate budget provision. Similar restructurings across other directorates are met corporately. 	<ul style="list-style-type: none"> LEA policy will need to be reviewed for 2011/12. A joint ADEW/HR/Finance working group is looking at an all Wales solution.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
School Improvement Unit	1.384	1.324	(0.060)	0.000	<ul style="list-style-type: none"> £30k of expenditure has been reduced from both Primary and Secondary School Improvement budgets 	<ul style="list-style-type: none"> This is a one off in year exercise to assist in reducing the Directorate overall overspend.
ICT Unit	1.320	1.220	(0.100)	0.000	<ul style="list-style-type: none"> Planned expenditure on IT storage boxes for secondary schools will now be funded via Prudential borrowing. 	<ul style="list-style-type: none"> This is a one off in year exercise to assist in reducing the Directorate overall overspend.
Facilities Services	1.326	1.326	0.000	0.248	<ul style="list-style-type: none"> The impact of support costs on trading accounts formed the final element of the Central Support Costs Review. This was completed during period 6 monitoring. (£0.142m) Investment in CCTV programmed for 2011/12. Order not yet placed, 12 week delivery time. Latest estimate indicates that staffing efficiencies will be made. (£0.106m) 	

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Pupil / Student Transport	6.132	6.324	0.192	0.250	<ul style="list-style-type: none"> It is currently expected that the School / Pupil Transport service will overspend on College Transport by approximately £0.192m. Increased number of service routes across all phases. Future work to re-tender contracts in the new year. Analysis of costs of Out of County travel being undertaken which should result in the services being able to recharge to Health and Children services. Reduction of overload buses at Deeside College. Earlier repayment plan agreed following negotiation with Deeside College. 	<ul style="list-style-type: none"> This shortfall was identified towards the end of the 2009/10 financial year and has now been raised as a pressure in the 2011/12 budget process and taken forward under the Flintshire Futures Programme. A request has been made for Internal Audit to check eligibility controls in January.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Service Units	1.954	1.948	(0.006)	0.000	<ul style="list-style-type: none"> Reduced expenditure agreed from school furniture budget 	<ul style="list-style-type: none"> This is a one off in year exercise to assist in reducing the Directorate overall overspend.
Management and Administration	0.833	0.788	(0.045)	0.000	<ul style="list-style-type: none"> £30k estimated Mobile classroom rentals reduction in expenditure. £15k estimated reduction in expenditure on Audio Visual repairs and replacement in schools. 	<ul style="list-style-type: none"> This is a one off in year exercise to assist in reducing the Directorate overall overspend.
Other Variances (aggregate)	84.382	84.361	(0.021)	(0.020)	<ul style="list-style-type: none"> Other minor variances of no more than £0.005m 	
Cross Directorate						<ul style="list-style-type: none"> All discretionary spend will continue to be reviewed and rationalised by heads of service with a view to achieving further in year savings.
Total :	109.106	110.386	1.280	1.971		

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.309	2.312	0.003	0.004		
Finance	3.169	3.106	(0.063)	(0.149)	<ul style="list-style-type: none"> The net position on staffing costs is an overspend of £0.063m, this is after taking into account several vacancies and the additional costs of senior interim staff and essential additional resources. These are being carefully monitored and will continue until the results of the Finance Function Review (FFR) are implemented. Increase in Housing Benefit subsidy (-£0.045m) Net increase in court fees income due to greater numbers being sent to court (-£0.019m) Additional funding received from WAG (-£0.028m) Savings on other employee costs (-£0.006m) Savings on essential car allowances and transport costs due to staff vacancies (-£0.013m) Various other minor variances (-£0.015m) 	<ul style="list-style-type: none"> The HB position is being closely monitored

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Legal & Democratic	3.796	3.661	(0.135)	(0.134)	<ul style="list-style-type: none"> • Various vacancy savings (-£0.016m) • Reduction in Members' Allowances payable and expenses (-£0.098m) • Various other minor reductions in expenditure (-£0.006m) • Increases in income received (-£0.015m) 	
Human Resources & Organisational Development	2.249	2.299	0.050	0.001	<ul style="list-style-type: none"> • Vacancy Savings Occupational Health (-£0.053m) • Additional expenditure on CRB Checks (+£0.053) • BPR/Consultancy Support HR Review (+£0.020m) • Occupational Health Joint Working pressure (+£0.014m) (using salary savings above) • Job Evaluation Team additional Purchase of Software (+£0.007m) • Other Minor Pressures (+£0.009m) 	

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
ICT & Customer Services	4.972	5.087	0.115	0.140	<ul style="list-style-type: none"> Estimated deficit D&P (+£0.130m) Vacancy Savings (-£0.100m) Pressure Broadband (+£0.050m) Pressure Hardware (+£0.015m) Additional Income Registrars (-£0.013m) Reduction in Income Translation (+£0.018m) Reduction in Income Postages (+£0.035m), offset in the most part by reduction in Postage Expenditure (-£0.030m) Other Minor Pressures (+£0.010m) 	<ul style="list-style-type: none"> DESIGN & PRINT <p>Second quarter results remain weak and current projections are for a £0.130m deficit at year end. An aggressive marketing campaign is in action and internal roadshows have been developed to increase awareness. The external Print and Design Consultant published the draft options appraisal report in October and results and recommendations from this are currently being reviewed. There remains spare capacity in the business and action plans will be formulated from the report to dramatically reduce costs.</p>
Clwyd Theatr Cymru	1.013	1.013	0.000	0.000		
Total :	17.508	17.478	(0.030)	(0.138)		

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	13.865	13.730	(0.135)	0.000	<ul style="list-style-type: none"> The projected outturn of £13.730m reflects a net decrease in Interest/Principal/Debt Management expenses of £0.492m (mainly attributable to a decrease in External Interest payments) and a net decrease in Temporary Investment and Other Interest income of £0.357m (attributable to a decrease in Temporary Investment income and Other Interest income of £0.364m offset by a decrease in the recharge to the HRA of £0.007m. 	<ul style="list-style-type: none"> Continue to monitor closely.

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Financing & Funding (insurance, banking etc.)	1.311	0.478	(0.833)	0.025	<ul style="list-style-type: none"> The projected outturn of £0.478m reflects an increase in Windfall Income of £0.833m due to net Rateable Value reductions income of £0.390m and £0.443m of more than anticipated refunds of VAT following a recent House of Lords decision (Fleming and Conde Nast Publications Ltd). 	<ul style="list-style-type: none"> Continue to monitor closely.
Corporate Other	5.612	5.018	(0.594)	(0.908)	<ul style="list-style-type: none"> Shortfall in the Signpost/Recruitment Advertising efficiencies budget of £0.060m. Anticipated underspend in pay of £0.968m (assuming no pay award in this financial year). Part of a procurement efficiency for School Transport tenders has been held centrally until the outcome of the tender process was known. Although the £0.400m savings have been achieved 	<ul style="list-style-type: none"> Continue to monitor closely. Further work is ongoing to identify savings in Procurement across the Council as part of the ongoing Flintshire Futures Programme.

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Services Recharges	(2.011)	(1.847)	0.164	-	<p>through the e-tendering process, a separate efficiency for route rationalisation has not yet been achieved.</p> <ul style="list-style-type: none"> An overachievement of the centrally held Matrix efficiency is now projected resulting in an underspend of £0.106m. 	<ul style="list-style-type: none"> This is currently an estimate, and the situation will be monitored closely.

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other variances (aggregate)	9.012	9.018	0.006	0.006	<ul style="list-style-type: none"> Anticipated overspend in Coroners' fees of £0.011m. £0.005m 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 :	27.789	26.397	(1.392)	(0.877)		

APPENDIX 7

Movements on Council Fund Unearmarked Reserves

	£m	£m
Un-earmarked Reserves as at 1 April 2010		6.484
Less - Base Level (Includes increase as per budget report 2009/10)		<u>5.476</u>
Amount Available for Delegation to Executive		1.008
Less Projected Overspend as at 31 st March 2011		<u>(0.574)</u>
Estimated Level of Non-Earmarked Contingency Reserve		0.434
<u>Add Flintshire Futures Ringfenced Reserve</u>		
Allocations from Efficiency Exercise previously reported earmarked for Flintshire Futures Programme (See Note 1)	1.952	
Less commitments actioned in 2010/11 through delegated powers	<u>(0.166)</u>	<u>1.786</u>
Estimated Level of Total Contingency Reserve as at 31 st March 2011 in total		2.220

Notes:-

1) The £1.952m of efficiency savings identified in the early part of the year have been ringfenced to take the Flintshire Futures Programme forward whilst detailed costing of Programme, Organisational Redesign and Invest to Save costs are being established. The current amount remaining is £1.786m.

HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Rental Income	(23.428)	(23.278)	0.150	0.086	<ul style="list-style-type: none"> £0.037m due to slightly lower rental income as some properties included in budget where no rent is charged e.g. community houses and later timescale to bring Glan y Morfa phase 1 back into letting. Increased projection for council tax charges on void properties, in line with last year's charge, leading to a projected overspend of £0.027m £0.086m adverse on empty properties due to rent losses in the year to date being greater than the budgeted level of 2.5 %. 	<ul style="list-style-type: none"> Implementation of I.T. system and process changes arising from lean management review by 1st January 2011.

HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Estate Management	1.326	1.260	(0.066)	(0.000)	<ul style="list-style-type: none"> £63.3k vacancy savings. 	<ul style="list-style-type: none"> None
Building Maintenance - Trading Account	0.091	0.009	(0.082)	(0.062)	<ul style="list-style-type: none"> £0.243m increase in income reflects the £200k of additional capital works on kitchens and damp proofing will now be undertaken within Canton. £0.117 Increased spend on materials for the additional works undertaken. The revised budget reflects a reduction of £0.359m on the original budgeted deficit position of £0.450m. This being a consequence of the total additional allocation of £0.800m from balances to the Repairs and Maintenance budget. 	<ul style="list-style-type: none"> Continue to review and monitor productivity and optimum use of retained workforce in delivering repairs within the allocated client budget
Other Variances (aggregate)	22.418	22.484	0.066	0.033		
Total :	0.407	0.475	0.068	0.057		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 16

REPORT TO: EXECUTIVE
DATE : 14 DECEMBER 2010
REPORT BY: HEAD OF FINANCE
SUBJECT : CAPITAL PROGRAMME 2010/11 (MONTH 6)

1.00 PURPOSE OF REPORT

1.01 To provide Members with the latest capital programme information for 2010/11.

2.00 BACKGROUND

2.01 The Council approved a Housing Revenue Account capital programme for 2010/11 of £7.871m at its meeting of 17th February 2010, and a Council Fund capital programme of £19.471m at its meeting of 2nd March 2010.

3.00 CONSIDERATIONS

3.01 Programme - Movements

3.01.1 The table below sets out how the programme has changed during 2010/11.

	Council Fund	Housing Revenue Account (HRA)	Total
	£m	£m	£m
Council 17.02.10. (HRA) and 02.03.10. (Council Fund)			
Original Capital Programme	19.471	7.871	27.342
Council 27.04.10.			
As Previously Reported	19.471	7.871	27.342
Executive 19.10.10.			
Revised Capital Programme	27.228	10.469	37.697
Latest Monitoring			
As Previously Reported	27.228	10.469	37.697
Change this Period	(0.813)	0.042	(0.771)
	26.415	10.511	36.926
Contractually Uncommitted (Released Funding)	(0.609)	0	(0.609)
Identified Savings	0	0	0
Revised Programme	25.806	10.511	36.317

Date: 08/12/2010

3.01.2 From the table it can be seen that the previously reported programme total of £37.697m has decreased to £36.317m; this net decrease of £1.380m arises by way of -

Council Fund	£m
Net reduced schemes, as detailed in Section 3.02 (£0.014m decrease in Corporate Services, £0.130m decrease in Community Services, £0.777m decrease in Environment and a £0.108m increase in Lifelong Learning)	(0.813)
Contractually uncommitted (released funding) scheme adjustments as detailed in Section 3.03 (Community Services £0.416m and Environment £0.193m)	(0.609)
	(1.422)

Housing Revenue Account	£m
Increased schemes	0.042
	0.042

3.01.3 Detailed cumulative information relating to each programme area is provided in Appendix A, and summarised below -

REVISED PROGRAMME	Original Budget	Rollover (from 2009/10)	Movements	Contractually Uncomm'd	Rollover (to 2011/12)	Savings	Revised Budget
	£m	£m	£m	£m	£m	£m	£m
Corporate Services	0.450	0.391	(0.034)	0	0	0	0.807
Clwyd Theatr Cymru	0.000	0.003	0.030	0	0	0	0.033
Community Services	4.162	1.459	(0.130)	(0.416)	0	0	5.075
Environment	9.335	1.782	(0.374)	(0.193)	0	0	10.550
Lifelong Learning	5.524	3.691	0.126	0	0	0	9.341
Council Fund Total	19.471	7.326	(0.382)	(0.609)	0	0	25.806
Housing Revenue Account	7.871	2.372	0.268	0	0	0	10.511
Programme Total	27.342	9.698	(0.114)	(0.609)	0	0	36.317

3.01.4 The capital receipts position continues to be closely monitored in the light of the economic downturn; as at the end of month 6, it is anticipated that the full value of budgeted 2010/11 capital receipts will be received.

3.01.5 Work continues in 'stage profiling' all programme schemes i.e. assessing at what stage each scheme is at in terms of readiness for letting contracts and commencing works. This information together with the 'time profiling' of all anticipated funding resources, feeds related discussion at meetings of the Corporate Asset Management Group (CAMG), and assists the capital monitoring/management and reporting processes.

3.02 Movements During This Period

3.02.1 **Corporate Services** - The programme decrease of £0.014m takes account of -

	£m
Corporate Finance – Movement of budget to relevant programme areas for Health and Safety related works	(0.014)
	<u>(0.014)</u>

Clwyd Theatr Cymru - The programme remains unchanged during the period.

3.02.2 **Community Services** - The programme decrease of £0.130m reflects -

	£m
Traveller's Sites – Reduced Welsh Assembly Government (WAG) grant funding requirement for refurbishment works at the Queensferry site.	(0.130)
	<u>(0.130)</u>

The Community Services programme also reflects the movement of budget from the General budget heading, to Private Sector Renewal & Improvement, bringing together the Disabled Facilities Grants 'top up' budget with all other related (DFG) budgets.

3.02.3 **Environment** - The programme decrease of £0.777m (net) takes account of -

	£m
Administrative Buildings - Introduction of Salix (energy efficiency) grant for improvement works	0.150
Engineering – Reduced WAG Land Drainage grant requirement for works at Bagillt	(0.043)
General Environmental Enhancement – Removal of (now) unavailable WAG Contaminated Land grant	(0.100)
Highways – Inclusion of balance of 2009/10 WAG grant funding for improvement works at Warren Bank Interchange of £0.355m, and introduction of Salix (energy efficiency) grant for street lighting improvements of £0.150m	0.505
Transportation – Reduced WAG Regional Transport grant entitlement (accepted expenditure) of £1.350m, offset by increased WAG Local Road Safety grant of £0.061m	(1.289)
	<u>(0.777)</u>

3.02.4 Lifelong Learning - The programme increase of £0.108m (net) reflects -

	£m
Countryside and Heritage – The introduction of specific funding by way of developers' contributions for public art projects	0.054
Play Areas – The introduction of specific funding by way of developers' contributions	0.094
Primary Schools – Transfer from the Corporate Services Health and Safety Provision (see 3.02.1 above) for pool demolition works	0.014
Community Youth Clubs – Removal of WAG grant funding that is no longer available	(0.036)
School Improvement – Adjusted WAG grant funding entitlement	(0.018)
	<u>0.108</u>

The Lifelong Learning programme also reflects the movement of budget from Education General (£4.500m) to Primary Schools (£1.965m), Secondary Schools (£0.935m), Schools Amalgamation (£1.000m) and Special Education (£0.600m), to provide funding for the now specifically programmed backlog repair work; a further budget movement from Education General (£0.100m) provides funding for Special Education DDA works. The Schools Amalgamation budget is further increased by way of the transfer of WAG transitional grant (£0.123m) from the Schools - Additional Funding budget heading, where the budget had originally been allocated.

3.02.5 Housing Revenue Account (HRA) - The programme increase of £0.042m takes account of the introduction of Fuel Substitution grant funding.

3.03 Contractually Uncommitted (Generally Financed) Budgets

3.03.1 Latest budget monitoring information indicates that a Council Fund total of £0.609m funded by way of general (non-specific) financing resources (unhypothecated supported borrowing/general capital grant/capital receipts) will be available for alternative capital programme funding purposes, as detailed below -

RELEASED FUNDING	Total
	£m
Community Services	
Disabled Facilities Grants - Top Up	0.025
Canton Depot	0.349
Travellers' Sites	0.042
Environment	
Agricultural Estate	0.193
Council Fund Total	0.609

3.04 Identified Savings

3.04.1 There are no identified savings to report during the period, over and above the value of the released funding totals as detailed above. CAMG will be kept updated in respect of all savings that do emerge, for the purpose of funding further priorities.

3.05 Financing

3.05.1 The capital programme is financed as summarised below.

FINANCING RESOURCES			
	General Financing	Specific Financing	
	Supported Borrowing / General Capital Grant / Capital Receipts	Grants & Contributions / CERA / Reserves / Prudential Borrowing	Total Financing
	£m	£m	£m
Latest Monitoring			
Council Fund	19.022	7.393	26.415
Housing Revenue Account	2.220	8.291	10.511
	21.242	15.684	36.926
Contractually Uncommitted			
Council Fund	(0.609)	0	(0.609)
Housing Revenue Account	0	0	0.000
	(0.609)	0.000	(0.609)
Rephasing			
Council Fund	0	0	0.000
Housing Revenue Account	0	0	0.000
	0.000	0.000	0.000
Total Financing Resources	20.633	15.684	36.317

3.05.2 That element of the Council Fund total financed from general (non-specific) financing resources - unhypothecated supported borrowing, general capital grant and capital receipts (£19.022m) - relies on total Council Fund capital receipts of £4.127m. The capital receipts position continues to be closely monitored as part of the overall management of the capital programme.

3.06 Capital Expenditure

3.06.1 Recorded capital expenditure across the whole programme stands at just £6.993m at month 6 (as detailed in the table below), which is less than 20% of the revised budget total (the month 4 cumulative expenditure total was 9.04% of revised budget).

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 6	Spends (%)
	£m	£m	%
Corporate Services	0.807	0.024	2.97
Clwyd Theatr Cymru	0.033	0.010	30.30
Community Services	5.075	0.936	18.44
Environment	10.550	1.942	18.41
Lifelong Learning	9.341	2.371	25.38
Council Fund Total	25.806	5.283	
Housing Revenue Account	10.511	1.710	16.27
Programme Total	36.317	6.993	19.26

4.00 RECOMMENDATIONS

4.01 The Executive is requested to note and approve the report.

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in sections 2 and 3 of the report.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 Many of the schemes in the programme are designed to improve the environment, infrastructure and assets of the Authority.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Appendix A : Capital Programme - Movements

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Capital Programme Monitoring Papers 2010/11

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CAPITAL PROGRAMME - MOVEMENTS

Original Budget	Rollover from 2009/10	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2011/12	Savings	Revised Budget	Projected Outturn
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Council Fund :									
Corporate Services									
0.350	0.290	0.002	0	0.642	0	0	0	0.642	0.642
0.100	0.101	(0.022)	(0.014)	0.165	0	0	0	0.165	0.165
0.450	0.391	(0.020)	(0.014)	0.807	0.000	0.000	0.000	0.807	0.807
Theatre									
0.000	0.003	0.030	0	0.033	0	0	0	0.033	0.033
0.000	0.003	0.030	0.000	0.033	0.000	0.000	0.000	0.033	0.033
Community Services									
0	0	0	0	0	0	0	0	0.000	0.000
0.050	0.025	0	(0.050)	0.025	(0.025)	0	0	0.000	0.000
0	0.027	0	0	0.027	0	0	0	0.027	0.027
0	0.043	0	0	0.043	0	0	0	0.043	0.043
0	0.685	0	0	0.685	(0.349)	0	0	0.336	0.336
3.912	0.679	0	0.050	4.641	0	0	0	4.641	4.641
0.200	0	0	(0.130)	0.070	(0.042)	0	0	0.028	0.028
4.162	1.459	0.000	(0.130)	5.491	(0.416)	0.000	0.000	5.075	5.075

Adjustments : Previous = cumulative as at previous quarter. Current = this quarter

CAPITAL PROGRAMME - MOVEMENTS										
Original Budget	Rollover from 2009/10	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2011/12	Savings	Revised Budget	Projected Outturn	
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Environment										
Administrative Buildings	0.318	0	0.150	1.598	0	0	0	1.598	1.598	
Agricultural Estates	0.043	0	0	0.193	(0.193)	0	0	0.000	0.000	
Cemeteries	0	0.090	0	0.090	0	0	0	0.090	0.090	
Industrial Units	0	0.039	0	0.039	0	0	0	0.039	0.039	
Public Conveniences	0	0.110	0	0.110	0	0	0	0.110	0.110	
Sustainable Waste Management	0	0.067	0	0.067	0	0	0	0.067	0.067	
Engineering	0.275	0.246	0	0.478	0	0	0	0.478	0.478	
General Environmental Enhancement	0.143	0.024	(0.100)	0.052	0	0	0	0.052	0.052	
Highways	3.848	0.383	0.226	4.962	0	0	0	4.962	4.962	
Planning Grant Schemes	0	0	0	0.000	0	0	0	0.000	0.000	
Ranger Services	0	0	0.015	0.015	0	0	0	0.015	0.015	
Regeneration	0.496	0.355	0	0.851	0	0	0	0.851	0.851	
Transportation	3.400	0	0.177	2.288	0	0	0	2.288	2.288	
	9.335	1.782	0.403	10.743	(0.193)	0.000	0.000	10.550	10.550	

CAPITAL PROGRAMME - MOVEMENTS

Original Budget	Rollover from 2009/10	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2011/12	Savings	Revised Budget	Projected Outturn
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Lifelong Learning									
Leisure Centres	0.012	0	0	0.012	0	0	0	0.012	0.012
Swimming Pools	0.044	0	0	0.044	0	0	0	0.044	0.044
Learning Pathways 14-19 Network	0.003	0	0	0.003	0	0	0	0.003	0.003
Countryside and Heritage	0.000	0	0.054	0.054	0	0	0	0.054	0.054
Recreation Grounds	0.013	0	0	0.013	0	0	0	0.013	0.013
Play Areas	0.152	0	0.094	0.246	0	0	0	0.246	0.246
Libraries	0.027	0	0	0.027	0	0	0	0.027	0.027
Education - General	4.600	0	(4.600)	0.259	0	0	0	0.259	0.259
Primary Schools	0.100	0	1.923	3.274	0	0	0	3.274	3.274
Schools Amalgamation	0	0	1.123	1.789	0	0	0	1.789	1.789
Community Youth Clubs	0.100	0	(0.036)	0.130	0	0	0	0.130	0.130
Secondary Schools	0	0.018	0.961	1.370	0	0	0	1.370	1.370
Special Education	0	0	0.730	1.246	0	0	0	1.246	1.246
New Opportunities Funding	0	0	0	0.003	0	0	0	0.003	0.003
School Improvement	0.519	0	(0.018)	0.545	0	0	0	0.545	0.545
Minor Works, Furniture & Equipment	0.082	0	0	0.090	0	0	0	0.090	0.090
Schools - Additional Funding	0.123	0	(0.123)	0.236	0	0	0	0.236	0.236
5.524	3.691	0.018	0.108	9.341	0.000	0.000	0.000	9.341	9.341

CAPITAL PROGRAMME - MOVEMENTS

Housing Revenue Account :

Housing Revenue Account
Programme

Original Budget	Rollover from 2009/10	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2011/12	Savings	Revised Budget	Projected Outturn
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
7.871	2.372	0.226	0.042	10.511	0	0	0	10.511	10.511
7.871	2.372	0.226	0.042	10.511	0.000	0.000	0.000	10.511	10.511

Totals :

Council Fund
Housing Revenue Account

19,471	7,326	0,431	(0,813)	26,415	(0,609)	0	0	25,806	25,806
7,871	2,372	0,226	0,042	10,511	0	0	0	10,511	10,511
27,342	9,698	0,657	(0,771)	36,926	(0,609)	0,000	0,000	36,317	36,317

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **COUNCIL TAX AND BUSINESS RATE POLICIES 2011-12**

1.00 PURPOSE OF REPORT

1.01 Members are asked to approve various policies for the administration of Council Tax and Business Rates for the financial year 2011-12.

The policies required by statute to be approved each year are :-

Council Tax Discounts on second and long term empty homes (section 2)
Council Tax Discretionary discounts (section 3)
Discretionary Rate Relief for Charities (section 4)
Discretionary Rate Relief for Small Businesses (section 5)

Some policies are detailed for information purposes only, these are :-

Payment dates for Precepting/Levying Bodies (section 6)
Payment dates for Council Tax and Business Rates (section 7)

2.00 COUNCIL TAX ON SECOND AND LONG TERM EMPTY HOMES

2.01 Each year the Council is required to determine what discount, if any, is awarded to second or holiday homes (known as Prescribed Classes A or B) and long term empty properties (known as Prescribed Class C). The prescribed Classes are :-

- Class A A property which is unoccupied and furnished but occupation is prohibited by law for over 28 days each year.
- Class B A property which is unoccupied but furnished and occupation is not prohibited by law.
- Class C A property which is unoccupied and substantially unfurnished beyond the normal exempt period (usually 6 months)

2.02 The current policy is not to award discounts to any Prescribed Class and this applies to the whole of the County area. This is also reflected in the calculation of the 2011-12 Tax Base.

Date: 08/12/2010

2.03 The current policy of charging for long term empty properties (Prescribed Class C), was introduced in April 2006, which brought Flintshire's charging policy in line with local authorities across North Wales. These type of properties qualify for full exemption from Council Tax for a period ranging from a minimum of six months and a maximum of twelve months, after which time they are then chargeable at the full rate. They typically tend to be those which are :

- o Purchased for investment purposes
- o Left empty for over 12 months and in need of major repair to make them habitable
- o Inherited by families of people who have passed away
- o For Sale where the previous occupants have moved to another property

3.00 COUNCIL TAX DISCRETIONARY DISCOUNTS

3.01 In accordance with section 13A of the Local Government Finance Act 1992 (as amended by section 76 of the Local Government Act 2003), the Council has a general discretion to reduce the amount of Council Tax payable, effectively granting a local Council Tax Discretionary Discount.

3.02 In exercising these discretionary powers the Council must act reasonably having regard to all relevant considerations and the interests of all tax payers as the cost of awarding a Discretionary Discount would in effect be borne by other Council Tax payers.

3.03 The current policy is for the Head of Finance and Executive Member for Finance and Asset Management to consider discretionary discounts through the use of delegated powers **only** in cases of civil emergencies and natural disasters.

4.00 DISCRETIONARY RATE RELIEF POLICIES - CHARITIES

4.01 Discretionary Rate Relief for Charitable and Non Profit Making Organisations is currently awarded on a continual basis, subject to a minimum of 12 months and full financial year notice if any ratepayer is affected by a change in policy.

4.02 The authority's existing policy for Discretionary awards is determined by the following categories :-

- A Premises that are used for charitable purposes by organisations specifically registered with the Charity Commission.

(20% discretionary 'top up' relief is awarded, with the exception of

shops operated by national organisations, who receive 80% Mandatory Relief only).

- B Premises that are used by non-profit making organisations that are treated as charities, for the reason that they bear the same characteristics as those organisations that are registered charities. This category consists of Community Centres, Institutes and Village Hall, other than those occupied by Precepting Authorities.

(20% 'top up' relief is awarded)

- C Premises occupied by sporting clubs, societies or other organisations used for the purpose of non profit making and used for the purpose of recreational, social welfare etc.

(100% Discretionary Relief is awarded with the exception of golf clubs, which are awarded 50% Discretionary Relief)

- D Premises not covered by any of the above categories, occupied by non-profit making organisations but are used for the benefit of the community and who are assessed on an individual basis based on their merits.

(Up to 100% Discretionary Rate Relief can be awarded)

- 4.03 Although the Discretionary Rate Relief scheme is noted and endorsed annually by Executive, the principles and associated costs of the Policy have not been considered in detail since April 2000. The Flintshire Futures programme includes a commitment to undertake a detailed review of this Policy, affording the opportunity to implement a revised policy from 2012 -13 and realise potential efficiencies.
- 4.04 Statutory provisions which govern Discretionary Rate Relief arrangements places a legal requirement for the Council to give one year's notice of an impending change to the scheme or decision to potentially end or vary the level of rate relief awarded to organisations.
- 4.05 In order to allow members the opportunity to review the policy and effect any agreed changes from the financial year 2012-13 , it will be necessary to issue appropriately worded letters to all ratepayers in March 2011 to revoke the current relief from the 31st March 2012. This would give a clear indication of the Council's plans to review the Policy during 2011-12 and provide ample notice that applications may be necessary in line with the provisions of any adopted policy in preparation for 2012-13.

5.00 DISCRETIONARY RATE RELIEF - SMALL BUSINESSES

5.01 The Welsh Assembly's Small Business Rate Relief scheme was first introduced in April 2007 which coupled with the Assembly's recent proposals to extend rate relief on a temporary basis, over twelve months from 30th September 2010 and will now provide rate relief, financed entirely by the Assembly Government, as detailed below :

- o 100% rate relief for most small businesses with a rateable value limit up to £6,000
- o Tapered rate relief, between 100% and 0%, for most small businesses with a rateable value limit between £6,001 and £12,000

5.02 The Welsh Assembly's Small Business Rate Relief scheme contains provision to award discretionary 'top up' relief to small businesses although the Council is required to meet the costs in full of any 'top-up' awards.

5.03 The current policy is not to award additional discretionary 'top-up' discounts to small businesses.

6.00 PAYMENT DATES FOR PRECEPTING/LEVYING BODIES

6.01 The following payment dates currently apply to Precepting Authorities and Levying Bodies :-

North Wales Police Authority	12 payments on 15th of each month
Town/Community Councils	3 payments on the last day in April, August, December
North West & Wales	
Sea Fisheries	1st of April
North Wales Fire Service	12 payments on 15th of each month

7.00 PAYMENT DATES FOR COUNCIL TAX AND BUSINESS RATES

7.01 Council Tax and Business Rate customers have a right to pay their bills over 10 months, from April to January. Members have previously agreed that the default payment date will be on the 1st day of each month. For customers who choose to pay their bills by Direct debit, the policy offers customers a choice of four payment dates, the 1st, 8th, 18th or 25th day of each month as this is the most cost effective way of collecting bills. Payment by weekly direct debit is also promoted.

7.02 Flintshire also offers alternative payment dates which provide customers with a range of flexible dates to suit individual finances and circumstances. These are :-

1 Annual Instalment	30 th June
2 Half Yearly Instalments	31 st May and 30 th September
44 Weekly Instalments	1 st April to 31 st January

- 7.03 For customers who find it increasingly difficult to pay, a discretionary 12 month instalment scheme is offered to help reduce the customer's monthly outgoings and spread the charges over two additional months.

8.00 RECOMMENDATIONS

- 8.01 Members are requested to consider continuation of the current Local Taxation Policies for 2011-12, as follows:-

Not to award Council Tax discounts on any prescribed class and that this applies to the whole of the County area (2.02).

For the Head of Finance and Executive Member for Finance & Asset Management to consider discretionary discounts (S.13A) through the use of delegated powers, only in the cases of civil emergencies and natural disasters (3.03).

Discretionary rate relief for charities as set out (4.02).

Not to award discretionary 'top-up' discounts to small business (5.03).

- 8.02 Note the payment dates for Precepting/Levying Bodies (6.01) and payment dates for Council Tax and Business Rates, giving support to the introduction of weekly direct debits from April 2010 (7.01 - 7.03).

- 8.03 In order to facilitate a review of Discretionary Rate Relief Policy, members are requested to approve the revocation of current awards from 31st March 2011, thereby giving the statutory 12 months notice to ratepayers, prior to the formulation of a new policy that could then take effect from 2012-13.

9.00 FINANCIAL IMPLICATIONS

- 9.01 On the basis of a continuation of existing policies, costs will be contained within the current budget.

10.00 ANTI-POVERTY IMPACT

- 10.01 None

11.00 ENVIRONMENTAL IMPACT

- 11.01 None

12.00 EQUALITIES IMPACT

12.01 None

13.00 PERSONNEL IMPLICATIONS

13.01 None

14.00 CONSULTATION REQUIRED

14.01 None

15.00 CONSULTATION UNDERTAKEN

15.01 None

16.00 APPENDICES

16.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Local Government Finance Acts 1988 & 1992

The Non Domestic Rating (Discretionary Relief) Regulations 1989

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 18

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT**
SUBJECT : **WORKFORCE INFORMATION REPORT**

1.00 PURPOSE OF REPORT

1.01 To provide Executive Members with an update for the second quarter Workforce Information Report of 2010 / 11. This report provides details of the following:

- Establishment
- Headcount
- Agency numbers
- Turnover
- Diversity
- Absence

2.00 BACKGROUND

2.01 The format of the last quarter's Workforce Information report was approved by Scrutiny on 9 March 2009 and agreed by Corporate Management Team on 26 March 2009.

2.02 The reports for this quarter have been developed so that they can be run independently and are more flexible and robust. There has also been some additional re-design work on the reports themselves and an updated data definition document has been drafted to reflect these changes, the content of which should be read in conjunction with the Workforce Information Reports, at Appendix B.

3.00 CONSIDERATIONS

3.01 The organisation is currently undergoing extensive re-structuring which impacts on the workforce information reports. The newly re-designed reports are more flexible than previously and will allow such changes on the structure to be reflected accurately.

3.02 The main impact of these changes for this report is the desegregation of Community and Housing into Community Services and Environment. This change took place in Trent after the end of the first quarter. As a result, the first report of the year reflected the original structure with Community and

Date: 08/12/2010

Housing at the top level. This meant that the reports had to be re-modelled to reflect the new structure.

- 3.03 The Establishment Summary Report shows details of the positions within the organisation. The total number of positions is then sub-divided into two groups, vacancies and those that are occupied.

As mentioned in previous reports, work is on-going to cleanse the data held on the Midland Trent system. This work has already increased the accuracy of the data held on the organisation's establishment. An example of this ongoing work can be seen by the removal of Community and Housing on the current Establishment Summary Report compared to quarter one's report.

- 3.04 When considering the Headcount Summary Report you will note that the design of the report has not changed significantly. The only addition is the extra 'No Basis' area at the end under 'Position Basis'. This category has been added to better reflect those employees who do not have any set hours per week. These typically include Relief workers.

- 3.05 This quarter the Actual total Headcount figure has remained relatively steady in that it has increased by thirteen to 8,932.

- 3.06 The Turnover Summary Report has been amended significantly in response to feedback from members. The previous report showed cumulative totals over the whole period from the beginning of the financial year. At this point the old report would be showing data from April to September. This report shows each quarter separately, i.e. Quarter 1 April to June and Quarter 2 July to September.

Each quarter shows the turnover details for the organisation and by Directorate, and a projected annual figure for the organisation.

- 3.07 In addition, this report now includes the total number of leavers and the Stability Index. The Stability Index is an industry standard measure that shows the extent to which the experienced workforce is being retained. The Turnover Summary Report shows an overall "snapshot" by quarter of the total number of leavers, the turnover rate and the Stability Index.

- 3.08 The Turnover Leavers Analysis report reflects the reasons for leaving by gender and length of service in one. This report is based on the ACAS model reports and helps mainstream some of our equalities data.

- 3.09 The new Directorate Leaver Analysis shows a Directorate breakdown by reason and length of service.

- 3.10 The Diversity Summary report is very similar to the previous report. One of the main differences is the age categories. The age bands are now in consistent groups and are based on those recommended by ACAS.

- 3.11 The only data that is no longer in this report is the percentages of Welsh (Preferred Language) figures. This figure was based on the individuals who had requested to receive their payslips through the medium of Welsh. This is not considered to be a true reflection of those who have Welsh Language Skills. There are plans to record individual employee's level of Welsh Language Skills within the Midland Trent system. Once this is captured a more accurate assessment of these skills will be available.
- 3.12 The Absence Rate Summary report has only changed in relation to its format. There are two sickness absence figures provided in the report, the first is a sickness absence figure based on the calculation required for the Welsh Local Authority KPI (Key Performance Indicator). This is based upon FTE (Full Time Equivalent) days lost and is calculated over the four quarters, from 1st April 2009 up to and including 31st March 2010. Below is a table detailing the (FTE) days lost for each quarter since 2008/09.

Days Lost

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2010/11 Target
Quarter 1	2.63	2.42	2.27	2.5
Quarter 2	2.37	2.33	2.34	2.8
Quarter 3	3.28	3.03		3.1
Quarter 4	3.32	3.04		2.5

- 3.13 Members will note that as mentioned in point 3.07 of the first quarter's report, the actual figures for Days Lost have reduced from 2.53 to 2.27. This is as a result of the delay in receiving sickness forms.

If these forms are not received until after the end of the quarter, for sickness that ended during the previous quarter, the system still reports the total days lost up to the end of the quarter. For example, if a full-time employee working Monday to Friday went off for one day on the 10 June and the sickness form was not returned until the 15 July, the first quarter report would show fifteen days lost which would be the total number of days up to the end of June. Once the form was processed and the second quarter report run, the fourteen day reduction in Days Lost would be reflected in the new report.

- 3.14 Members will note that when looking at figures above, in 3.12, compared to the previous quarters, the organisation is exceeding the performance target figures set for this period.
- 3.15 The second sickness absence figure is based on industry recommendations (ACAS and CIPD) and shows a percentage absence rate figure for the organisation. This figure is not part of our Key Performance Improvement Targets and as such does not have any targets set. This can be used to

benchmark the Council against a range of similar type of high performing organisations.

Absence % Rate

	2008/09 Actual	2009/10 Actual	2010/11 Actual
Quarter 1	4.94	4.54	4.26
Quarter 2	7.31	4.38	4.40
Quarter 3	6.16	5.69	
Quarter 4	6.23	5.70	

3.16 The final report has been created to support the Attendance Management Strategy. This report shows a snapshot of the days lost per full time equivalent (FTE) and the absence rate across each quarter.

3.17 Members will note from the last report that the Human Resources team are exploring the concept of recognising employees who have an excellent attendance record. This work has been completed and options are being considered. This quarter, 78% of employees in the organisation attained 100% attendance.

3.18 Each quarter, DMTs review the management information received, consider their performance and absence trends, consider the findings from the completed Departmental Attendance Reviews (which have been identified for those service areas where attendance levels are of concern), check compliance with the Attendance Management Policy and identify further areas where more detailed work and investigation is required.

Twenty-seven service areas have been identified to carry out a Departmental Attendance Review so far, with the expectation that service areas will develop and implement action plans for improvement.

3.19 Within the Corporate Services, ICT and Customer Services have the lowest levels of absence in the organisation and are well within their performance target level of 5.5. days per full time equivalent (FTE). The highest levels of absence are in Clwyd Theatr Cymru and Legal and Democratic Services.

3.20 Within Community Services, levels of absence have increased this quarter when compared with quarter 1 - from 3.37 days lost per full time equivalent (FTE) - absence rate of 5.91% in quarter 1 to 4.15 days lost per full time equivalent (FTE) - absence rate of 7.28% in quarter 2. All service areas in this directorate have seen a rise in absence this quarter apart from the Development and Resources service which has reduced from 2.16 days lost - absence rate of 3.78% to 1.30 days lost - absence rate of 2.28%.

3.21 During quarter 1, nine service areas were identified within Community Services which required a Departmental Attendance Review and of those,

seven have been completed. Upon further review, an additional four areas have been identified for review and of those, one has already been completed.

In line with all other Social Services Departments in Welsh Councils, Community Services has the highest levels of absence in the organisation. Managers, together with HR, are working diligently to improve the management of attendance and to ensure that all appropriate interventions are made in accordance with the Council's policy which will support the reduction in sickness absence levels.

- 3.22 In addition to the Departmental Attendance Reviews, one area in Community Services has carried out an extensive piece of work to review and amend working patterns.

Accurate working patterns underpin the accuracy of the sickness data in Midland Trent. For example:

if an individual has a standard five day (Monday to Friday) working pattern in Midland Trent and has a week off with sickness absence, then five days are added to the total days lost.

if an individual has a three day working pattern (Monday to Wednesday) and has a week off with sickness absence, then three days are added to the total days lost i.e. the total number of days they were due to work.

- 3.23 Lifelong Learning has had a marginal increase in its average day's absence per full time equivalent (FTE) - 2.75 days lost and absence rate - 4.83% this quarter when compared to quarter 1. Lifelong Learning still continues to have the second highest absence rate in the Council, after Community Services (currently with 7.28% for quarter 2). However this period compares marginally better for the same reporting period last year with a reduction of 0.18 average days absence per FTE or 0.31%.
- 3.24 If Lifelong Learning's absence rates continues at the current level, its average days absence per FTE is projected to be 10.8 which is the 2010 – 2011 target. The concern is with the coming winter months (with a seasonal trend of an increase in sickness absence), the Directorate will need to ensure pro-active compliance with attendance management procedures and monitoring to enable it to maintain and improve current levels of attendance and prevent it from exceeding 2011 - 2012's target.
- 3.25 Within Environment, the general trend sees an improvement between quarters 1 and 2 across the majority of services, with Highways and Transportation, Planning Services, Public Protection and Regeneration achieving 4.30, 3.07, 3.07, 3.45 and 2.41 days lost per full time equivalent (FTE) respectively which is below the target of 5.5 days lost at this midway point in the year.

3.26 As a result of a review of the quarter 1 workforce information reports for Environment,
a number of priority service areas were identified for Departmental Attendance Reviews. To date, one of these reviews has been completed which has resulted in an action plan, which is the subject of regular monitoring being put into place.

3.27 Members will note that the number of leavers for the organisation is reported as 383 but within the breakdown by Directorate it is reported as 386. This is consistent with previous reports where employees hold multiple employments. Each employee will be shown once as a leaver from the organisation and as a leaver from each of the Directorates that they are employed within. Below is a table detailing the Turnover % for each quarter since 2009/10 and the targets set for 2010/11.

Turnover %

	2009/10 Actual	2010/11 Actual	2010/11 Target
Quarter 1	1.41	3.94	3.00
Quarter 2	3.03	4.27	3.00
Quarter 3	3.10		2.75
Quarter 4	3.07		2.50

4.00 RECOMMENDATIONS

4.01 Members note the revised Workforce Information Report for the second quarter of 2010/11.

5.00 FINANCIAL IMPLICATIONS

5.01 Increased accuracy of reporting of the employed workforce and agency workers will allow the Council to better understand and therefore both plan and manage the largest single cost of service delivery.

5.02 Joint working with finance colleagues has led to a review and cleansing of budget cost codes which should lead to more accurate reporting of people costs within the Council.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 More accurate diversity reporting will allow for a greater focus within Directorate People Plans in addressing recruitment, training and career development issues for under-represented groups.

8.02 An Equalities Information Review has taken place across the whole of the Organisation. The details of which are currently being inputted into

8.03 This review will enable the Organisation to comply with it's duty under the Equality Act (2010).

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 Already undertaken with Corporate Management Team and Equalities Unit.

12.00 APPENDICES

12.01 Second Quarter Workforce Information Report 2010/11

12.02 Data Definition Document

12.03 First Quarter Workforce Information Report 2010/11

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None - see appendices

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FLINTSHIRE COUNTY COUNCIL

Workforce Information Report

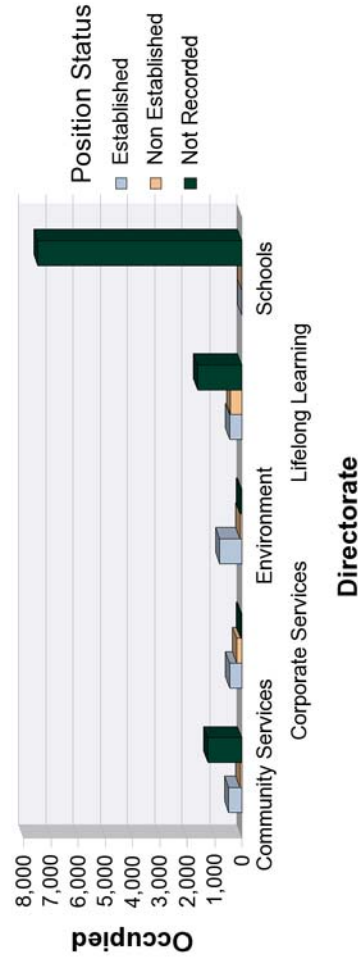
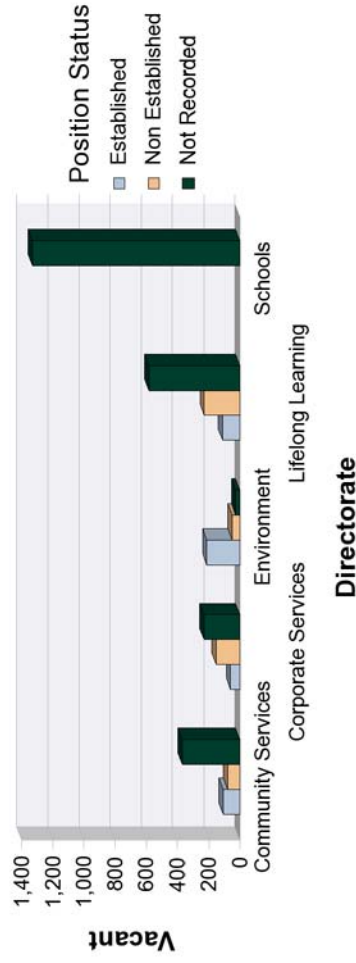
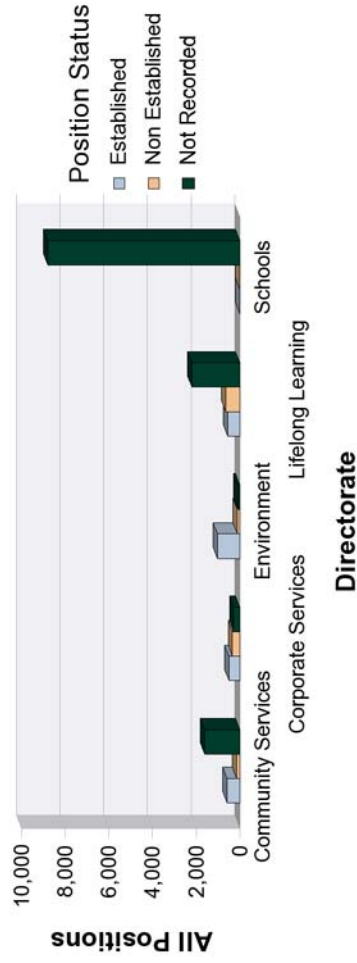
Period Up To : 30/09/2010

Establishment Summary By Directorate

Data effective as at : 30/09/2010

Last Refreshed On : 08/11/2010

Directorate	Position Status	POSITIONS		
		Total	Vacant	Occupied
Community Services	Established	587	108	479
	Non Established	153	78	75
	Not Recorded	1,608	366	1,242
	Total:	2,348	552	1,796
Corporate Services	Established	505	59	446
	Non Established	336	153	183
	Not Recorded	279	229	50
	Total:	1,120	441	679
Environment	Established	1,023	212	811
	Non Established	124	49	75
	Not Recorded	79	26	53
	Total:	1,226	287	939
Lifelong Learning	Established	562	110	452
	Non Established	635	228	407
	Not Recorded	2,196	579	1,617
	Total:	3,393	917	2,476
Schools	Established	3	0	3
	Non Established	2	0	2
	Not Recorded	8,792	1,329	7,463
	Total:	8,797	1,329	7,468
Overall Total:		16,884	3,526	13,358

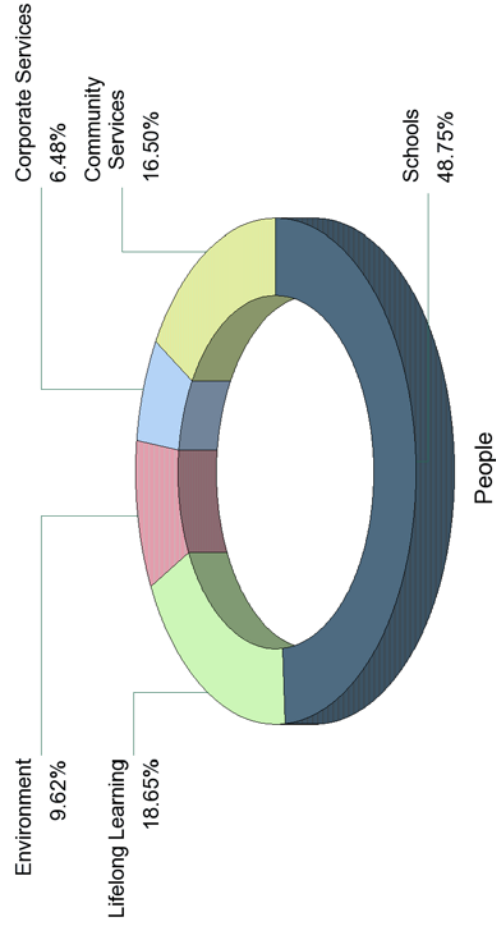
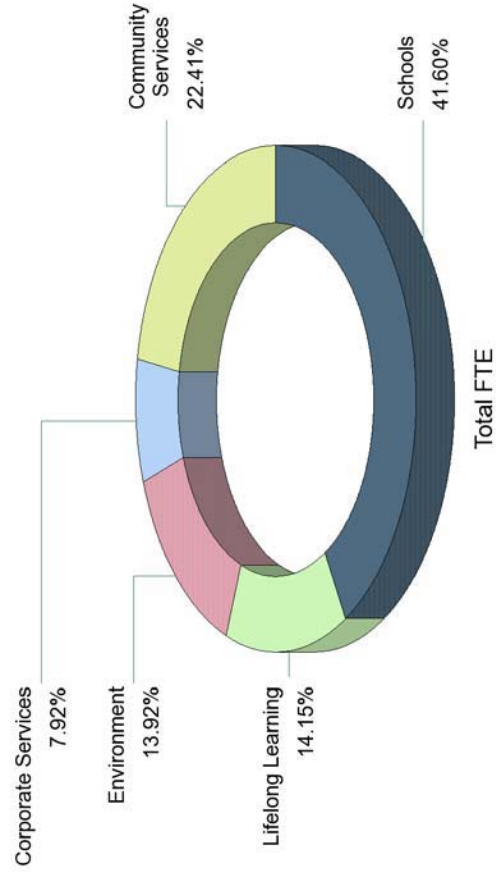


Headcount Summary By Directorate

Data on this page is effective as at : 30/09/2010
 Last Refreshed On : 09/11/2010

Flintshire County Council Actual Total Headcount : **8,932**

Directorate	HEADCOUNT			POSITION TYPE						POSITION BASIS				
	Total FTE	People	Positions	Permanent	Relief	Temporary Fixed Term	Seasonal Fixed Term	* Via Managed Agency Service	Contract For Services	Full Time	Full Time Term Time	Part Time	Part Time Term Time	No Basis
Community Services	1234	1,562	1,797	1,326	246	224	1	118	0	961	0	773	1	62
Corporate Services	436	613	679	442	152	84	1	10	0	396	2	192	1	88
Environment	766	910	939	715	28	195	1	121	0	691	1	239	5	3
Lifelong Learning	779	1,765	2,476	1,176	924	372	2	3	2	470	10	1,472	13	511
Schools	2290	4,614	7,470	3,581	2,140	1,749	0	0	0	1,408	77	5,444	537	4
Sum:	5506	9,464	13,361	7,240	3,490	2,624	5	252	2	3,926	90	8,120	557	668



Turnover Summary

Last Refreshed On : 04/11/2010

Flintshire County Council Annual Total

HC Q1 From	HC Q4 To	Head Count For Year	Leavers For Year	Turnover For Year	Stability For Year
9,091		4,545.5	738	16.24%	

Flintshire County Council Total

Quarter 1

April to June

HC Q1 From	HC Q1 To	Q1 Average Head Count	Q1 Leavers	Q1 Turnover	Q1 Stability
9,091	8,931	9,011	355	3.94%	88.24%
HC Q1 From	HC Q1 To	Q1 Average Head Count	Q1 Leavers	Q1 Turnover	Q1 Stability
Community and Housing	45	44	1	2.25%	94.38%
Community Services	1,556	1,547	31	2.00%	91.85%
Corporate Services	785	697	190	27.26%	79.48%
Environment	909	899	18	1.99%	91.48%
Lifelong Learning	1,797	1,764	59	3.31%	90.09%
Schools	4,531	4,568	58	1.27%	88.00%

Flintshire County Council Total

Quarter 2

July to September

HC Q2 From	HC Q2 To	Q2 Average Head Count	Q2 Leavers	Q2 Turnover	Q2 Stability
9,017	8,924	8,970.5	383	4.27%	89.56%
HC Q2 From	HC Q2 To	Q2 Average Head Count	Q2 Leavers	Q2 Turnover	Q2 Stability
Directorate	1,572	1,562	42	2.68%	93.04%
Community Services	606	613	22	3.61%	90.07%
Environment	916	913	19	2.08%	92.00%
Lifelong Learning	1,857	1,811.5	128	7.07%	88.60%
Schools	4,616	4,610.5	175	3.80%	89.04%

176

Flintshire County Council Total

Quarter 3

October to December

HC Q3 From	HC Q3 To	Q3 Average Head Count	Q3 Leavers	Q3 Turnover	Q3 Stability
			0	0%	
HC Q3 From	HC Q3 To	Q3 Average Head Count	Q3 Leavers	Q3 Turnover	Q3 Stability
Directorate			0	0%	

Flintshire County Council Total

Quarter 4

January to March

HC Q4 From	HC Q4 To	Q4 Average Head Count	Q4 Leavers	Q4 Turnover	Q4 Stability
			0	0%	
HC Q4 From	HC Q4 To	Q4 Average Head Count	Q4 Leavers	Q4 Turnover	Q4 Stability
Directorate			0	0%	

Turnover Leaver Analysis

Last Refreshed On : 04/11/2010

Quarter 1

April to June		<1 Mth	<1 Yr	<6 Mth	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Death In Service	Female	0	0	0	0	0	0	0	0
	Male	0	0	0	0	1	0	0	1
Dismissal	Female	0	0	0	1	4	3	3	11
	Male	0	0	0	2	0	2	3	7
End of Contract Term	Female	0	17	4	57	4	0	0	82
	Male	0	16	5	69	8	0	0	98
Left Voluntarily	Unspecified	0	1	0	0	0	0	0	1
	Female	2	11	6	45	14	8	6	92
Retirement	Male	0	5	2	21	4	4	2	38
	Female	0	0	0	1	1	1	8	11
Transferred To Another Employer	Male	0	0	0	1	4	2	3	10
	Female	0	1	0	1	1	0	0	2
Sum:		2	51	17	199	40	21	25	355

Quarter 2

July to September		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Death In Service	Female	0	0	0	1	0	2	0	3
	Male	0	0	0	0	1	0	1	2
Dismissal	Female	0	0	1	5	4	5	6	21
	Male	0	0	0	2	1	0	3	6
End of Contract Term	Female	0	53	5	6	0	0	0	64
	Male	1	20	1	3	0	0	0	25
Left Voluntarily	Unspecified	0	0	0	0	0	0	0	0
	Female	2	13	23	66	25	20	5	154
Retirement	Male	1	2	5	23	6	4	5	46
	Female	0	0	1	1	5	13	22	42
Transferred To Another Employer	Male	0	0	0	1	1	4	11	17
	Female	0	0	0	2	0	0	0	2
Sum:		4	88	36	111	43	48	53	383

Turnover Summary

Last Refreshed On : 04/11/2010

Directorate	Q1 Leavers	Q2 Leavers	Q3 Leavers	Q4 Leavers	Sum
Community and Housing	1	0	0	0	1
Community Services	31	42	0	0	73
Corporate Services	190	22	0	0	212
Environment	18	19	0	0	37
Lifelong Learning	59	128	0	0	187
Schools	58	175	0	0	233
Sum:	357	386	0	0	743

Directorate	Q1 Turnover	Q2 Turnover	Q3 Turnover	Q4 Turnover
Community and Housing	2.25%	0%	0%	0%
Community Services	2.00%	2.68%	0%	0%
Corporate Services	27.26%	3.61%	0%	0%
Environment	1.99%	2.08%	0%	0%
Lifelong Learning	3.31%	7.07%	0%	0%
Schools	1.27%	3.80%	0%	0%

Directorate	Q1 Stability	Q2 Stability	Q3 Stability	Q4 Stability
Community and Housing	94.38%	0%	0%	0%
Community Services	91.85%	93.04%	0%	0%
Corporate Services	79.48%	90.07%	0%	0%
Environment	91.48%	92.00%	0%	0%
Lifelong Learning	90.09%	88.60%	0%	0%
Schools	88.00%	89.04%	0%	0%

Directorate Leaver Analysis

Last Refreshed On : 04/11/2010

Quarter 1

April to June

		<1 Mth	<1 Yr	<6 Mth	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Community and Housing	Dismissal	0	0	0	0	1	0	0	1
	Sum:	0	0	0	0	1	0	0	1
Community Services	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	2	1	2	1	6
	End of Contract Term	0	1	0	0	0	0	0	1
	Left Voluntarily	0	0	0	8	3	3	0	14
	Retirement	0	0	0	1	1	1	7	10
	Transferred To Another Employer	0	0	0	0	0	0	0	0
Sum:	0	1	0	11	5	6	8	31	
Corporate Services	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	1	1	1	0	3
	End of Contract Term	0	31	9	123	12	0	0	175
	Left Voluntarily	0	0	1	6	2	1	0	10
	Retirement	0	0	0	0	1	1	0	2
Sum:	0	31	10	130	16	3	0	190	
Environment	Dismissal	0	0	0	0	0	1	3	4
	End of Contract Term	0	0	0	1	0	0	0	1
	Left Voluntarily	0	1	1	3	0	0	3	8
	Retirement	0	0	0	0	3	0	0	3
	Transferred To Another Employer	0	0	0	1	0	1	0	2
Sum:	0	1	1	5	3	2	6	18	
Lifelong Learning	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	1	1	2	4
	End of Contract Term	0	0	0	1	0	0	0	1
	Left Voluntarily	0	10	2	23	8	3	3	49
	Retirement	0	0	0	1	0	1	1	3
	Transferred To Another Employer	0	1	0	1	0	0	0	2
Sum:	0	11	2	26	9	5	6	59	
Schools	Death In Service	0	0	0	0	1	0	0	1
	Dismissal	0	0	0	0	0	0	0	0
	End of Contract Term	0	2	0	1	0	0	0	3
	Left Voluntarily	2	5	4	27	6	5	2	51
	Retirement	0	0	0	0	0	0	3	3
Sum:	2	7	4	28	7	5	5	58	

Directorate Leaver Analysis

Last Refreshed On : 04/11/2010

Quarter 2

July to September

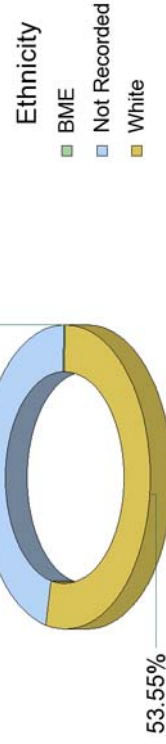
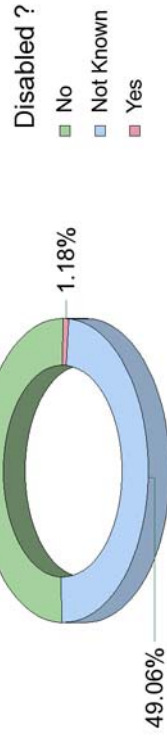
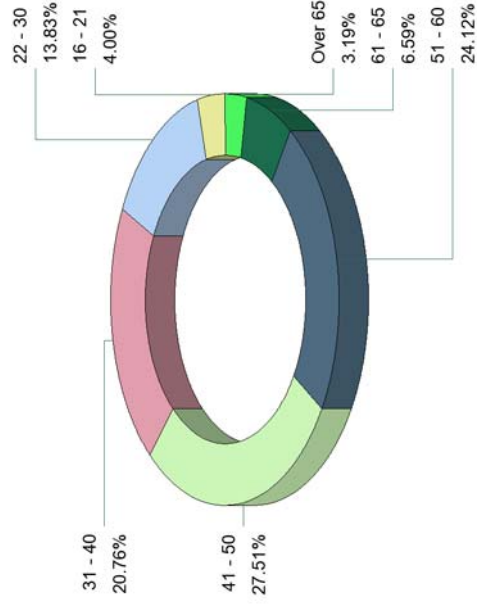
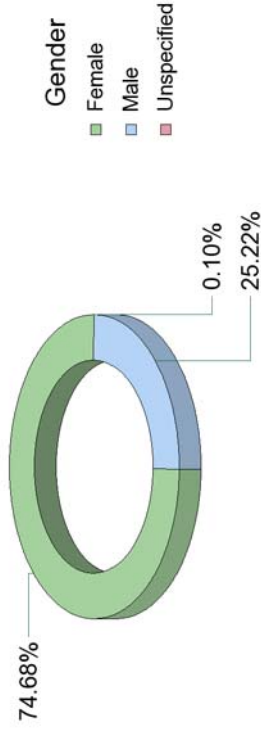
		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Community Services	Death In Service	0	0	0	0	1	0	0	1
	Dismissal	0	0	0	2	1	2	0	5
	End of Contract Term	0	1	0	1	0	0	0	2
	Left Voluntarily	0	0	0	14	4	4	0	22
	Retirement	0	0	0	1	1	3	5	10
	Transferred To Another Employer	0	0	0	2	0	0	0	2
	Sum:	0	1	0	20	7	9	5	42
Corporate Services	Death In Service	0	0	0	0	0	1	0	1
	Dismissal	0	0	0	0	0	0	0	0
	End of Contract Term	1	1	1	1	0	0	0	4
	Left Voluntarily	0	0	4	10	1	0	0	15
	Retirement	0	0	0	0	0	0	2	2
	Sum:	1	1	5	11	1	1	2	22
Environment	Dismissal	0	0	0	0	0	0	1	1
	End of Contract Term	0	0	1	0	0	0	0	1
	Left Voluntarily	0	0	0	5	0	3	0	8
	Retirement	0	0	0	0	1	1	6	8
	Transferred To Another Employer	0	0	0	1	0	0	0	1
	Sum:	0	0	1	6	1	4	7	19
Lifelong Learning	Death In Service	0	0	0	1	0	1	1	3
	Dismissal	0	0	0	1	1	0	0	2
	End of Contract Term	0	70	1	5	0	0	0	76
	Left Voluntarily	1	2	9	16	9	4	1	42
	Retirement	0	0	0	0	3	1	1	5
	Transferred To Another Employer	0	0	0	0	0	0	0	0
	Sum:	1	72	10	23	13	6	3	128
Schools	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	1	4	3	3	8	19
	End of Contract Term	0	1	4	2	0	0	0	7
	Left Voluntarily	2	13	15	44	17	13	9	113
	Retirement	0	0	1	1	2	13	19	36
	Sum:	2	14	21	51	22	29	36	175

Diversity Summary

Data on this page is effective as at : 30/09/2010

Last Refreshed On : 04/11/2010

Age	Total	%
16 - 21	357	4.00%
22 - 30	1,234	13.83%
31 - 40	1,852	20.76%
41 - 50	2,455	27.51%
51 - 60	2,152	24.12%
61 - 65	588	6.59%
Over 65	285	3.19%
Sum:	8,923	



Gender	Total	%
Female	6,664	74.68%
Male	2,250	25.22%
Unspecified	9	0.10%
Sum:	8,923	

Disabled ?	Total	%
No	4,440	49.76%
Not Known	4,378	49.06%
Yes	105	1.18%
Sum:	8,923	

Ethnicity	Total	%
BME	18	0.20%
Not Recorded	4,127	46.25%
White	4,778	53.55%
Sum:	8,923	

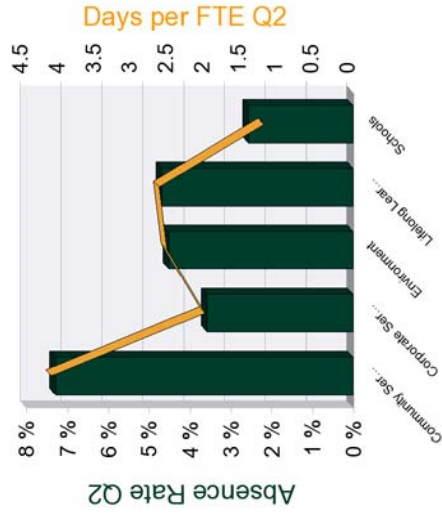
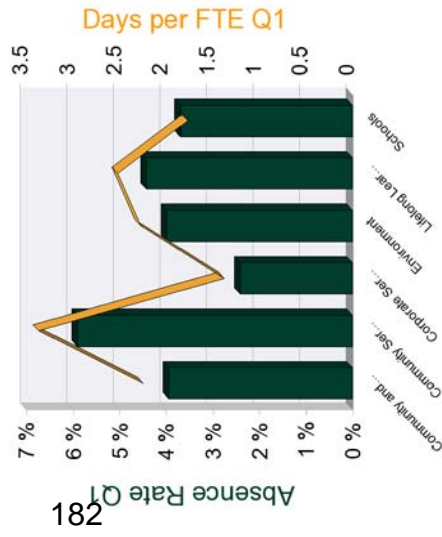
Absence Rate Summary By Directorate

Last Refreshed On : 04/11/2010

Cumulative Totals

Average Days Available	584,409	FTE Days Lost	25,302	Absence Rate	4.33 %	Days Lost Per FTE	9.23
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Directorate	FTE Days Lost Q1	Average Days Available Q1	Absence Rate Q1	Days per FTE Q1	FTE Days Lost Q2	Average Days Available Q2	Absence Rate Q2	Days per FTE Q2	FTE Days Lost Q3	Average Days Available Q3	Absence Rate Q3	Days per FTE Q3	FTE Days Lost Q4	Average Days Available Q4	Absence Rate Q4	Days per FTE Q4	Days Lost Per FTE
Community and Housing	77	1,966	3.94 %	2.24	0	0			0	0			0	0			2.24
Community Services	4,128	69,891	5.91 %	3.37	5,132	70,454	7.28 %	4.15	4.15	0			0	0			7.52
Corporate Services	598	24,800	2.41 %	1.37	887	24,745	3.58 %	2.04	2.04	0			0	0			3.42
Environment	1,721	43,208	3.98 %	2.27	1,965	43,660	4.50 %	2.57	2.57	0			0	0			4.84
Lifelong Learning	1,945	44,032	4.42 %	2.52	2,060	44,001	4.68 %	2.67	2.67	0			0	0			5.19
Schools	4,000	108,535	3.69 %	1.77	2,789	109,116	2.56 %	1.23	1.23	0			0	0			3
	12,469	292,432	4.26 %	2.27	12,833	291,978	4.40 %	2.34	2.34	0			0	0			



Directorate

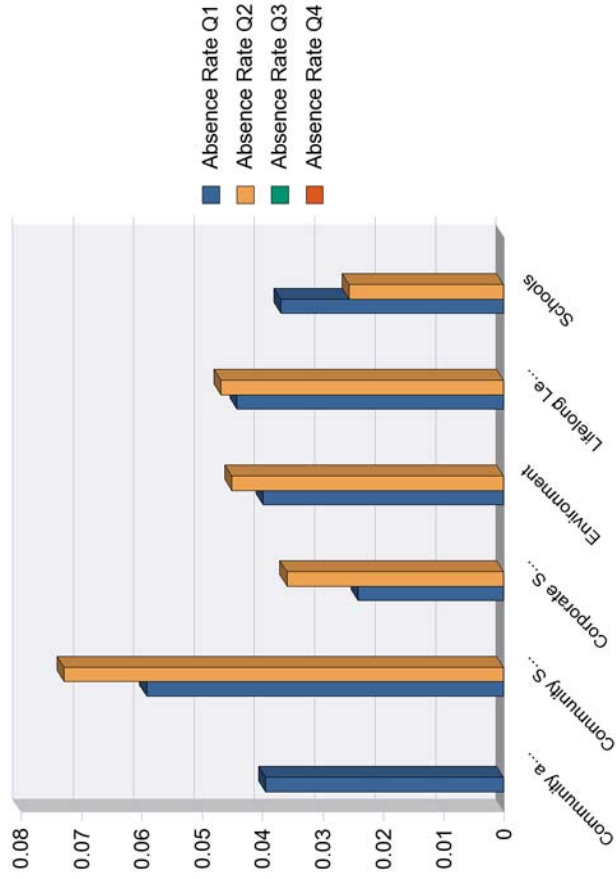
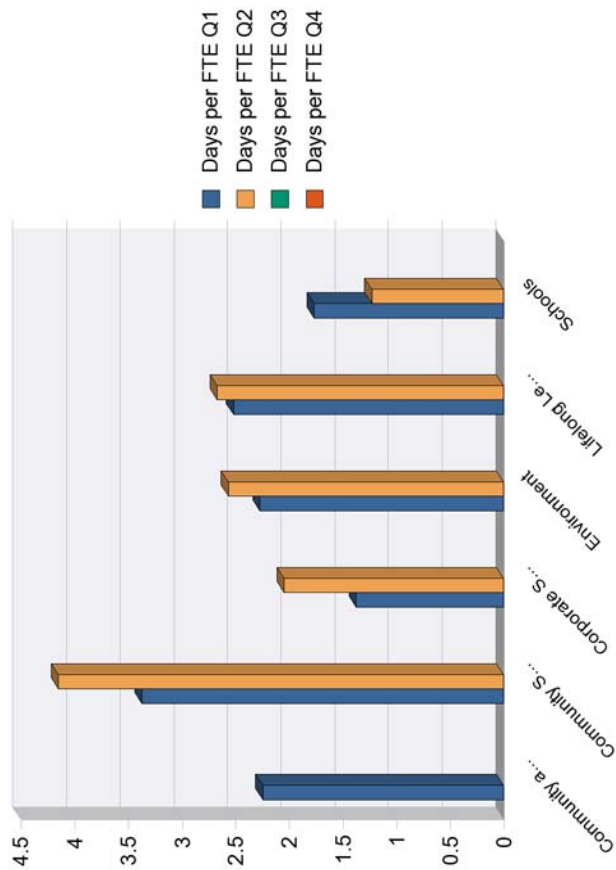
Directorate

Absence Rate Summary By Directorate

Last Refreshed On : 04/11/2010

Directorate	Days per FTE Q1	Days per FTE Q2	Days per FTE Q3	Days per FTE Q4
Community and Housing	2.24			
Community Services	3.37	4.15		
Corporate Services	1.37	2.04		
Environment	2.27	2.57		
Lifelong Learning	2.52	2.67		
Schools	1.77	1.23		

Directorate	Absence Rate Q1	Absence Rate Q2	Absence Rate Q3	Absence Rate Q4
Community and Housing	3.94 %			
Community Services	5.91 %	7.28 %		
Corporate Services	2.41 %	3.58 %		
Environment	3.98 %	4.50 %		
Lifelong Learning	4.42 %	4.68 %		
Schools	3.69 %	2.56 %		



**Workforce Information Report–
Explanation of Terms and Formulae Document**

Establishment Summary by Directorate Report

This report shows the total establishment figure for Flintshire County Council by Directorate, including established and non-established positions, further sub-divided into positions that are occupied and those currently vacant within the establishment.

Not recorded category on report – this refers to positions that have not been notified as either established or non-established by the Directorate.

All positions must be flagged as either 'Established' or 'Non Established' in order to provide accurate establishment data. The number of 'Not Recorded' positions will reduce once the Definition below is applied to all of the positions within Trent.

Definition of Established and Non-Established Positions - HR Payroll System

Established Positions are:

- permanent positions only
- Funded by FCC on a permanent basis
- within all FCC departments including schools

Non-Established Positions are:

- temporary fixed term, seasonal fixed term and relief positions only
- funded by FCC or by an external body on a temporary basis including Match funding
- positions required to deliver:

Temporary increases in service demand
Projects
Special initiatives e.g. grant funding
Provide cover for absence
Secondment / Acting up
Maternity Cover

- within all FCC departments including schools

Headcount Summary by Directorate Report

This report shows the Flintshire County Council total headcount figure, as well as headcount figures by Directorate for total FTE, People and Positions. It also reports, by Directorate, on headcount by position type and position basis.

Flintshire County Council - Actual Total Headcount

This is the count of unique personal references (Payroll/Employee Number) in Flintshire County Council on the HR Payroll System.

- Headcount relates to numbers of employees working for FCC at a point in time (not 'full time equivalent' figure)

This indicates the total number of actual individual employee heads in Flintshire County Council. For example, if an employee has one position, they will be counted as one head in the Actual Total Headcount. If an employees has multiple positions e.g. 3 positions, they will still only be counted once in the Actual Total Headcount.

Directorate Total FTE (Full Time Equivalent)

Full Time Equivalent hours are 37 hours. FTE is calculated against all occupied positions.

Therefore if an employee has contractual hours of 37 hours per week, their FTE is calculated by Contractual Hours (37) / FTE Hours (37) = 1

If an employee has contractual hours of 18.5 hours per week, their FTE is calculated by Contractual Hours (18.5) / FTE Hours (37) = 0.5

If an employee has multiple positions, their FTE will be calculated against each position they occupy. For example:

Employee is a cleaner and works 5 hours per week. Their FTE for the position would be 5 hours / 37 = 0.14

Employee is also an Admin Assistant and works 20 hours per week. Their FTE for the position would be 20 hours / 37 = 0.54

Employee is also a Leisure Attendant and work 10 hours per week. Their FTE for the position would be 10 hours / 37 = 0.27

Total FTE for the employee would be = 0.95

FTE for Relief / Supply Workers is zero because they have 0 contractual hours.

Directorate People

This represents the total number of individual employees in a specific directorate.

The overall total directorate people will be higher than the Flintshire County Council Actual Total Headcount. This is because of employees with more than one position in more than one directorate.

Examples:

An employee has one position in Corporate Services; they will be counted once in the Corporate Services People Headcount and counted once in the Flintshire County Council Actual Total Headcount.

An employee has 2 positions, one as a Project Worker in Community Services and one position as a Care Assistant in Community Services. This employee will still be counted as once in Community Services and once in the Flintshire County Council Actual Total Headcount.

An Employee has 2 positions, one position as a Finance Assistant in Corporate Services and one position as a Youth Worker in Lifelong Learning. The employee will be counted as one head in Corporate Services and one head in Lifelong Learning. This is because the employee is unique in the Directorate. However in the Flintshire County Council Actual Total Headcount, the employee will be counted as one head and not two heads.

Included in the People Headcount:

- Employees
- Actors
- Relief worker

Excluded from the People Headcount:

- Agency worker
- Volunteers
- Students
- Contractors such as Consultants supplied via a third party company under a contract for services e.g. consultants working for an IT company.

Directorate Positions

This is the total number of occupied positions in the Directorate Establishment (Includes, established, non established and not recorded). For each figure in the Position column should match the total figure showing in the column called 'Occupied' in the Establishment Summary by Directorate report. If this data does not match, this will indicate that there is missing data in the position type field and or data missing in the position basis field.

Position Type by Directorate

The figures showing against each position type should sum to the figure indicated in the 'positions' column. If this data does not match, this will indicate that there is missing data in the position type field.

Positions = Permanent + Relief + Temporary Fixed Term + Seasonal Fixed Term

The data for Agency staff is not held in the HR Payroll system, the data is extracted from Matrix and is incorporated in to the report. The agency

data is in addition to the employee and relief data, and it therefore increases the percentage count to over 100%.

Definition of each position type

Position Type relates to the type of contract issued to an employee or worker. There are six types:

- Permanent** - This is an open ended contract which gives a worker full employment rights.
- Relief** - This type of contract will be based on zero hours and can be used to build a pool of workers who have no promise of work and thus no mutual obligation between employer and worker exists. They can be used to cover absence and temporary increases in service demand when the need arises, for example relief registrars or relief leisure attendants.
- Temporary Fixed Term** - This type of contract is to be used when a worker is required on a non permanent basis to meet an increase in service demand, provide cover on a temporary basis or to fulfil a requirement for a project or special initiative such as grant funded positions.
- Via Managed Agency Service** - Umbrella contract with managed Agency to supply agency workers when required. The relationship is with the agency not individual person.
- Seasonal Fixed Term** - This type of contract is to be used when there is a recognised need to increase service provision at particular points within one calendar year associated with a seasonal event or service. These should be known in advance and can cover periods such as summer holidays, for example play schemes, Christmas Theatre productions or winter maintenance.
- Contract for Services** - This type of contract should be used when engaging a self employed individual or company to provide services. For example where specific skills are required to deliver projects – the contract should focus upon deliverables rather than the individual being treated as an employee. Filling of core establishment positions by self employed individuals should be avoided as there is a risk of an employment relationship being established.

Position Basis by Directorate

The figures showing against each position basis should sum to the figure indicated in the 'positions' column. If this data does not match, this will indicate that there is missing data in the position basis field.

Positions = Full Time + Full Time Term Time + Part Time + Part Time Term Time + No Basis

Appendix B

Definition of each position basis

Full time – 37 hours per week, 52.14 weeks per year

Full time term time – 37 hours per week, 43.067 weeks (4/5ths) per year

Part time – less than 37 hours per week, 52.14 week per year

Part time term time – less than 37 hours per week, 43.067 weeks (4/5ths) per year

No Basis – those individuals that do not have any set hours per week e.g. Relief and Supply workers.

We would expect the headcount data to be higher in the new reports in comparison to previous reporting; this is because the old system counted headcount based on the number employees with primary positions and FTE. Multiplication factoring was used to reduce the headcount for groups of staff such as librarians, catering, all cleaning, School escorts, Youth Clubs, School meals, School crossing, project workers, home carers, work opportunities, leisure centre staff (timesheet based). For example, cleaners in special or primary schools, their FTE is multiplied by 0.5. Another example is timesheet employees in the Theatre, their FTE is multiplied by 0.3.

Turnover Summary Report

The Turnover Summary by Directorate report contains 3 sub reports and they are:

1. Turnover Summary
2. Leaver Analysis by Quarter
3. Turnover Summary
4. Directorate Leaver Analysis by Quarter

1. Turnover Summary

This report shows the percentage turnover of people for Flintshire County Council between the stated start point and end point, giving an average people headcount and the number of leavers for that period. It also gives the same breakdown by Directorate.

The formula used to measure turnover is:

Total Leavers over period x 100 / Average Headcount in period.

This formula is commonly known as the Separation rate.

People

Definition as per headcount narrative

Average Headcount

Headcount (People) at the start of the period + Headcount (people) at the end of the period / 2

Leavers (People)

The number of leavers (people) includes all reasons for leaving. (It includes voluntary resignations, all dismissals, end of fixed term contracts, retirements and redundancy.)

Directorate Turnover

The formulas used for calculating Flintshire County Council Turnover are used to measure Directorate turnover.

However, the sum of the number of leavers (people) by directorate may be higher than the total number of leavers (people) for Flintshire County Council because some employees have more than one position. Employees with multiple positions are counted as one 'person' leaving in Flintshire County Council. Yet if the employee had one position in Community Services and one position in Environment, the employee would be counted once in the Community Services leavers and once in the Environment leavers.

Please note if an employee has multiple positions within the same directorate, they will be counted as one leaver (people).

Stability Index

The Stability Index is an industry standard measure that shows the extent to which the experienced workforce is being retained.

This is represented by the percentage of current employees, who were in the employment of the organisation at the beginning of the period covered.

2. Leaver Analysis by Quarter

The Turnover Leavers Analysis report reflects the reasons for leaving gender and length of service in one.

All of the Organisation's reasons for leaving have been categorised into six groups: Death in Service, Dismissal, End of Contract, Left Voluntarily, Retirement, and Transferred to Another Employer.

This report is based on a standard ACAS report and as well as grouping some of our reasons together to help provide a more simplified top level view it also helps mainstream some of our equalities data.

3. Turnover Summary

This report summarises, the number of leavers, the Turnover Rate and the Stability Index all by directorate and quarter.

4. Directorate Leaver Analysis by Quarter

This report is the same as report two above giving details by Directorate.

Diversity Summary by Directorate

This report shows the percentage breakdown of Flintshire County Council and Directorate employees categorised as:

- male/female/unspecified
- white/BME (Black/Minority Ethnic)/not recorded
- having a preference for Welsh as their language of correspondence (This data is based on the number of employees who receive a payslip in Welsh and therefore does not reflect the Welsh fluency in Flintshire County Council. There are plans to record employee's level of Welsh language competency in the new HR Payroll system in 2009/2010.)
- disability

It also shows an age breakdown of employees for Flintshire County Council and by Directorate.

Absence Rate Summary by Directorate Report

The Absence Rate Summary report demonstrates absence data over the quarters by Directorate

In the background, the headcount for each quarter is based on the number of employees (People Headcount) at the start of the quarter, number of employees (People Headcount) at the end of the quarter. Both headcounts are divided by two, to obtain the average headcount for the period and excludes all relief and supply staff (as per the National Performance Indicator Guidance for Wales (08/09))

Days Lost (Lost time rate) based on FTE

Count of number of days from the start and end dates of each sickness absence in the period.

Average Days Available based on FTE

The formula for the Average Days Available is:-

Headcount (FTE) x 57 (average working days per employee per quarter)

Absence Rate

The formula for the absence rate is:-

Total Days Lost /Total Days Available x 100

FTE Days Lost

The calculation is based on the National Performance Indicator Guidance for Wales (08/09))

Numerator / Denominator

Numerator = Total number of working days lost to sickness absence between reporting start period and reporting end period..

Denominator = Average Number of Full time equivalent (FTE) employees

Previous Year

The Previous Year data is based on the data produced from Trent for 2008/2009. Data available pre re-structure.

FLINTSHIRE COUNTY COUNCIL

Workforce Information Report

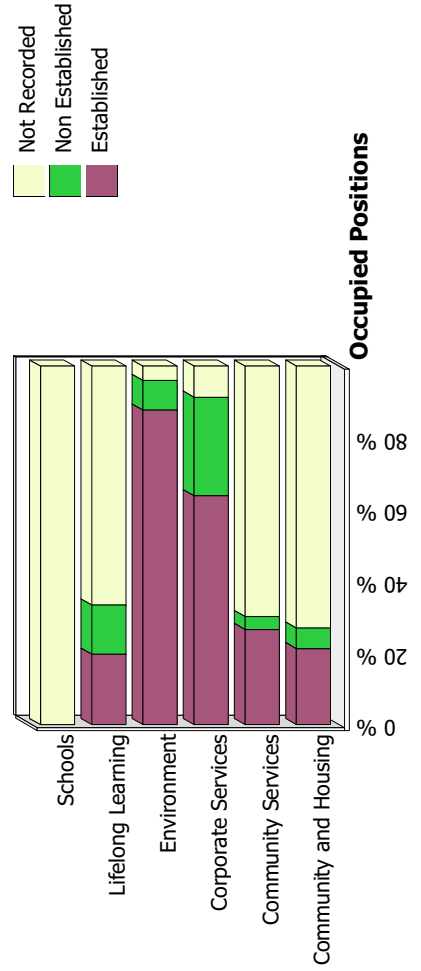
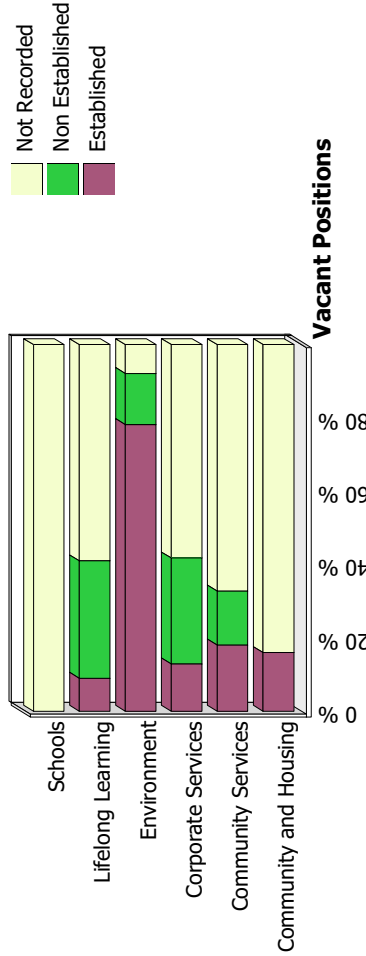
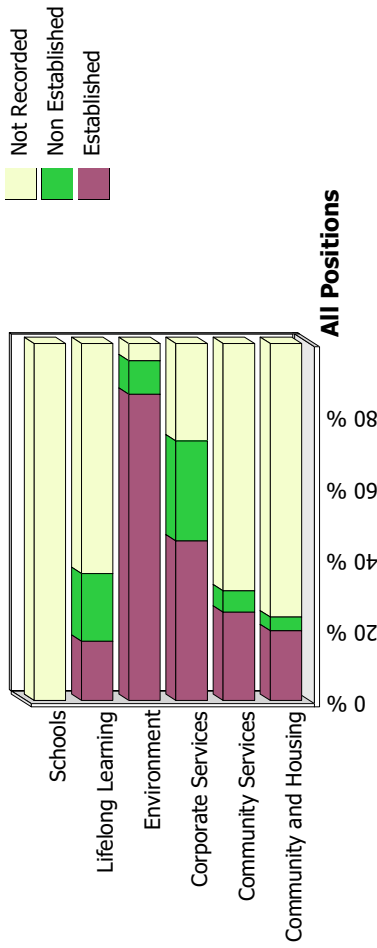
Period Up To: 30/06/2010

Establishment Summary By Directorate

Data on this page is effective as at : 30/06/2010

Last Refreshed On : 14/07/2010

Directorate	Position Status	Positions		
		Total	Vacant	Occupied
Community and Housing	Established	15	4	11
	Non Established	3	0	3
	Not Recorded	59	21	38
	Total:	77	25	52
Community Services	Established	560	86	474
	Non Established	134	70	64
	Not Recorded	1,568	320	1,248
	Total:	2,262	476	1,786
Corporate Services	Established	489	53	436
	Non Established	307	119	188
	Not Recorded	299	240	59
	Total:	1,095	412	683
Environment	Established	993	179	814
	Non Established	109	32	77
	Not Recorded	55	18	37
	Total:	1,157	229	928
Lifelong Learning	Established	558	88	470
	Non Established	643	314	329
	Not Recorded	2,177	579	1,598
	Total:	3,378	981	2,397
Schools	Established	1	0	1
	Not Recorded	8,409	1,079	7,330
	Total:	8,410	1,079	7,331
Totals:		16,379	3,202	13,177



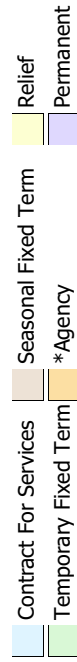
Headcount Summary By Directorate

Data on this page is effective as at : 30/06/2010

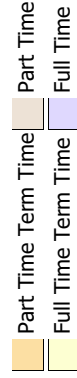
Last Refreshed On : 14/07/2010

Flintshire County Council Actual Total Headcount : 8,919

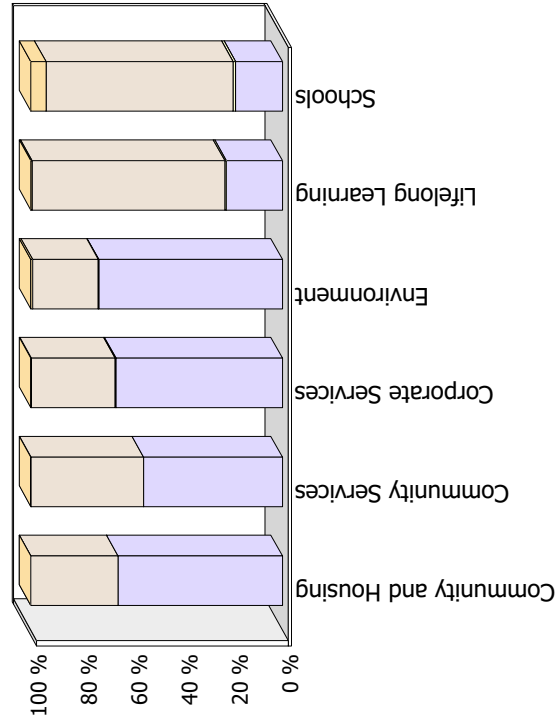
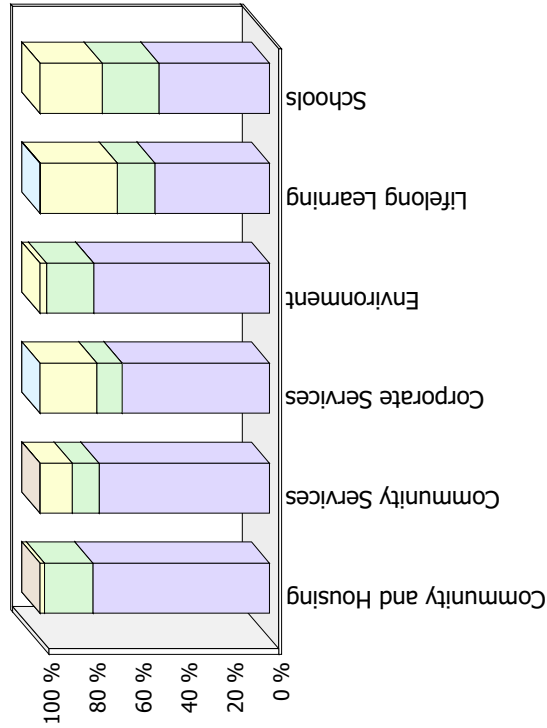
Directorate	HEADCOUNT					POSITION TYPE					POSITION BASIS				
	Total FTE	People	Positions	Permanent	Relief	Temporary Fixed Term	* Via Managed Agency Service	Seasonal Fixed Term	Contract For Services	Full Time	Full Time Term Time	Part Time	Part Time Term Time		
Community and Housing	34	46	52	40	1	11	0	0	0	34	0	18	0		
Community Services	1,226	1,555	1,786	1,326	249	210	156	0	0	959	0	777	1		
Corporate Services	436	610	683	439	169	75	19	0	0	386	2	194	1		
Environment	754	903	928	711	27	190	175	0	0	676	1	242	6		
Lifelong Learning	781	1,788	2,397	1,195	802	396	5	2	2	465	11	1,593	11		
Schools	2,260	4,569	7,331	3,531	1,990	1,810	0	0	0	1,361	77	5,447	441		
Totals:	5,491	9,471	13,177	7,242	3,238	2,692	0	3	2	3,881	91	8,271	460		
				54.96 %	24.57 %	20.43 %	0.00 %	0.02 %	0.02 %	29.45 %	0.69 %	62.77 %	3.49 %		



Position Type



Position Basis



* Data for the managed agency service is not recorded in Trent, but has been provided from the managed agency service system - Matrix
The sum of the percentages may not always total to 100% due to rounding

Turnover Summary

Data on this page is effective between : 01/04/2010 & 30/06/2010
Last Refreshed On : 14/07/2010

Flintshire County Council Turnover

People at Start Point	People at End Point	Average People HeadCount	All Leavers (People)	Voluntary Leavers	All Turnover %	Voluntary Turnover %
9,112	8,919	9,016	344	124	3.82	1.38

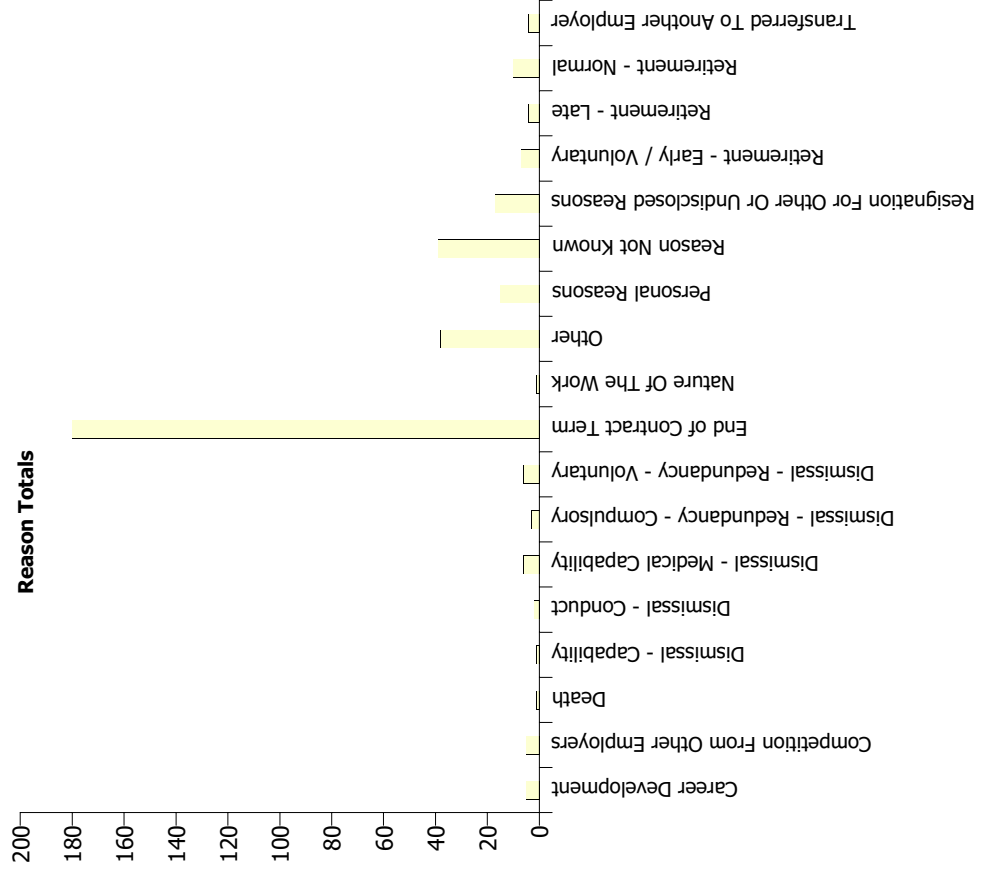
Directorate Turnover

Directorate	People at Start Point	People at End Point	Average People HeadCount	Leavers (People)	Voluntary Leavers (People)	All Turnover %	Voluntary Turnover %
Community and Housing	47	46	47	1	0	2.15	0.00
Community Services	1,565	1,555	1,560	31	14	1.99	0.90
Corporate Services	785	610	698	189	9	27.10	1.29
Environment	913	903	908	18	10	1.98	1.10
Lifelong Learning	1,810	1,788	1,799	51	44	2.83	2.45
Schools	4,535	4,569	4,552	56	49	1.23	1.08
Totals:	9,655	9,471	9,563	346	126		

The sum of the percentages may not always total to 100% due to rounding.

Flintshire County Council Leaving Reasons

Leaving Reason	FCC Total	Leavers %
Career Development	5	1.45 %
Competition From Other Employers	5	1.45 %
Conditions Of Employment	0	0%
Death	1	0.29 %
Dismissal - Capability	1	0.29 %
Dismissal - Conduct	2	0.58 %
Dismissal - Legal Restrictions	0	0%
Dismissal - Medical Capability	6	1.74 %
Dismissal - Redundancy - Compulsory	3	0.87 %
Dismissal - Redundancy - Voluntary	6	1.74 %
Dismissal - Some Other Substantial Reason	0	0%
End of Contract Term	180	52.33 %
Nature Of The Work	1	0.29 %
Other	38	11.05 %
Pay	0	0%
Personal Reasons	15	4.36 %
Reason Not Known	39	11.34 %
Resignation For Other Or Undisclosed Reasons	17	4.94 %
Retirement - Early / Voluntary	7	2.03 %
Retirement - Late	4	1.16 %
Retirement - Normal	10	2.91 %
Transfer - Demotion	0	0%
Transfer - Internal	0	0%
Transfer - Promotion	0	0%
Transfer - Re-Deployed	0	0%
Transferred To Another Employer	4	1.16 %
Transfer - Re-Organisation	0	0%
Transfer - System	0	0%
Total:	344	



Leaving Reasons by Directorate

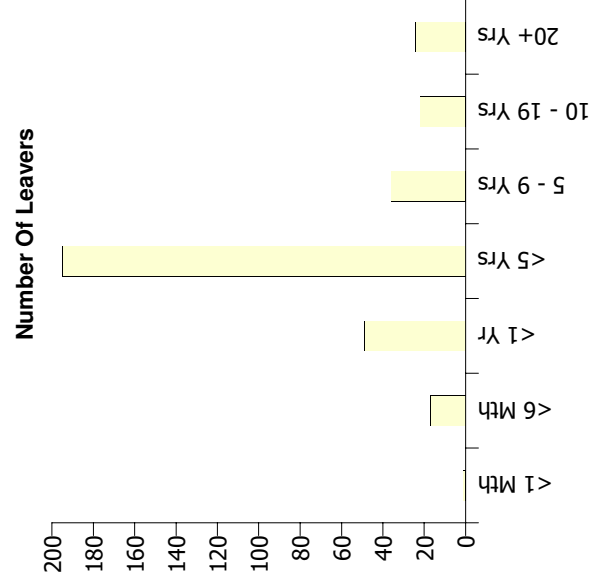
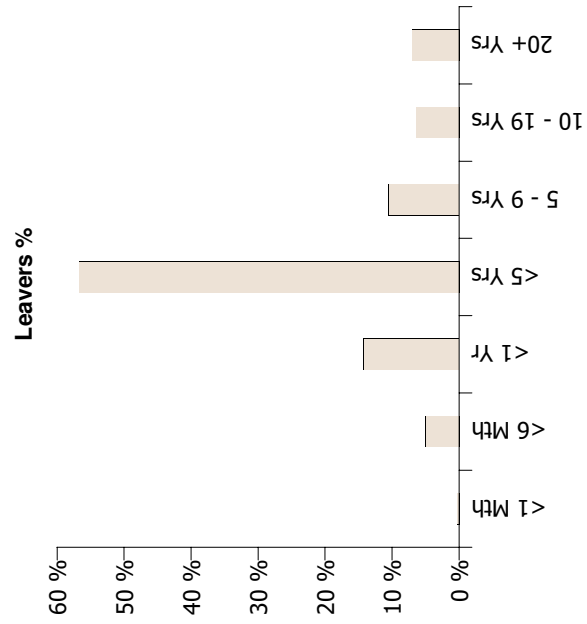
Leaving Reason	Community and Housing	Community Services	Corporate Services	Environment	Lifelong Learning	Schools
Career Development	0	1	1	0	3	1
Competition From Other Employers	0	4	1	0	0	0
Conditions Of Employment	0	0	0	0	0	0
Death	0	0	0	0	0	1
Dismissal - Capability	0	1	0	0	0	0
Dismissal - Conduct	0	2	0	0	0	0
Dismissal - Legal Restrictions	0	0	0	0	0	0
Dismissal - Medical Capability	0	2	1	0	3	0
Dismissal - Redundancy - Compulsory	1	1	1	0	0	0
Dismissal - Redundancy - Voluntary	0	0	1	4	1	0
Dismissal - Some Other Substantial Reason	0	0	0	0	0	0
End of Contract Term	0	1	175	1	0	3
Nature Of The Work	0	0	1	0	0	0
Other	0	3	3	1	31	0
Pay	0	0	0	0	0	0
Personal Reasons	0	4	2	2	5	2
Reason Not Known	0	1	0	1	3	34
Resignation For Other Or Undisclosed Reasons	0	1	1	4	0	12
Retirement - Early / Voluntary	0	3	2	1	0	1
Retirement - Late	0	3	0	0	1	0
Retirement - Normal	0	4	0	2	2	2
Transfer - Demotion	0	0	0	0	0	0
Transfer - Internal	0	0	0	0	0	0
Transfer - Promotion	0	0	0	0	0	0
Transfer - Re-Deployed	0	0	0	0	0	0
Transferred To Another Employer	0	0	0	2	2	0
Transfer - Re-Organisation	0	0	0	0	0	0
Transfer - System	0	0	0	0	0	0
Total:	1	31	189	18	51	56

Turnover Summary

Data on this page is effective between : 01/04/2010 & 30/06/2010
Last Refreshed On : 14/07/2010

Flintshire County Council Leavers by Length of Service

Length Of Service At Leaving	Leavers	Leavers %
<1 Mth	1	0.29 %
<6 Mth	17	4.94 %
<1 Yr	49	14.24 %
<5 Yrs	195	56.69 %
5 - 9 Yrs	36	10.47 %
10 - 19 Yrs	22	6.40 %
20+ Yrs	24	6.98 %
Total	344	



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Turnover Summary

Data on this page is effective between : 01/04/2010 & 30/06/2010
 Last Refreshed On : 14/07/2010

Leavers by Length of Service By Directorate

Directorate	<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs
Community and Housing	0	0	0	0	1	0	0
Community Services	0	0	1	11	5	6	8
Corporate Services	0	10	31	129	16	3	0
Environment	0	1	1	5	3	2	6
Lifelong Learning	0	2	10	24	5	5	5
Schools	1	4	6	27	7	6	5
Totals	1	17	49	196	37	22	24



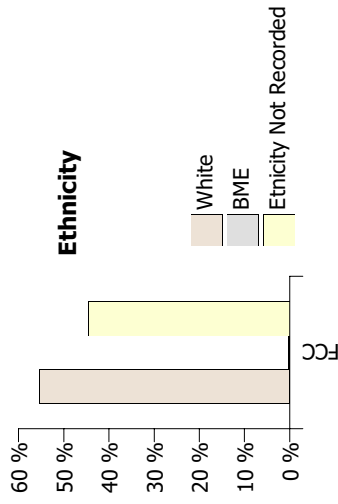
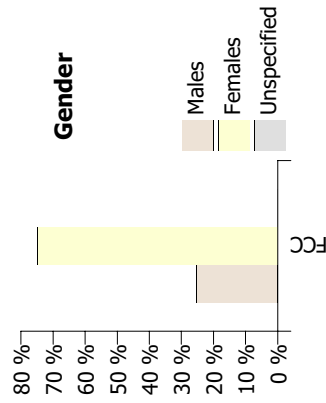
Diversity Summary

Data on this page is effective as at : 30/06/2010

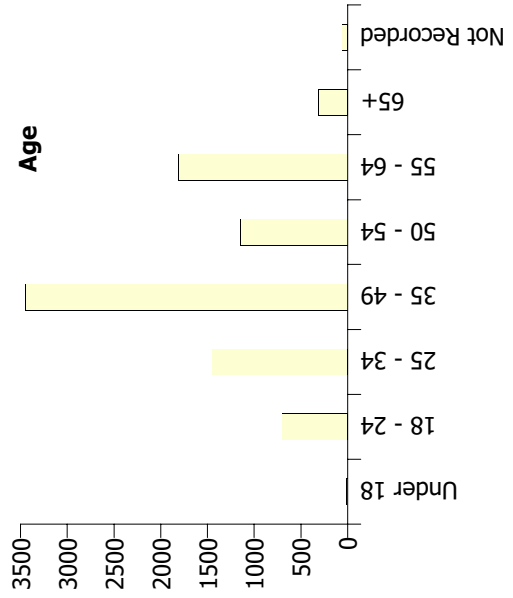
Last Refreshed On : 14/07/2010

Flintshire County Council Diversity Summary

% Male	% Female	% unspecified	% White	% BME	% Ethnicity Not Recorded	% Welsh (Preferred Language)	% Disabled
25.15 %	74.77 %	0.08 %	55.28 %	0.19 %	44.52 %	0.82 %	1.26 %



Age Band	Count	%
Under 18	14	0.16 %
18 - 24	700	7.85 %
25 - 34	1450	16.26 %
35 - 49	3444	38.61 %
50 - 54	1144	12.83 %
55 - 64	1808	20.27 %
65+	306	3.43 %
Not Recorded	53	0.59 %
Total	8919	



The sum of the percentages may not always total to 100% due to rounding.

Diversity Summary

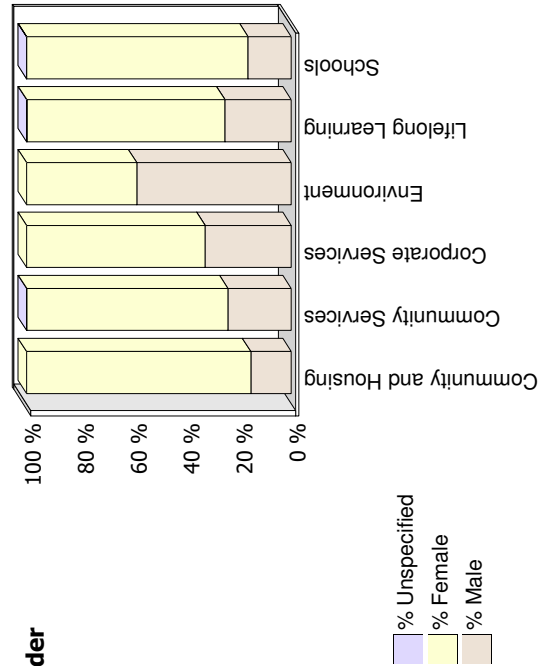
Data on this page is effective as at : 30/06/2010

Last Refreshed On : 14/07/2010

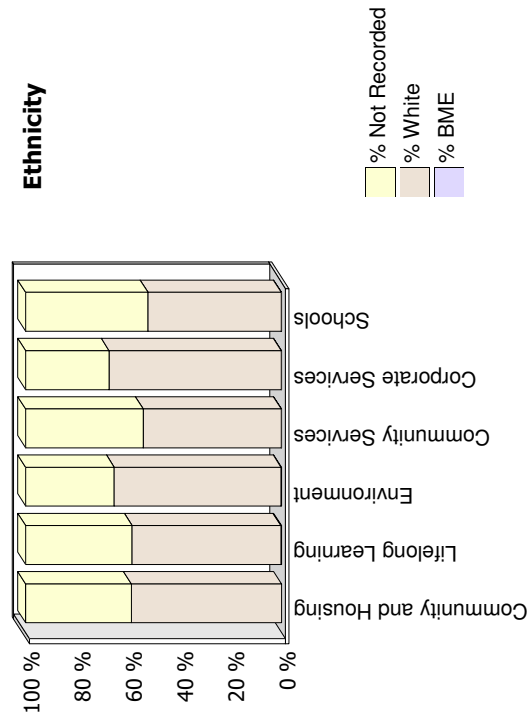
Diversity Summary By Directorate

Directorate	% Male	% Female	% Unspecified	% White	% BME	% Not Recorded	% Welsh (Preferred language)	% Disabled
Community and Housing	15.22 %	84.78 %	0%	58.70 %	0%	41.30 %	0%	0%
Community Services	23.86 %	76.01 %	0.13 %	53.89 %	0.19 %	45.92 %	0.13 %	2.06 %
Corporate Services	32.46 %	67.54 %	0%	67.21 %	0.16 %	32.62 %	1.31 %	1.97 %
Environment	58.36 %	41.64 %	0%	65.12 %	0.22 %	34.66 %	0%	2.66 %
Lifelong Learning	25.00 %	74.83 %	0.17 %	58.11 %	0.28 %	41.61 %	0.56 %	1.12 %
Schools	16.28 %	83.65 %	0.07 %	52.07 %	0.13 %	47.78 %	1.20 %	0.57 %

Gender



Ethnicity



Diversity Summary

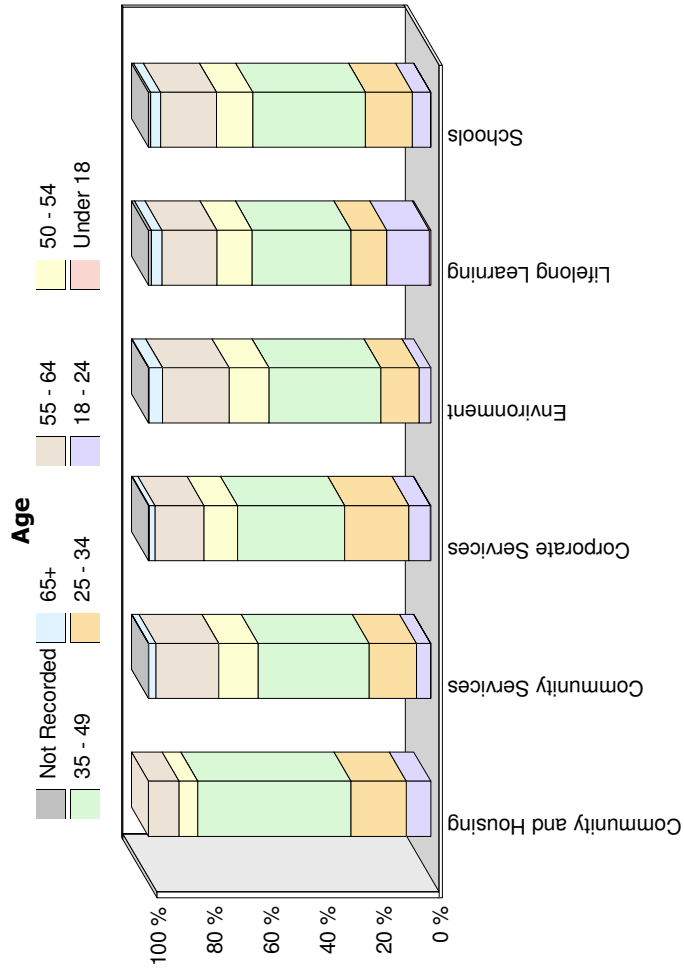
Data on this page is effective as at : 30/06/2010

Last Refreshed On : 14/07/2010

The sum of the percentages may not always total to 100% due to rounding.

Age Summary By Directorate

Directorate	Under 18	%	18 - 24	%	25 - 34	%	35 - 49	%	50 - 54	%	55 - 64	%	65+	%	Not Recorded	%
Community and Housing	0	0%	4	8.70 %	9	19.57 %	25	54.35 %	3	6.52 %	5	10.87 %	0	0%	0	0%
Community Services	1	0.06 %	78	5.02 %	260	16.72 %	613	39.42 %	216	13.89 %	347	22.32 %	39	2.51 %	1	0.06 %
Corporate Services	1	0.16 %	46	7.54 %	139	22.79 %	232	38.03 %	72	11.80 %	106	17.38 %	13	2.13 %	1	0.16 %
Environment	0	0%	38	4.21 %	122	13.51 %	358	39.65 %	127	14.06 %	213	23.59 %	43	4.76 %	2	0.22 %
Lifelong Learning	10	0.56 %	268	14.99 %	228	12.75 %	626	35.01 %	223	12.47 %	348	19.46 %	67	3.75 %	18	1.01 %
Schools	2	0.04 %	295	6.46 %	762	16.68 %	1,824	39.92 %	588	12.87 %	904	19.79 %	162	3.55 %	32	0.70 %
Totals:	14		729		1,520		3,678		1,229		1,923		324		54	



The sum of the percentages may not always total to 100% due to rounding.

Absence Rate Summary By Directorate

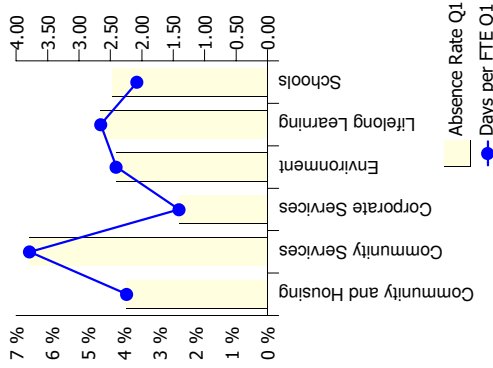
Data on this page is effective for quarters between : 01/04/2010 and 30/06/2010
 Last Refreshed On : 14/07/2010

Q1 = April - June Q2 = July - September Q3 = October - December Q4 = January - March

Cumulative Totals

Day Lost	Average Days Available	Absence Rate	FTE Days Lost
13,911	292,570	4.75 %	2.53

Directorate	Days Lost Q1	Average Days Available Q1	Absence Rate Q1	Days per FTE Q1	FTE Days Lost
Community and Housing	77	1,966	3.94 %	2.24	2.24
Community Services	4,642	69,885	6.64 %	3.79	3.79
Corporate Services	613	24,800	2.47 %	1.41	1.41
Environment	1,823	43,205	4.22 %	2.41	2.41
Lifelong Learning	2,059	44,213	4.66 %	2.65	2.65
Schools	4,696	108,501	4.33 %	2.08	2.08
Totals	13,911	292,570	4.75 %	2.53	



Target KPI : **10.8**

0910 Directorates	Prev Days Lost Q1	Prev Average Days Available Q1	Prev Absence Rate Q1	Prev Days Per FTE Q1	Prev Days Lost Q2	Prev Average Days Available Q2	Prev Absence Rate Q2	Prev Days Per FTE Q2	Prev Days Lost Q3	Prev Average Days Available Q3	Prev Absence Rate Q3	Prev Days Per FTE Q3	Prev Days Lost Q4	Prev Average Days Available Q4	Prev Absence Rate Q4	Prev Days Per FTE Q4	Prev FTE Days Lost
C & H	94	2611	3.61 %	2.06	152	2491	6.11 %	3.48	118	2417	4.90 %	2.79	98	2178	4.49 %	2.56	10.88
Comm Serv	4626	68593	6.74 %	3.84	4586	69419	6.61 %	3.77	5425	70396	7.71 %	4.39	5448	70308	7.75 %	4.42	16.43
Corp Serv	904	25953	3.48 %	1.98	1058	26017	4.07 %	2.32	1050	26009	4.04 %	2.30	898	25579	3.51 %	2.00	8.61
Env	1280	41376	3.09 %	1.76	1690	41345	4.09 %	2.33	2126	42273	5.03 %	2.87	2385	43031	5.54 %	3.16	10.15
Lifelong L	1953	43114	4.53 %	2.58	2238	43478	5.15 %	2.93	2615	43886	5.96 %	3.40	2369	44097	5.37 %	3.06	11.98
Schools	4343	108854	3.99 %	1.92	3087	110081	2.80 %	1.35	5457	110132	4.96 %	2.38	5577	108872	5.12 %	2.46	8.10
Totals	13199	290502	4.54 %	2.42	12812	292830	4.38 %	2.33	16791	295113	5.69 %	3.03	16774	294064	5.70 %	3.04	

Previous Year Cumulative Totals

Prev Days Lost	59,576	Prev Average Days Available	1,172,509	Prev Absence Rate	5.08 %	Prev FTE Days Lost	10.83
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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 19

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **PLAY AREAS MATCH FUNDING SCHEME 2011/12**

1.00 PURPOSE OF REPORT

1.01 The report identifies the responses from Town and Community Councils to the invitation to submit bids for the 2011/12 Match Funding scheme to improve Play Areas; and recommends a programme for approval.

2.00 BACKGROUND

2.01 In 2010/11 the Council introduced a Match Funding scheme to improve Play Areas across the County. The scheme was very well received and 7 sites were able to be improved with joint contributions from Town/Community Councils and the Council. A similar level of funding was approved for 2011/12 of £55,000 with a further £6,000 going into base budget to meet the ongoing maintenance implications of this programme.

3.00 CONSIDERATIONS

3.01 We have had a good response from Town and Community Councils to the invitation to participate in this Match-Funding scheme for 2011/12. In total, 18 responses were received identifying a level of contribution the individual Council was able to confirm and in most cases the actual play area of preferred choice. The total amount of funding represented by these 18 bids far outweighs the sum available from the Council. The full list of responses is attached as an Appendix.

3.02 We have prepared a list of projects for further consideration from within the bids received and have endeavoured to spread the funding across as many schemes as possible. The full list is shown below:

1. Argoed Community Council	Wat's Dyke	£5,000
2. Buckley Town Council	Mount Pleasant	£10,000
3. Holywell Town Council	Clwyd Avenue	£10,000
4. Whitford Community Council	Carmel	£5,000
5. Llanfynydd Community Council	Wyndham Drive	£5,000
6. Nannerch Community Council	Nannerch	£5,000
7. Bagillt Community Council	Victoria Road	£2,500
8. Ysceifiog Community Council	Ysceifiog	£2,500
9. Gwernymynydd C.C.	Recreation ground	£4,000
10. Penyffordd Community Council	To be determined	£6,000

Date: 08/12/2010

TOTAL

£55,000

- 3.03 The criteria used to prioritise the bids were:
- Incorporating the two Town Councils who had expressed interest for 2010/11 but had been unable to confirm funding at that time;
 - Including new Communities not covered in 2010/11;
 - and also repeating some Communities again where factors such as the need to enhance play value and support residents own fund-raising were present.

- 3.04 A decision in December will enable the confirmations to go to the relevant Town/Community Councils in advance of their precepting meetings in January 2011.

4.00 RECOMMENDATIONS

- 4.01 Executive is recommended to approve the list of improvement schemes listed at 3.02 above.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The recommendation is in line with proposed 2011/12 budget provision.

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 Further discussions will take place with Town/Community Councils on the list.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Initial contacts with Town/Community Councils.

12.00 APPENDICES

12.01 Match Funding bids and recommended list .

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

Appended to the report

Contact Officer: Mike Hornby
Telephone: 01352 702452
E-Mail: mike_hornby@flintshire.gov.uk

MATCH-FUNDING SCHEME 2011/12
UPGRADING OF CHILDREN'S PLAY AREAS

The Council has approved £55,000 for match-funding play areas improvements for the year 2011/12. Following consultation with all Town & Community Councils 18 responses have been received (list attached) expressing an interest to join the match-funding scheme at a total value of £93,500.

As the Council has identified £55,000 for the scheme, we have prepared a short list for Members' further consideration.

	Council	Site	Amount
1	Argoed Community Council	Wats Dyke, Mynydd Isa	£5,000
2	Buckley Town Council	Mount Pleasant	£10,000
3	Holywell Town Council	Clwyd Avenue, Greenfield	£10,000
4	Whitford Community Council	Carmel	£5,000
5	Llanfynydd Community Council	Wyndham Drive	£5,000
6	Nannerch Community Council	Nannerch Village	£5,000
7	Bagillt Community Council	Victoria Road	£2,500
8	Ysceifiog Community Council	Ysceifiog Village	£2,500
9	Gwernymynydd Community Council	Recreation Ground	£4,000
10	Penyffordd Community Council	To be determined	£6,000
		Total	£55,000

UPGRADING OF CHILDREN'S PLAY AREAS
MATCH-FUNDING SCHEME 2011/12

CAPITAL BUDGET ALLOCATION £55,000

Responses received from Town & Community Councils

	Council	Site	Amount
1	Argoed Community Council	Wats Dyke, Mynydd Isa	£10,000
2	Bagillt Community Council	Victoria Road	£2,500
3	Brynford Community Council	Brynford Village	£5,000
4	Buckley Town Council	Mount Pleasant	£10,000
5	Gwernymynydd C.C.	Recreation Ground	£4,000
6	Hawarden Community Council	Gladstone Playing Field	£3,000
7	Holywell Town Council	Clwyd Avenue	£10,000
8	Hope Community Council	The Willows	£6,000
9	Llanasa Community Council	Trelogan	£3,000
10	Leeswood Community Council	To be determined	£5,000
11	Llanfynydd Community Council	Wyndham Drive	£5,000
12	Mold Town Council	Gas Lane	£3,000
13	Mostyn Community Council	Rhewl & Maes Penant	£1,500
14	Nannerch Community Council	Nannerch Village	£5,000
15	Nercwys Community Council	Nercwys Village	£2,000
16	Penyffordd Community Council	To be determined	£6,000
17	Whitford Community Council	Carmel	£10,000
18	Ysceifiog Community Council	Ysceifiog	£2,500
		TOTAL	£93,500

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 20

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **PROPOSED AMALGAMATION OF BROUGHTON INFANT**
 AND JUNIOR SCHOOLS

1.00 PURPOSE OF REPORT

1.01 To determine the amalgamation of the Broughton Infant and Junior Schools in accordance with the Statutory proposal.

2.00 BACKGROUND

2.01 At the meeting dated 9th March 2010, Executive members approved the publication of the statutory proposal to amalgamate the two schools and form a single all through Primary School in accordance with the agreed policy. The proposal has been consulted upon in accordance with the Welsh Assembly Government statutory guidance.

2.02 The two month statutory proposal consultation period ended on 10th November. No objections were received in the statutory period, and as a result the proposal can be determined by the Council's Executive without reference to the Welsh Minister.

3.00 CONSIDERATIONS

3.01 This proposal would be a technical amalgamation resulting in the appointment of a single Headteacher and creation of a single governing body to lead the proposed new school. Legally, this is accomplished by the closure of the two existing schools and opening of one new school. The proposed date for the proposed amalgamation is 1 September, 2011.

3.02 As the existing building houses the public lending library, a scheme has been agreed to modify the entrance in order to bring an existing linking corridor into use for the school. This would result in the re-establishment of the physical link between the existing Infant and junior elements of the site, whilst ensuring that the public access would be to the library area only.

3.03 As no objections have been received to the statutory proposal, the decision in relation to implementation of the statutory proposal is a local matter for Flintshire County Council's Executive.

4.00 RECOMMENDATIONS

Date: 08/12/2010

- 4.01 That members approve the amalgamation of the existing Infant and Junior Schools to create a new through Primary School as of 1 September, 2011.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The scheme to modify the entrance to the library will be subject to a cost of £600,000. This amount can be procured using the revenue savings from the amalgamation to fund Prudential borrowing in accordance with the Council scheme for Prudential Borrowings.

6.00 ANTI POVERTY IMPACT

- 6.01 The amalgamation will not impact on this element.

7.00 ENVIRONMENTAL IMPACT

- 7.01 As the existing buildings will not be significantly to any great extent, there will no significant impact on the environment.

8.00 EQUALITIES IMPACT

- 8.01 The amalgamated school will meet with any requirements in relation to equalities.

9.00 PERSONNEL IMPLICATIONS

- 9.01 The Headteacher will be appointed by the Temporary Governing Body. There is only one substantive Head between the two schools currently, which will minimise the cost to the Authority of the changes in Leadership. The new Headteacher, when appointed, together with the Temporary Governing Body will be responsible for determining the staffing arrangements of the new school.

- 9.02 Any consequent redundancies will be dealt with in accordance with the appropriate Flintshire policy. The terms of the Teachers Pay and Conditions document will be applied in the event of any teaching staff being displaced.

10.00 CONSULTATION REQUIRED

- 10.01 None at this stage

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation required by Welsh Assembly Government has been carried out with the Staff, Governors and Parents of the relevant schools.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Tom Davies
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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 21

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **PROPOSED AMALGAMATION - WATS DYKE INFANT AND
MYNYDD ISA JUNIOR SCHOOLS**

1.00 PURPOSE OF REPORT

1.01 To report to members the outcome of the statutory period for objections to the proposal to amalgamate Mynydd Isa Infant and junior schools.

2.00 BACKGROUND

2.01 Following the meeting of 22nd June 2010, the Executive Board approved the publication of statutory proposals relating to the above amalgamation. The proposal was published on the 10th September 2010, and the two month period ended on the 10th November.

2.02 No objections were received in the statutory period, and as a result, the proposal can be determined by the Council's Executive without reference to the Welsh Ministers.

3.00 CONSIDERATIONS

3.01 Following consultation with the Parents, Governors and Staffs at the two schools, a general consensus of support for the amalgamation was noted.

3.02 Due to the retirement of the Headteacher of the infant school, Governors of the two schools had agreed to the leadership of the existing infant and junior schools by the one remaining Headteacher.

3.03 The proposed amalgamation would not affect the present arrangement of two separate buildings for the two key stages.

4.00 RECOMMENDATIONS

4.01 That members approve the amalgamation of Mynydd Isa infant and junior schools on 1st September 2011 to form a new through primary school using the same school buildings.

5.00 FINANCIAL IMPLICATIONS

5.01 The new school will benefit from the equivalent of one Headteacher salary.

Date: 08/12/2010

6.00 ANTI POVERTY IMPACT

6.01 Not applicable.

7.00 ENVIRONMENTAL IMPACT

7.01 No change in the impact.

8.00 EQUALITIES IMPACT

8.01 The new school will be required to meet all the requirements relating to equalities.

9.00 PERSONNEL IMPLICATIONS

9.01 Any change to the staffing will be subject to the decisions of the new Headteacher and Temporary Governing Body.

10.00 CONSULTATION REQUIRED

10.01 Non at this stage.

11.00 CONSULTATION UNDERTAKEN

11.01 In accordance with the requirements of Welsh Assembly Government.

12.00 APPENDICES

12.01 None.

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

None

Contact Officer: Tom Davies
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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 22

REPORT TO: **EXECUTIVE**
DATE : **14 DECEMBER 2010**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **GREEN DRAGON: ENVIRONMENTAL MANAGEMENT**
 SYSTEM

1.00 PURPOSE OF REPORT

1.01 To inform Executive that Flintshire County Council has been successful in retaining the Green Dragon Level 3 accreditation.

2.00 BACKGROUND

2.01 The Green Dragon Standard is a stepped standard recognising effective environmental management. The Standard offers an environmental management system and rewards actions taken to achieve environmental improvements

2.02 There are five levels of the standard, with each step contributing towards achievement of the International and European environmental standards ISO 14001 and EMAS. During the appraisal and audit process for the Green Dragon Standard there is an evaluation of costs as well as environmental performance. This means that at each stage the Council will have an outline environmental management system that can be applied to the budget.

2.03 The accreditation of Green Dragon Environmental Management System to Level 2 was a Policy Agreement target for Flintshire, which was awarded in 2007. It was highlighted at the time as being a positive step forward in the Wales Audit Office National Improvement Study: Sustainable Development.

2.04 It is recognised that the biggest step of achievement in the Green Dragon Standard is the move upwards from Level 2 to Level 3 which was achieved in 2008 (with a number of conditions) - the first Council in North Wales to do so.

2.05 The audit for accreditation to retain Level 3 was undertaken in October 2010.

3.00 CONSIDERATIONS

3.01 The audit included a number of site visits to:

- scrutinise the system to ensure compliance with Flintshire County Councils Environment Policy;
- conduct an overview of efficiencies: and

Date: 08/12/2010

- scrutinise the additional requirement for Level 3 which is the measuring and reporting of carbon emissions.

The sites visited were varied to reflect the range of facilities and services operated from and include County Hall, Halkyn, Greenfield and Alltami depots, Marleyfield Residential Home and Deeside Leisure Centre.

- 3.02 The audit and assessment has confirmed that we have retained Level 3 compliance without any conditions and confirms good environmental performance. This is an improvement upon the last assessment in 2008.
- 3.03 The auditors fed back that the management system was robust and commended the Council on its corporate approach and the breadth of the audit's scope. Other Councils have applied for accreditation on a service or facility specific basis.
- 3.04 The auditor also reported that some of the requirements for Levels 4 and 5 were already in place i.e:

Level 4 - the manual, document control system and the extent of the carbon management were in place

Level 5 - the auditing is being carried out.

Auditors concluded that the Level 4 and indeed Level 5 were achievable within the coming years.

4.00 RECOMMENDATIONS

- 4.01 That Executive acknowledges that the Council has been successful in retaining Green Dragon at Level 3 which confirms good environmental performance across the organisation.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no direct financial implications known at this time; these will become clear when further objectives and targets are set.

6.00 ANTI POVERTY IMPACT

- 6.01 There are no known anti-poverty impacts of this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Green Dragon Environmental Management Standard is a mechanism which ensures good environmental practice at a service level, and its fundamental aim is to prevent pollution and identify efficiencies.

8.00 EQUALITIES IMPACT

8.01 There are no known equalities impacts of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no known personnel impacts of this report.

10.00 CONSULTATION REQUIRED

10.01 There is no known consultation required.

11.00 CONSULTATION UNDERTAKEN

11.01 The Officers Working Group is instrumental in establishing and delivering the Green Dragon Standard, and there is representation from throughout the Council.

12.00 APPENDICES

12.01 None attached, however a copy of the Green Dragon Audit Report (October 2010) has been deposited in the Members Library.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

WAG Green Dragon Standard

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

The following reports are included in the Forward Work Programme for submission to this meeting of the Executive. However, the reports are not included on the agenda for the reasons stated:-

Chief Executive Update

- Wales Audit Office (WAO) Improvement Assessment
(Deferred until January as the final draft Assessment is awaited from the WAO)

Community Services Update

- Local Taxation Policies & Update
(Deferred pending further information to be included in the report)

Community Services Update

- Gypsies and Travellers
(Deferred until January as the project is on-going)
- Asset Management/Homelessness Restructure
(Deferred until January the project is on-going)

Environment Update

- Formal Adoption of the Model Communicable Disease Outbreak Plan for Wales
(Deferred until February as the consultation period on the plan has only just ended)
- Timetable for Delivery of the Local Development Plan
(Deferred until March. There are still outstanding issues with the Unitary Development Plan (UDP) and until they are resolved, a realistic timescale for delivery of the LDP cannot be drawn up)
- Demand Responsive Transport Retendering
(This report does not require Executive approval)

Lifelong Learning Update

- Approval of 14-19 SOC
(Deferred until March as the consultation deadline date has been extended)

EXECUTIVE MEETING DATES

FORWARD WORK PROGRAMME ITEMS – NOVEMBER 2010 – APRIL 2011

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE (Strategic/Operational)	PORTFOLIO
16 November 2010	Chief Executive	<ul style="list-style-type: none"> ➤ Approval of an Alternative Landlord Model and a Shadow Housing Board ➤ 2010-2012 Target Setting Review Proposals ➤ Council (Governance) Planning Framework ➤ Clwyd Theatr Cymru – Modernisation Proposals ➤ SARC Refresh Overview ➤ Community Strategy and Local Service Board – Mid Year Review ➤ Contractor Functions Review 	<p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Operational</p> <p>Operational</p>	<p>Housing</p> <p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p>

	Human Resources & Organisational Development	<ul style="list-style-type: none"> ➤ People Strategy Update ➤ M.A.S.S Quarter 2 ➤ Workforce Information Quarter 2 2010/11 	Strategic Operational Operational	Corporate Management Corporate Management Corporate Management
	Finance	<ul style="list-style-type: none"> ➤ Revenue Budget Monitoring 2010/11 (Month 5) ➤ Local Taxation Policies & Issues ➤ Council Tax Base Setting 	Operational Operational Operational	Finance & Asset Mngt Finance & Asset Mngt Finance & Asset Mngt
	Community Services	<ul style="list-style-type: none"> ➤ Health Social Care and Wellbeing ➤ Community Houses ➤ Housing Allocation – Consultation Results 	Strategic Operational Operational	Social Services Housing Housing
	Environment	<ul style="list-style-type: none"> ➤ Review of Contaminated Land Strategy ➤ On-Street Disability Parking Provision 	Strategic Strategic	Leisure & Public Protection Environment

		<ul style="list-style-type: none"> ➤ Use of NWTRA Consultancy Frameworks ➤ Review of Supplementary Planning Guidance Associated with the UDP ➤ Energy Policy Update ➤ Civil Parking Enforcement / Traffic Management Act 	Strategic	Environment
			Strategic	Environment
			Strategic	Finance & Asset Mngt
			Operational	Environment
	Lifelong Learning	<ul style="list-style-type: none"> ➤ Proposed School Amalgamation x 2: Mynydd Isa and Broughton ➤ Demolition of Disused Swimming Pool at Gwernaffield CPS 	Operational	Education
			Operational	Education
14 December 2010	Chief Executive	<ul style="list-style-type: none"> ➤ Final Outcome Agreement with Welsh Assembly Government ➤ Wales Audit Office: Annual Improvement Assessment ➤ SARC Refresh Update ➤ Business Continuity 	Strategic	Corporate Management
			Strategic	Corporate Management
			Strategic	Corporate Management
			Strategic	Corporate Management

		<ul style="list-style-type: none"> ➤ Quarter 2 Performance Reporting 	Operational	Corporate Management
	Finance	<ul style="list-style-type: none"> ➤ Revenue Budget Monitoring 2010/11 (Month 6) ➤ Capital Programme 2010/11 (Month 6) ➤ Provisional Settlement 	Operational	Finance & Asset Mngt
	Community Services	<ul style="list-style-type: none"> ➤ Gypsies and Travellers ➤ Asset Management / Homelessness Restructure ➤ Flint Regeneration 	Operational	Housing
	Environment	<ul style="list-style-type: none"> ➤ Timetable for Delivery of the Local Development Plan ➤ Formal Adoption of the Model Communicable Disease Outbreak Plan for Wales ➤ Demand Responsive Transport Retendering 	Strategic	Environment
			Operational	Leisure & Public Protection
			Operational	Environment

	Lifelong Learning	<ul style="list-style-type: none"> ➤ Post 16 Transport ➤ Review of Small School Options ➤ Approval of 14-19 SOC 	Strategic	Education
21 December 2010 (Budget)	Finance	<ul style="list-style-type: none"> ➤ Initial Budget Proposals 	Operational	Finance & Asset Mngt
18 January 2011	Chief Executive	<ul style="list-style-type: none"> ➤ Agreement of Assets for Potential Transfer ➤ Future of the Retained Housing Services ➤ Strategic Partnership Performance – Mid Year Review ➤ Voluntary Sector Mid Year Review ➤ Census 2011: Update ➤ 2010-2012 Target Setting Review 	Strategic	Housing
			Strategic	Housing
			Strategic	Corporate Management
			Operational	Corporate Management
			Operational	Corporate Management
			Operational	Corporate Management

	Finance	<ul style="list-style-type: none"> ➤ Revenue Budget Monitoring 2010/11 (Month 7) 	Operational	Finance & Asset Mngt
	Community Services	<ul style="list-style-type: none"> ➤ Sheltered Housing 	Operational	Housing
	Environment	<ul style="list-style-type: none"> ➤ TAITH RTP – Progress Update: Flintshire Schemes 	Operational	Environment
15 February 2011	Chief Executive	<ul style="list-style-type: none"> ➤ Single Equality Duty 	Strategic	Corporate Management
	Human Resources & Organisational Development	<ul style="list-style-type: none"> ➤ Workforce Information Quarter 3 2010/11 	Operational	Corporate Management
	ICT & Customer Services	<ul style="list-style-type: none"> ➤ Customer Services Strategy Update 	Strategic	Corporate Management
	Finance	<ul style="list-style-type: none"> ➤ Treasury Management Policy & Strategy 2011/12 ➤ Revenue Budget Monitoring 2010/11 (Month 8) ➤ Final Settlement ➤ Final Budget Proposals 	Strategic Operational Operational Operational	Finance & Asset Mngt Finance & Asset Mngt Finance & Asset Mngt Finance & Asset Mngt

	Lifelong Learning	<ul style="list-style-type: none"> ➤ Annual School Admission Arrangements ➤ Deeside Leisure Centre: Phase 2 Design 	Operational	Operational	Education
15 March 2011	Chief Executive	<ul style="list-style-type: none"> ➤ Quarter 3 Performance Reporting 	Operational	Operational	Corporate Management
	Human Resources & Organisational Development	<ul style="list-style-type: none"> ➤ People Strategy Update 	Strategic	Strategic	Corporate Management
	ICT & Customer Services	<ul style="list-style-type: none"> ➤ ICT Strategy Update 	Strategic	Strategic	Corporate Management
	Finance	<ul style="list-style-type: none"> ➤ Revenue Budget Monitoring 2010/11 (Month 9) ➤ Capital Programme 2010/11 (Month 9) ➤ Prudential Indicators 2011/12 ➤ Minimum Revenue Provision 2011/12 	Operational	Operational	Finance & Asset Mngt
	Community Services	<ul style="list-style-type: none"> ➤ White Paper – The Future of Social Services in Wales 	Strategic	Strategic	Social Services

		<ul style="list-style-type: none"> ➤ Housing Ballot ➤ Charging Policy – Social Services for Adults 	Operational	Housing Social Services
12 April 2011	Chief Executive	<ul style="list-style-type: none"> ➤ Agreement of the Choices Document 	Strategic	Housing
	Finance	<ul style="list-style-type: none"> ➤ Revenue Budget Monitoring 2010/11 (Month 8) 	Operational	Finance & Asset Mngt