

Barry Davies LL.B (Hons)
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

Our Ref / Ein Cyf

Date / Dyddiad 23/02/2011

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 **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD** on **TUESDAY, 15 FEBRUARY 2011** at **09:30** to consider the following items.

****Please note the change of venue****

Yours faithfully

Democracy and Governance Manager

AGENDA

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on 18/01/2011 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. **ANNUAL IMPROVEMENT REPORT BY THE AUDITOR GENERAL FOR WALES**

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

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

5. FINAL LOCAL GOVERNMENT SETTLEMENT & COUNCIL FUND REVENUE BUDGET 2011/12
Report of the Head of Finance and Chief Executive - Portfolio of the Leader and Executive Member for Finance and Asset Management - copy to follow
6. COUNCIL FUND CAPITAL PROGRAMME 2011/12 TO 2014/15
Report of the Head of Finance, Chief Executive and Director of Environment - Portfolio of the Leader and Executive Member for Finance and Asset Management - copy to follow
7. HOUSING REVENUE ACCOUNT (HRA) CAPITAL PROGRAMME 2011/12
Report of the Head of Finance, Chief Executive and Head of Housing - Portfolio of the Leader and Executive Member for Finance and Asset Management - copy to follow
8. HOUSING REVENUE ACCOUNT 2011/12
Report of the Head of Finance and Chief Executive and Head of Housing - Portfolio of the Leader and Executive Member for Finance and Asset Management
9. MINIMUM REVENUE PROVISION 2011/12
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
10. TREASURY MANAGEMENT POLICY & STRATEGY STATEMENT 2011/12
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
11. PRUDENTIAL INDICATORS 2011/12 TO 2013/14
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
12. EQUALITY ACT 2010 -SINGLE EQUALITY SCHEME UPDATE
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
13. HOUSING BALLOT PROJECT – STRATEGIC HOUSING FUNCTION AND RETAINED ACTIVITIES
Report of the Director of Community Services - Portfolio of the Executive Member for Housing

OPERATIONAL REPORTS

14. REVENUE BUDGET MONITORING 2010/11 (MONTH 8)
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
15. WORKFORCE INFORMATION REPORT
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Management

16. MATRIX CONTRACT UPDATE (MANAGED AGENCY STAFF SOLUTION)
Report of the Head of Human Resources and Organisational Development -
Portfolio of the Executive Member for Corporate Management
17. TRADE WASTE REVIEW OF CHARGES FOR 2011/2012 FINANCIAL YEAR
Report of the Director of Environment - Portfolio of the Deputy Leader and
Executive Member for Environment
18. DEESIDE LEISURE CENTRE: PHASE 3
Report of the Director of Lifelong Learning - Portfolio of the Executive
Member for Education
19. SCHOOL ADMISSION ARRANGEMENTS 2012/13
Report of the Director of Lifelong Learning - Portfolio of the Executive
Member for Education
20. ROAD CLOSURES FOR SPECIAL EVENTS
Report of the Director of Environment - Portfolio of the Deputy Leader and
Executive Member for Environment
21. COUNTY COUNCIL DIARY OF MEETINGS 2011/12
Report of the Chief Executive - Portfolio of the Executive Member for
Corporate Management
22. EXERCISE OF DELEGATED POWERS
Report of the Chief Executive enclosed
23. FORWARD WORK PROGRAMME - FOR INFORMATION
A copy of the Executive Forward Work Programme (months 02/11 to 04/11)
is enclosed

EXECUTIVE
18 JANUARY 2011

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 18 January 2011.

PRESENT: Councillor A. Woolley (Chairman)

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

ALSO PRESENT:

Councillors: J. B. Attridge, R. Baker, V. Gay, R. Hampson, D. I. Mackie and C. A. Thomas.

IN ATTENDANCE:

Chief Executive, Director of Environment, Director of Lifelong Learning, Head of Finance, Democracy & Governance Manager, Head of ICT & Customer Services, Head of Housing and Team Manager – Committee Services.
Team Manager Advice and Homeless Services for minute number 192
Member Engagement Manager for minute number 193

The Leader and Executive Member for Finance and Asset Management welcomed the members of Finance Peer Review Group as observers.

186. MINUTES

The Executive Member for Social Services suggested that minute number 160 should include the potential shortfall figure on domiciliary care services of upto £700,000 which was agreed. The Chief Executive provided an update on the expected national subsidy shortfall and said when a final decision was made by the Welsh Assembly Government he would inform Members.

Subject to the above, the minutes of the meeting of the Executive held on 14 December 2010 were confirmed as a correct record. The minutes of the meeting held on 21 December 2010 were confirmed as a correct record.

187. DECLARATIONS OF INTEREST

The Leader and Executive Member for Finance and Asset Management declared a personal non-prejudicial interest in agenda item number 22, Voluntary Sector Funding – Update Report.

188. REVIEW OF THE STRATEGIC ASSESSMENT OF RISKS AND CHALLENGES (SARC)

The Chief Executive introduced the report which outlined the revised Strategic Assessment of Risks and Challenges (SARC).

There had been a need to refresh the SARC to reflect changing circumstances and amendments to the risk description, title and deletions,

mergers and new risks. The SARC needed to fully and accurately reflect the 'cause' of each risk and be fully up to date and a number of things were taken into account. An Overview and Scrutiny workshop was held in 2010 which gave Members the opportunity to contribute to the review.

The contents of the SARC and the actions to mitigate the risks would continue to be reported quarterly.

The full SARC document was on deposit in the Members' Library and would be available in the public domain in April 2011 which would align to the finance and business year. Also, the outcome of several Welsh Assembly Government (WAG) ministerial reviews could impact on services and thereby risks.

RESOLVED:

That the revised Strategic Assessment of Risks and Challenges (SARC) be endorsed.

189. STRATEGIC PARTNERSHIP PERFORMANCE – MID YEAR REVIEW

The Chief Executive introduced the report which provided a mid year overview of the progress of the Strategic Partnerships and the priorities for each with the key milestones for the year ahead.

There are six key Strategic Partnerships working alongside the Flintshire Local Service Board (LSB) which were: Children & Young People's Partnership and Plan (2008-2011); Community Safety Partnership and Strategic Plan (2008-2011); Flintshire Housing Partnership; Health, Social Care and Well-being Partnership and the Good Health, Good Care Strategy (2008-11); Regeneration Partnership; and the Voluntary Sector Compact. Updates for each of the Strategic Partnerships were outlined in the report.

A regional review was currently underway to reduce the number of partnerships. The Chief Executive was attending a meeting of the Partnerships Board that week where a regional Communities Safety Board would be proposed, with a formal report being submitted to County Council in March 2011.

The Chief Executive added that Flintshire County Council's Partnership Governance Model was likely to be adopted by the Welsh Assembly Government (WAG) as an exemplar.

RESOLVED

- (a) That the mid year review of the Strategic Partnerships, the key priorities and the work programmes to achieve them be noted;
- (b) That the development and implementation of a Strategic Partnership Governance Framework be noted; and

- (c) The North Wales Partnership Review be noted and the review proposals in the report be endorsed

190. REGIONAL PROTOCOL FOR MANAGING UNAUTHORISED GYPSY ENCAMPMENTS

The Chief Executive introduced the report which sought approval for Flintshire County Council to be a signatory to the Protocol.

The aim of the North Wales Protocol was to ensure that relevant public authorities in North Wales managed unauthorised Gypsy encampments consistently across the region and to meet the needs of the travelling, business and settled community. Flintshire County Council was already meeting the requirements of the regional protocol through the implementation of the Flintshire Multi Agency Protocol for Managing Unauthorised Encampments.

RESOLVED

That Flintshire County Council become a signatory and that the Protocol be approved

191. HOUSING REVENUE ACCOUNT 2011/12

The Executive Member for Housing introduced the report on the Housing Revenue Account (HRA) budget proposals for the 2011/12 financial year, including proposed rent and service charge increases, key areas of income and expenditure and the level of closing balance at the year-end.

The Head of Housing said the Welsh Assembly Government (WAG) proposed guideline weekly rent increase was 6.25%. A formal letter of response had been sent to WAG with a request that the guideline rent increase be reviewed downwards resulting from a continuation of the suspension of the rent convergence policy.

The Council was hopeful that WAG would reconsider its proposals. The consequence of applying a lower level of rent would impact negatively on the HRA in 2011/12, and for each following year if corrective action could not be taken to bring the actual rent level into line with the WAG guideline rent for Flintshire.

The Council was free to determine the level of any rent increase however the practice followed in recent years had been to apply the WAG 'guideline' rent increase. The Council was extremely concerned at the proposals by WAG for the proposed increase of 6.25% and affordability for tenants.

The impact of any proposed rent increase would be lessened by the number of tenants entitled to claim housing benefit which was illustrated in a table in the report. If rents were increased by a lower percentage than the WAG guideline, this would mean the Council would be less able to increase

investment in capital improvements by way of additional revenue contributions from the HRA. This may restrict or delay the Council's ability to deliver on its commitment to tenants and WAG to achieve the Welsh Housing Quality Standard (WHQA) at the earliest opportunity.

It was explained that the Council had a statutory duty to review the income and expenditure of the HRA and to set a budget for the forthcoming financial year to avoid a deficit closing balance position. Details in the report explained how that could be achieved with the key financial assumptions detailed in appendix 2 to the report. The proposed budget estimated a closing balance of 3.5% of total expenditure.

The report would be considered by Housing Overview and Scrutiny Committee later that week before being submitted to the Executive for formal approval.

The Chief Executive emphasised the importance of the guideline rent and as the economic circumstances were similar to those of last year a lower percentage guideline increase should again be set by WAG.

RESOLVED

That the proposals contained within the report, as summarised below and as reported to the Housing Overview and Scrutiny Committee on 20 January 2011 for their consideration and comments be approved:

- (a) That the rent and service charge increase proposals and apportionment of resources within the HRA outlined in the report and detailed within the appendices be approved and implemented; and
- (b) That the proposed changes to the budget as set out in Appendix 3 be approved and implemented

192. SHELTERED HOUSING IMPROVEMENT PROJECT

The Executive Member for Housing introduced the report which provided an update on the outcomes from the comprehensive consultation programme that took place with sheltered housing tenants during 2010. Approval was sought for the decision making process on the continuation or cessation of the service tenancy arrangements at individual schemes to commence.

Paul Neave, Team Manager Advice and Homeless Services, explained the background to the Project and the outcomes of the consultation events. A report detailing how the warden support service could be expanded further into an equitable service, accessible by all Flintshire residents (irrespective of tenure), who had an assessed need for low-level accommodation support, would be presented to the Executive in the summer of 2011.

The Chief Executive congratulated the team on demonstrating an example of successful consultation with popularly welcomed outcomes.

RESOLVED

- (a) That the professional, sensitive and effective manner in which officers managed and delivered the comprehensive tenant consultation programme be acknowledged;
- (b) That the decision making process on the consultation/cessation of the service tenancy agreements at individual schemes to commence be approved (in accordance with the Executive decision on 5 January 2010 and with the conditions outlined in a letter sent by the Leader to local Members who called-in the decision); and
- (c) That the improved service delivery model be approved with further reports being received as the improvement programme is implemented, and specifically on options to take forward proposals to implement a tenure neutral service

193. LEISURE ACTION PLAN - UPDATE

The Member Engagement Manager updated Members on the outcome of the Lifelong Learning Overview and Scrutiny Committee call-in meeting on 6 January 2011 where the Leisure Action Plan was discussed. Members agreed Option 3, to refer the item back to the Executive. In addition, a further report with additional information had been submitted to a subsequent meeting of the Lifelong Learning Overview and Scrutiny Committee on 13 January 2011. In line with procedure rules, the item could not be called in again by the Overview and Scrutiny Committee following this meeting.

The Director of Lifelong Learning introduced the report which provided an update on developments on the Leisure Action Plan since the last meeting of the Executive, including those issues considered through the call-in procedure.

The call-in meeting dealt with two issues where further information was sought: dual use proposals in relation to Connah's Quay, Hope and Saltney and consultation, both of which were detailed in full in the report.

The Chief Executive added that he was disappointed with the recent inaccurate press coverage on this item. He explained that there had been no intention to close the centres, however, the press coverage had still indicated that the centres were at risk of closure.

RESOLVED

That the recommendations of the report to the Executive on 14 December 2010 be agreed with the inclusion of: 'where there is lone working there is to be satisfactory risk assessments centre by centre'.

194. IMPROVEMENT TARGETS REVIEW

The Chief Executive presented the report for the endorsement of the review of targets by: reclassifying targets to reset Improvement Targets; endorsing the targets set for 2010/11 and endorsing the 2011/12 provisional and aspirational targets.

Approval to re-set the Improvement Targets was also sought along with the endorsement of reporting the indicators, for which outturn performance was not the sole responsibility of the Council, to the Community Profile and Partnership Overview and Scrutiny Committee.

RESOLVED

- (a) That the review of targets be endorsed by:
 - reclassifying targets to reset our Improvement Targets;
 - endorsing the targets set for 2010/11;
 - endorsing the 2011/12 provisional and aspirational targets
- (b) That the re-set Improvement Targets be approved; and
- (c) That the reporting of indicators for which outturn performance is not the sole responsibility of the Authority, to the Community Profile and Partnerships Overview and Scrutiny Committee be endorsed

195. REVENUE BUDGET MONITORING 2010/11 (MONTH 7)

The Head of Finance introduced the report which provided the most up to date revenue budget monitoring information (Month 7) for the Council Fund and the Housing Revenue Account (HRA) in 2010/11.

The projected year end position as estimated at Month 7 was: Council Fund – net overspend of £0.525M (overspend of £0.574M at Month 6) and the HRA – net underspend of £0.242M (overspend of £0.068 at Month 6).

The variances in the Housing Revenue Account included a projected underspend of £0.150M against the budgeted amount of Capital Expenditure from Revenue Account (CERA) (£2.150M) to provide additional funding towards the HRA Capital Programme and it was recommended that the sum be allocated to fund additional revenue repairs and maintenance which would be used specifically on void properties.

The Chief Executive added that it remained the aim of the Authority to balance the Council Fund revenue budget by the end of the year.

RESOLVED

- (a) That the report be noted;

- (b) That the estimated Council Fund Contingency Sum as at 31 March 2011 be noted;
- (c) That the projected underspend of £0.150M on Capital Expenditure from Revenue Account (CERA) in the HRA be used on revenue repairs and maintenance – specifically for use on void properties be allocated; and
- (d) That the projected final level of balances on the Housing Revenue Account be noted

196. DELIVERING PRIVATE SECTOR HOUSING RENEWAL – INTRODUCING AN INTEREST BEARING REVOLVING LOAN FUND

The Executive Member for Housing introduced the report which sought, in principle, approval for introducing an interest bearing revolving loan fund, as a key component of delivering the objectives of the Council's Private Sector Housing Renewal & Improvement Policy.

The Head of Housing explained that the scheme allowed the Council to maintain an affordable policy which maximised the number of householders who could benefit from targeted support.

Loans were funded through the Council's General Fund Capital Programme from the resources traditionally allocated for Housing Grants. The Council would retain involvement in each stage of the process however an appointed loans administrator would be responsible for registering the legal charge, monitoring compliance with conditions and the reclamation of money either on due dates or should properties be sold or transferred.

In partnership with Denbighshire and Gwynedd County Council, Flintshire County Council had worked through a number of preparatory steps which were outlined in the report. The cost of the work was estimated to be approximately £15,000 which would be divided three ways along with Denbighshire and Gwynedd. If approved Flintshire would benefit from significant economies of scale in terms of set up costs and could share knowledge and information to ensure maximum benefits and value for money.

RESOLVED

- (a) That the principle of introducing interest bearing loan products as described in the report be approved along with a joint tendering exercise with Denbighshire and Gwynedd County Councils to appoint a loans administrator to manage a proportion of the Capital Programme for Housing during the period of any agreement; and
- (b) That Members be provided with a revised Private Sector Housing Renewal & Improvement Policy for further discussion and approval prior to the implementation of any new financial products. The policy document would contain suggested interest rates and loan product options

197. 2011 CENSUS

The Chief Executive introduced the report which provided an update on the Council's participation in the planning and organisation of the 2011 Census.

RESOLVED

That the report be noted.

198. FLINTSHIRE BUSINESS WEEK 2010 EVALUATION REPORT

The Executive Member for Environment introduced the report which provided details on the fourth Flintshire Business Week 2010 (FBW). FBW was now a major showcase event for the Council. The purpose of the event was to raise the profile of business in the county, of Flintshire as a place to do business and of the role played by the County Council and other partners in promoting local economic development with the event being wholly funded by sponsorship.

He expressed his gratitude to the FBW team for all of their hard work and dedication. The Executive Member for Environment wished the Executive Member for Regeneration and Tourism continued success with the event which was now within the remit of his portfolio.

The Executive Member for Regeneration and Tourism thanked the Executive Member for Environment and also paid tribute to the late Councillor Mel Higham who was the originator of this event.

The Chief Executive said it had been a strong programme of events which had worked well. The Economic Development section had been identified as an area of growth for financial support within the Council and the FBW Team had been nominated for one of Flintshire County Council's Excellence Awards.

RESOLVED

- (a) That the report be noted; and
- (b) That the Flintshire Business Week Team be complimented on the events achievement

199. AGRICULTURAL ESTATE

The Executive Member for Regeneration and Tourism introduced the report which provided an update on the agricultural estate and to sought an agreement on the approach for the future.

The Director of Environment outlined the options that were feasible for the estate, given its size and locations, which were widely scattered. They were: phased disposal of the estate or phased disposal with development

opportunities being retained. A third option may be possible which would be to analyse the estate with it becoming part of a local asset backed vehicle (LABV) approach.

Any receipts from the phased disposal of the estate would be used to help fund the Council's Capital Programme and would hence help to provide key services and facilities for the public. Also, option 3 included the retention of potential development opportunities for the future which would provide an opportunity for the Council to bring forward those sites at an appropriate stage in the future to maximise the public benefit from them.

RESOLVED

That option 3 as outlined in Appendix 1, which supported phased disposal of the Council's Agricultural Estate with any development opportunities being retained be supported

200. CONTAMINATED LAND – GREENFIELD LANDFILL

The Executive Member for Leisure Services and Public Protection introduced the report which explained the current position in respect of land contamination assessments carried out at the former Greenfield Landfill site, and provided an appraisal of two achievable options to remediate areas of the site where it was considered that there was a potentially unacceptable degree of risk to human health.

The Director of Environment explained of the two options that had been considered in detail, option 2, which was recommended, was found to be proportionate to the risks identified and simple to implement.

RESOLVED

That option 2 (additional planting to restrict access to the area and installation of a pathway to divert site users away from it) be approved

201. CONTAMINATED LAND – FORMER CASLTE LANDFILL, FLINT

The Executive Member for Leisure Services and Public Protection introduced the report which explained the current position in respect of land contamination assessments carried out at the former Castle Landfill site, Flint.

Site investigations were carried out on the potential risk to the quality of groundwater, the 'Toxic Tip' following concerns from the local community, landfill gas and the need to control access to land west of the site which encompassed the area used by Flint Gun Club. Full details of the investigations were detailed in the appendices to the report.

RESOLVED

- (a) That if additional groundwater monitoring is required Akzo Nobel be allowed to carry it out;

- (b) That the signs attached to the fence be removed; and
- (c) That the extension of the Coastal Footpath along the route proposed at Appendix C be agreed

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

RESOLVED:

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

Minute 203 – Paragraphs 12 and 15
Minute 204 – Paragraphs 12 and 15
Minute 205 – Paragraph 14

The Chair following legal advice gave approval for the Finance Peer Review Group to remain during the discussions on these items.

203. ENVIRONMENT DIRECTORATE ORGANISATIONAL REVIEWS

The Director of Environment introduced the report which provided details on the outcome of the five Organisational Phase II Reviews undertaken within the Environment Directorate and to seek approval for the implementation of their recommendations.

RESOLVED:

That the proposed changes set out in the report for consultation be approved and delegated authority be granted to the Chief Executive, the Director of Environment and the Head of Human Resources and Organisational Development, in consultation with the associated Executive Members, to consider any representations made and agree and implement finalised structures

204. THE STREETSCENE SERVICE

The Director of Environment introduced the report which outlined proposals for the Service Review intended to deliver an effective and co-ordinated Streetscene service for the County and to seek approval to implement the new arrangements.

RESOLVED

- (a) That the proposed changes set out in the report for consultation be approved and delegated authority be granted to the Chief Executive, the Director of Environment and the Head of Human Resources and Organisational Development, in consultation with the associated

Executive Members, to consider any representations made and agree and implement finalised structures;

- (b) That a further report be presented to Members on the final proposals for the depot rationalisation programme;
- (c) That a single County based Contact Centre with a single telephone number and website for accessing Streetscene services be implemented; and
- (d) That a further report be presented to Members regarding the proposals for introducing a shift working pattern to the Streetscene service

205. VOLUNTARY SECTOR FUNDING – UPDATE REPORT

The Chief Executive introduced the report which provided details of the status of the Core Funding Agreements with voluntary organisations. Also provided was an update on the funding position for voluntary organisations receiving: relocation costs following the closure of Ty'r Binwydden; Community Chest grant scheme; and Welsh Church Act Fund.

The Leader and Executive Member for Finance and Asset Management left the meeting prior to discussion of this item and the Deputy Leader and Executive Member for Regeneration took the chair for the remainder of the meeting (minute number 187).

RESOLVED:

- (a) That the current status of the Core Funding Agreements with voluntary organisations be endorsed;
- (b) That the 2% efficiency on the Core Funding budget for 2011 to 2013 in line with the Voluntary Sector Funding Principles be supported;
- (c) That the update on the funding position for voluntary organisations receiving either relocation costs following the closure of Ty'r Binwydden, Community Chest grant or the Welsh Church Act Fund; and
- (d) That the return of the £5,201.47 unallocated funds for Community Chest in 2010/11 as an underspend be noted

206. DURATION OF MEETING

The meeting commenced at 9.30am and ended at 11.32a.m.

207. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were 2 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: 18 JANUARY 2011
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MEMBER	ITEM	MIN. NO. REFERS
Councillor A. Woolley	Voluntary Sector Funding – Update Report	208

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **ANNUAL IMPROVEMENT REPORT BY THE AUDITOR**
 GENERAL FOR WALES

1.00 PURPOSE OF REPORT

- 1.01 To advise Members of the Council's first new style Annual Improvement Report published by the Auditor General for Wales.
- 1.02 Members to note the report and receive and agree the Council's response.

2.00 BACKGROUND

- 2.01 The Auditor General is required by the Local Government (Wales) Measure to undertake an Annual Improvement Assessment and to publish an Annual Improvement Report for each authority in Wales. This covers local councils, national parks and fire and rescue authorities.
- 2.02 This is the first Annual Improvement Report for Flintshire and it also contains the Appointed Auditor's Annual Audit Letter.

3.00 CONSIDERATIONS

- 3.01 The Annual Improvement report is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the co-ordination of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW) a picture of what the Council is trying to achieve and how it is going about it.
- 3.02 The full report is attached at Appendix 1.
- 3.03 The report builds on the findings of the Preliminary Corporate Assessment report of WAO which was reported to Executive in September 2010. The overall finding is "The Council is actively promoting improvement whilst some arrangements are not fully developed."

Other key statements made within the report are as follows:

- "The Council has set out a statement of its priorities which cover its internal arrangements as well as its objectives for improving services for residents in Flintshire. Its priorities and planning arrangements meet the legal requirements.

Date: 10/02/2011

- The Council has made progress in improving its services and this has been reflected in above average performance against targets for many services. However, there are also many services that do not currently perform to high standards."

3.04 The Auditor General recommends that the council considers the following proposals:

"The Council should:

- review arrangements to ensure that appropriate behaviour standards of councillors are maintained;
- complete work on the Council (Governance) Plan Framework;
- develop the process to enable the allocation of resources to priorities;
- complete the People Strategy 2009-2012 and action plan;
- complete the review of the Priorities of the Administration, formally adopt these as the priorities of the Council, and publish them widely; and
- establish that there are clear leadership and accountability arrangements, success measures, and reporting processes for progress against all of its priorities."

3.05 The report has been developed and improved with significant input from senior officers at the Council to ensure accuracy, fairness and validity. Broad agreement has been reached on the contents and it should be noted that the areas for improvement and action which have been identified by senior officers are already being responded to.

3.06 A presentation will be made on the Council's response at the meeting. This presentation will also be made to the Corporate Resources Overview and Scrutiny Committee and the Audit Committee.

4.00 RECOMMENDATIONS

4.01 To advise Members of the Council's first new style Annual Improvement Report published by the Auditor General for Wales.

4.02 Members to note the report and receive and agree the Council's response.

5.00 FINANCIAL IMPLICATIONS

5.01 This report refers to the financial resourcing of the council's priorities.

6.00 ANTI POVERTY IMPACT

6.01 This report refers to how the council is helping to reduce poverty.

7.00 ENVIRONMENTAL IMPACT

7.01 This report refers to how the council is improving the environment.

8.00 EQUALITIES IMPACT

8.01 Safe and supportive communities are referred to within the report.

9.00 PERSONNEL IMPLICATIONS

9.01 The People Strategy is referred to in the report.

10.00 CONSULTATION REQUIRED

10.01 None required at this stage.

11.00 CONSULTATION UNDERTAKEN

11.01 Senior officers have had input into this report. The Annual Audit Letter was presented to the council's Audit Committee in December 2010.

12.00 APPENDICES

12.01 Appendix 1: The Auditor General's Annual Improvement Report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Karen Armstrong
Telephone: 01352 702740
E-Mail: karen_armstrong@flintshire.gov.uk

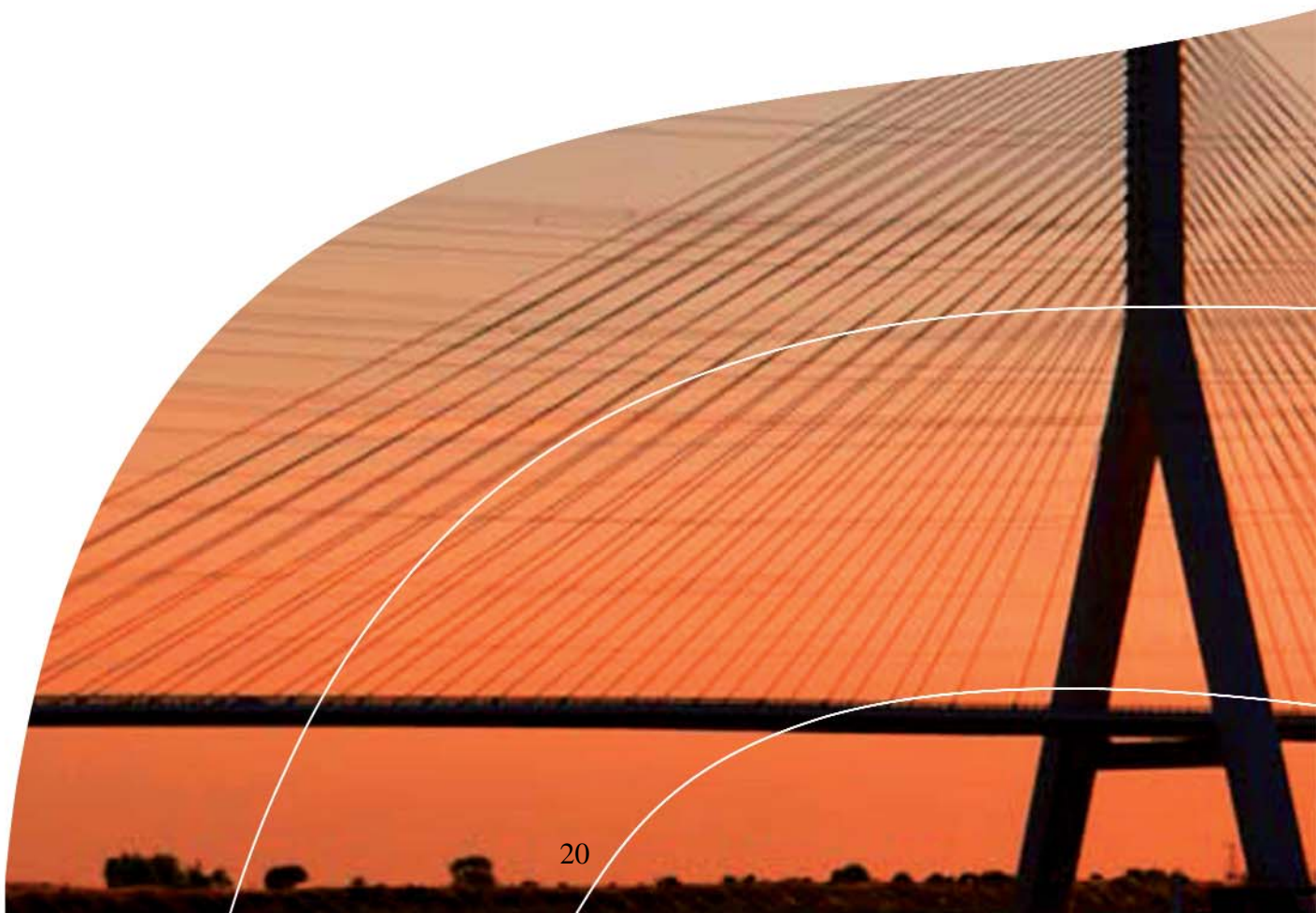


WALES **AUDIT** OFFICE
SWYDDFA **ARCHWILIO** CYMRU

Annual Improvement Report

Flintshire County Council

January 2011



Annual Improvement Report by the Auditor General for Wales

This report is written by the Wales Audit Office on behalf of the Auditor General for Wales. (An explanation of what the Auditor General does is at Appendix 1). It is a new report that he is required to publish about how well Welsh councils are improving their services. With help from other inspectors like Estyn (for education) and the Care and Social Services Inspectorate for Wales, we have brought together a picture of what the council is trying to achieve; how it is going about it; and what it needs to do to improve its approach to improving services.

This Annual Improvement Report sets out that picture and each year we will produce a report to let you know what progress Flintshire County Council (the Council) has made. We have not covered all the services the Council provides. We have focused on a small number of things, especially those things that the Council has said are its priorities for improvement. The report reflects the position at the end of October 2010 (unless otherwise stated).

We want to find out what you think of the services the Council is providing in your area and will be giving you an opportunity to comment in the future. In the meantime we would like to know whether this report gives you the information you need, and whether it is easy to understand. You can let us know your views by emailing us at info@wao.gov.uk or writing to us at 24, Cathedral Road, Cardiff CF11 9LJ.

The Wales Audit Office study team that assisted in preparing this report comprised Stephen Martin and Karen Lees under the direction of Alan Morris.

This report has been prepared by the Wales Audit Office on behalf of the Auditor General for Wales as required by the Local Government (Wales) Measure 2009. The Auditor General for Wales assesses the compliance of Welsh improvement authorities (county councils, county borough councils, national park authorities and fire and rescue authorities) with the improvement requirements of Part 1 of the Local Government (Wales) Measure 2009.

The Auditor General for Wales and his staff together comprise the Wales Audit Office. For further information about the Wales Audit Office please write to the Auditor General at 24 Cathedral Road, Cardiff, CF11 9LJ. Telephone 029 2032 0500, email: info@wao.gov.uk, or see website www.wao.gov.uk.

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What kind of area is Flintshire?

Background information

- 1 Flintshire has a population of about 148,900. There are around 25,800 people aged 65 and over and 28,200 children. The population of the county is projected to increase to 152,120 by 2033.
- 2 Flintshire has a mixed landscape of coastal towns such as Flint and Mostyn, the old market town of Mold and the hills around Hope Mountain in the south of the county. Parts of Flintshire have major manufacturing industries and the area is known for its internet companies.
- 3 In 2008, the employment rate in Flintshire was 78.8 per cent; this was the highest amongst the 22 Welsh local authorities. In 2008, Flintshire had the second lowest rate of children living in workless households amongst Welsh local authorities. As well as employment levels being good, the average weekly earnings of £538 were one of the highest in Wales.
- 4 Life expectancy in Flintshire is slightly higher than the average for Wales and some other aspects of health are also a little better than average. These include mental health and well-being and Flintshire has a lower-than-average rate of teenage pregnancy.
- 5 You can find out more about Flintshire and Flintshire County Council (the Council) in [Appendix 2](#).

population

148,900

//////////

28,200 aged 0-16

25,800 aged >65

//////////

employment rate

78.8%

//////////

Is Flintshire County Council well managed?

- 6 **The Council is actively promoting improvement whilst some arrangements are not fully developed.** This was the overall conclusion of a report the Wales Audit Office produced in August 2010 called the Preliminary Corporate Assessment which gives some detail on how the Council is organised and managed. Our findings are set out in [Appendix 3](#). If you want to read the whole Corporate Assessment Report you can find it on the Council's website or on the Wales Audit Office's website at www.wao.gov.uk.
- 7 The report said that in the last couple of years the Council has started to tackle some issues that it had failed to address. There have been many good improvements in the way the Council is run but the political position is fragile and arrangements to manage its money and staff are not yet fully developed.
- 8 We found that councillors and senior officers were trying to make improvements but the many political groups and difficult relationships amongst some councillors were sometimes a problem. The priorities and policies of the Council are becoming clearer and there is a good approach to working in partnership with other organisations.
- 9 The Council has usually managed its money well but there have been some overspends in the last two years. Plans are being made to address the likely cuts in government funding through the 'Flintshire Futures Programme'. Planning what the Council needs to do and monitoring progress has greatly improved but could still improve further. Despite some improvement, there is still a need for arrangements for the management and support of staff to be better.
- 10 Since then, the political composition of the Council has altered with the creation of a new group of nine councillors called the 'New Independents'. The Council continues to be led by a multi-party coalition.
- 11 The way the Council tracks progress is being improved as a result of changes to the Strategic Assessment of Risks and Challenges (SARC). This is a working document which sets out approximately 60 issues where there is a need for a big improvement or a major change is taking place, needed or is planned. The changes will give more attention to checking whether the original risk issue is still valid as well as following whether actions have been carried out.
- 12 Almost all public services face reductions in funding. Revenue funding is the money that councils spend running and managing their services. Flintshire County Council will see a reduction of around £3.2 million (1.7 per cent) in the revenue funding it gets from the Assembly Government for 2011-12. Once inflation is factored in, that means a real terms cut of around £6.7 million (3.6 per cent). Indicative Assembly Government figures show further real terms reductions in the Council's revenue funding for 2012-13 and 2013-14.

- 13 Capital funding is the money that councils spend on capital projects and infrastructure works, for example new buildings, road improvements, etc. The capital funding available to the Council is set to reduce considerably. Councils are allocated a general sum for capital expenditure, and make bids for additional capital grants for specific capital projects. The total sum of capital available to councils will fall by 14 per cent in 2011-12 (a real terms cut of 18.5 per cent). There are no official figures for local government capital spending beyond 2011-12 but it is likely to be in line with a general reduction in the Assembly Government's capital spending, which will be cut by around 34 per cent (around 40 per cent in real terms) between 2010-11 and 2014-15.
- 14 The Council has been aware for some time that it needs to make sure it uses the resources it has as effectively as possible and in some cases to scale back on what it is doing. The Council has carried out further work to develop its 'Flintshire Futures Programme' to plan how it can adjust to a period of significantly reduced funding through changes to make the Council more efficient and choices over which services might be provided in different ways or reduced. A Programme Manager, jointly appointed with Wrexham County Borough Council, is now in post and a project team of people on secondment from their departments has been established. A programme of efficiencies and changes has been informally discussed with councillors prior to formal consideration in December 2010. Taking into account the expected changes in funding by the Assembly Government and pressures on expenditure, this identifies the need for £12 million savings for 2011-12 and a further £14 million in each of the following two years.
- 15 An important first step for the Council is to collect the council tax it is due. In 2009-10, the Council had an above average rate of council tax collection and had the lowest rate of arrears in Wales. However, the existing pressure on funding has been shown by continued difficulty in managing the budget for placements for children in the care of the Council (known as looked after children). Overspending in this demand-led area has contributed to a forecast in November 2010, that the Council will overspend by £0.6 million by the end of March 2011, although efforts will be made to make changes to reduce this level.
- 16 The auditor appointed by the Auditor General has given his opinion on the Council's and the Pension Fund's accounts. His Annual Audit Letter, which provides information regarding the accounts, use of resources and the Council's Improvement Plan is included in this report as **Appendix 4**. The Appointed Auditor found that the Council complied with financial and performance improvement reporting requirements but there is scope to improve financial controls in a few areas and the Council needs to further develop its future financial planning to help it meet the significant financial challenges ahead.
- 17 There is more information about people's rights in relation to council accounts in the Wales Audit Office leaflet, *Council Accounts: Your Rights*, which you can find on our website at www.wao.gov.uk.

Does Flintshire County Council know what it needs to do to improve?

- 18 **The Council has set out a statement of its priorities which cover its internal arrangements as well as its objectives for improving services for residents in Flintshire. Its priorities and planning arrangements meet the legal requirements.**
- 19 The Assembly Government requires all councils to publish their plans for improving what they do and how they do it. They must also publish a list of the priorities that they are aiming to improve each year – their improvement objectives. Councils do not have to use the titles ‘improvement objectives’ and ‘improvement plan’ as long as they make clear that they are discharging their statutory duty.
- 20 In May 2010, the Council Executive agreed a statement of the ‘Priorities of the Administration’ for the period 2010 to 2012. It did so to clarify expectation, make sure that the political and officer leadership work to a consistent set of priorities, and to meet comments from the Wales Audit Office that the Council’s key ambitions should be clearer. We have taken these priorities to be the ‘improvement objectives’ the Council is required to publish.
- 21 The Priorities of the Administration statement has 10 priorities about its internal arrangements and 30 concerned with public services. These priorities are listed in **Appendix 5** and summarised under the main headings in the next section. The public services priorities fit under the ‘County Vision’ in the Flintshire Community Strategy which aims for Flintshire to be a county where there is:
 - economic prosperity;
 - health improvement through everything we do;
 - learning and skills for life;
 - living sustainably; and
 - safe and supporting communities.
- 22 The Council must publish its improvement objectives as soon as practical after the beginning of April each year. The Priorities of the Administration were published with the papers for the Executive meeting in May 2010 but were not presented to the full Council, have not been placed on the Council website or published in the Council newsletter *Your Community, Your Council*. We think that the Council could have done more to share its priorities with the public and partners. The priorities are listed in the *Annual Performance Report 2009-10* presented to the full Council in October 2010. This notes that the statement of the Priorities of the Administration will be reviewed by the Executive and published following the review.
- 23 Most of the priorities are existing concerns and already included in the SARC, strategies and plans. However, some of the directorate and service plans list the relevant priorities but it is not clear what place they have alongside many other existing priorities.
- 24 All of the priorities cover one or more of the seven criteria expected by the Assembly Government – that they should be concerned with strategic effectiveness, service quality, service availability, fairness, sustainability, efficiency or innovation. We found that the priorities are written in a way that is generally reasonably clear.
- 25 If the Council has chosen to make something a priority, it will be able to measure how this will affect the local people. For most, but not all of its priorities, the Council should be able to measure the actions they are taking to achieve them. It is not clear how the Council will report on the progress of its work on some of the priorities.

- 26 The Assembly Government guidance says that councils should develop an ongoing dialogue with the communities it serves and consult widely on its priorities. We examined how well the Council involved local people and those that work with and for it, in deciding what it should make a priority. Most of the priorities are drawn from existing plans over which there was some form of consultation or are statutory requirements. However, a small number are new priorities. There was consultation amongst councillors about the priorities but it is not clear that staff, other than very senior officers, partners or the wider community were involved. This is important because staff and partners who deal directly with providing services often have good ideas about how to change things for the better and in the absence of consultation how can they be sure of public support what they want to do.
- 27 Finally we examined how well the Council's plans support its efforts to improve and if it could afford to pay for these improvements. There has not been any specific work to clarify the overall cost of delivering the programme of priorities. However, some priorities have been costed as part of other plans and some priorities are about attracting income or taking steps that will reduce council costs. The report to the Executive with the Priorities of the Administration said there were no direct financial implications but noted that the Council faces an extremely challenging financial future. A review of the priorities will follow further consideration of the initial Flintshire Futures work.
- 28 The Council has not yet developed a process to monitor and report progress against the set of Priorities of the Administration although, as they have only recently been adopted, it is to be expected that this should be developed over the coming months.
- 29 Through its various documents, the Council meets the statutory requirements for its improvement objectives and plans. However, it could do more to improve consultation, make them easier to understand and ensure that success measures are clear, robust and drive policies and service planning.

Is Flintshire County Council serving people well?

30 **The Council has made progress in improving its services and this has been reflected in above-average performance against targets for many services. However, there are also many services that do not currently perform to high standards.**

31 Through the Auditor General's Improvement Assessment, we hope to gradually build a picture of how well the Council is serving local people. In order to do that, each year we will examine the Council's services and some of their objectives for improvement as they relate to three important aspects of life in Flintshire County. We think that together, these aspects cover most of the services that councils provide for citizens. They are:

- helping to support people in need;
- helping people develop; and
- helping to create a safe, prosperous and pleasant place to live.

32 In this year's assessment, we have looked at how the Council is doing so far on Flintshire's priorities. We have chosen to look at all the priorities but not in any great detail as we will look at some of them in more detail in our report next year. Apart from its priorities for services, the Council also has corporate priorities to improve its internal arrangements and these are considered below.

Is the Council improving its internal arrangements?

33 The Council has adopted 10 priorities for improving its internal governance and performance arrangements. These are (summarised):

- to promote and maintain a positive and confident reputation for the Council and the county locally, regionally and nationally;
- to continue to make progressive change in the culture, efficiency, effectiveness, adaptability and performance of the organisation;
- to develop and follow a resilient medium and longer term financial strategy whilst maintaining an affordable level of council tax for local taxpayers;
- to cope and prosper in the coming years of reductions in revenue and capital for public services;
- to attain high and consistent levels of customer service;
- to achieve the aims and objectives of The People Strategy with an emphasis on people management practice, management performance, attendance management and agile working;
- to achieve a legal, acceptable and affordable Single Status Agreement¹;
- to implement effective business continuity plans to protect key services;
- to modernise and improve council procedures and performance in procurement practice; and
- to maximise the use of the Council's land and asset base for the achievement of council priorities and to maximise capital receipts or income.

¹ Single Status is the title given to a national agreement reached in 1997 aiming to harmonise terms and conditions of service for employees, removing any unfairness in the pay and reward arrangements.

- 34 These are all appropriate priorities for the Council and cover issues where there are changes to respond to, where there have been identified weaknesses, or continuing important matters. Improving in these areas will help the Council to deliver more efficient and effective services. None are new priorities for the Council.
- 35 The Council does many things to promote the reputation of the Council and the county, for example by entering and achieving many national awards. It has also sought to develop positive relationships with local newspapers and media. However, there is more that senior managers and Executive members could do to prepare the communications approach to be taken over difficult issues.
- 36 Some of the priorities (such as improving the efficiency of the organisation, medium-term financial planning, coping in years of funding reductions, procurement, and use of land and buildings) are linked to the work of the Flintshire Futures Programme. This will be developed over the coming year and set out the programme of change that the Council will make in response to the financial challenges.
- 37 The Council has plans to improve the ways in which it can be contacted and people can use services. These include improving the website and telephone arrangements. A project has started that will be identifying ways to improve the customer experience when dealing with the Council face to face. As the Council enters a period of reduced funding it will be important that people find that contacting the Council is straightforward and that the Council hears and listens to concerns.
- 38 The Council has developed emergency planning with Denbighshire County Council to assist the response in the event of a critical event outside the Council.
- 39 The completion of the process of achieving an appropriate Single Status Agreement during 2011 will be important for enabling the Council to move forward in many areas as well as releasing the time and effort currently going into the process. The Council is reviewing its position on how it would meet any equal pay claims should this arise.
- 40 The Welsh Language Board (WLB) works with councils to help them develop Welsh language schemes that guide the way in which a council provides services to promote and facilitate the use of the Welsh language. The WLB and the Council have identified eight priority areas that require action to enable the Council to address fundamental weaknesses and risks in implementing its Welsh Language Scheme. However some priority targets have not been achieved within the set timescales, and the actions required for addressing other priority areas are not clear. The Council continues to support a large number of staff to learn Welsh and this year saw an increase in numbers on previous years. The WLB has found that the Council's website, electoral documentation and statutory and recruitment adverts comply with the Welsh Language Scheme. The Council was also praised for piloting a Welsh language impact assessment tool to mainstream the Welsh language into the process of developing new policies, plans and initiatives.

Is Flintshire County Council supporting people in need?

- 41 The role of the Care and Social Services Inspectorate in Wales (CSSIW) is to make professional assessments and judgments about social care, early years and social services and so encourage improvement by the service providers. It works on behalf of Welsh Ministers, but there are a number of safeguards in place to ensure its independence. Under new legislation there is a new framework in place for local authority social services inspection, evaluation and review.
- 42 Directors of social services are required to produce an annual self-assessment report on how well services are being delivered. The CSSIW will then undertake a review and analysis of evidence underpinning the report, including evidence from other regulators and inspectors. This analysis will result in an individual inspection and review plan for each council. The CSSIW's analysis, and the inspection and review plan, are set out annually in a published letter. 2009-10 is the first full year of the new framework with the purpose being to establish a baseline of current performance. The key messages of the letter issued in December 2010 are summarised below.
- 43 For adults, the Council and its partners provide effective and timely discharge from hospital. There is a growing range of services to support independence and timely provision of aids and equipment and home and day care services. The effectiveness of re-ablement services was illustrated by 82 per cent of the older people who used the service requiring less or no ongoing support. The Shotton Extra Care Housing Scheme won an award from the Association of Public Service Excellence. Access to direct payment options have increased and are providing people with improved opportunities to exercise personal choice and control.
- 44 The Council needs to do more to complete care plans promptly and to give quicker access to mental health, substance misuse and occupational therapy support. There is also a need to strengthen the commissioning of services for older people and for learning disability services.
- 45 For children, the Council provides timely assessments and previously high re-referral rates have been significantly improved. The indicators for care management arrangements are amongst the best in Wales. The Council provides good quality foster care services and has been successful in promoting the achievements of looked after children and care leavers.
- 46 However, the Council needs to improve the allocation of social workers to looked after children and children in need and to reduce waiting times for assessment of children with disabilities by paediatric occupational therapy. The Council and its partners are working to strengthen the Local Safeguarding Children Board and progress in this will be subject to ongoing monitoring by CSSIW.
- 47 The Council is using analysis of unmet needs to drive strategic planning for future services and has developed award-winning service initiatives for children, young people and adults. Operational plans for children have clear links to the *Children and Young People's Partnership Plan* but the links between operational plans for adults and the *Health, Social Care and Well-being Strategy* are less consistent. A culture of co-operation with partner councils is being achieved through various North Wales partnership bodies. There are also a number of jointly provided services including advocacy and independent visitor services and the regional adoption consortia.

- 48 Social work recruitment has increasingly been successful and action is being taken to tackle high levels of staff absence. A 'People Plan' has been developed for the directorate to drive progress on a range of staff issues and to help align systems, people and skills to enable improved services. This will include ensuring that robust supervision and appraisal systems are in place and followed.
- 49 The Chief Executive is providing strong leadership while the Director post is vacant. The social care agenda benefits from good corporate and political support and councillors are active participants in a programme of visits to front-line services. Feedback from the visits is used to inform quality assurance information and service planning.

Are youth justice arrangements supporting young people and the community?

- 50 Her Majesty's Inspectorate of Prisons (HMIP) undertook an inspection of youth justice arrangements in Flintshire and reported in May 2010. The Chief Inspector of Probation commented that: 'Overall, HMIP consider this a very creditable set of findings. Management oversight of Risk of Harm being the main area to need some attention to detail, otherwise this inspection identified much good work being delivered.'
- 51 Safeguarding aspects of the work were done well enough 82 per cent of the time; public protection and management of risk of harm to others was done well enough 77 per cent of the time; and work to reduce the likelihood of reoffending was done well enough 87 per cent of the time. These scores were excellent when compared with the rest of Wales, and well above the all-Wales averages.

- 52 As part of a regional and sub-regional consolidation of partnerships, it is planned that the Youth Offending Team will be provided as a shared service across Flintshire and Wrexham.

Is the Council improving health, social care and well-being?

- 53 The priorities the Council has agreed to help improve health and social care are (summarised):
- to safeguard vulnerable adults, older people and children in partnership with statutory agencies and other partners;
 - to promote independent and supported living in the community through sustainable and affordable domiciliary care, flexible care support packages, integration of services with other partners;
 - to provide flexible supported living choices including extended extra care housing provision;
 - to plan to meet the diverse and complex care needs of society including extended provision of dementia services;
 - to develop a sustainable and affordable policy for out-of-county places; and
 - to work in partnership with the health board to extend and improve access to primary health care, to invest in preventative services and to improve the integration of health and social care.
- 54 These are appropriate improvement objectives for Flintshire because they link well to its priorities for improving its services and the needs of residents. None of the objectives are new and all are covered in the SARC. They are consistent with the County Vision aim of 'health improvement through everything we do' and 'promoting and protecting

health and well-being'. They are also reflected in the plans the Council has agreed with its partners – the *Flintshire Children and Young People's Plan 2008-11* and the *Flintshire Health Social Care and Well-being Strategy*.

55 The key messages from CSSIW (above) provide some information about progress for some of these priorities. In addition, we have also noted the following points:

- The Council and Wrexham County Borough Council have agreed to develop a joint Local Children's Safeguarding Board (LCSB). This is one of a number of measures to improve the operation of the LCSB.
- The implementation of the new client information and workflow system (PARIS) has had a significant impact upon the day-to-day working of practitioners and has also meant the Council has not been able to produce accurate performance information for some parts of the service.
- The Council, like many other councils, has been affected by a rising need to take children into care and it has not yet been able to identify sufficient placements that it can afford to use and stay within the allocated budget. The financial monitoring report for the period to the end of September 2010 said the budget for such placements was projected to be overspent by £1.3 million. A consultancy firm has been commissioned to provide expertise to ensure the Council gets the best value from its use of independent providers. Addressing the need for stable and cost-effective placements is also the top priority of the North West Regional Partnership Social Care Programme Board.

- The Council has helped support the independence of people with disabilities by improving the time taken to make adaptations to properties where these are required. The time taken to deliver an adaptation funded through a Disabled Facilities Grant has reduced from over 600 days in 2007-08 to 347 days last year. This is now slightly better than the average for Wales although this still represents a long delay.

Is the Council improving housing in the county?

56 The improvement objectives the Council has set itself to improve its housing are:

- to deliver an affordable housing supply through an 'Affordable Housing Strategy';
- to make a marked and rapid improvement in the quality, flexibility and performance of housing management and repairs and maintenance services;
- to determine the future of the Council housing stock through a tenant ballot and a strategy to achieve the Welsh Housing Quality Standard (WHQS); and
- to declare the Council's first Neighbourhood Renewal Area (NRA).

57 These improvement objectives are appropriate for Flintshire because these are all matters where progress had been slow. There is a need for clear and concerted leadership from councillors to ensure that some of the long-standing issues are addressed.

58 In the last two years, fewer units of affordable housing have been provided in Flintshire than in most council areas. Provision of affordable housing has not been included in the main set of targets for the Council and was not addressed in the Local Housing Strategy. The Council is right to increase focus in this area and it has now developed plans to improve the supply of affordable housing. It anticipates exceeding the 180 units forecast to be delivered in 2009-2011 in its Affordable Housing Delivery Statement submitted to the Assembly Government in September 2009.

59 There has been long-running low performance in the housing management and repairs and maintenance services. The Head of Housing, appointed in 2009, is re-structuring several areas of the department and radically changing the repairs service. Many aspects of performance are still poor. Further work remains to tackle delays when properties are empty, the speed of repairs and some maintenance services including gaining access to carry out gas safety checks.

60 Much of the Council housing stock is not in good condition and does not meet the WHQS. All local authorities and housing associations are expected to adopt the WHQS and devise realistic programmes for bringing their homes up to this standard by the end of 2012. The Council is unable to bring its housing up to the standard with its current funding.

61 In 2008, the Council adopted a plan to ballot residents on the Large Scale Voluntary Transfer of its housing stock. The stock transfer would provide a possible means by which the major investment to improve homes to the WHQS could be secured. The ballot is due to take place in the autumn of 2011 and progress to date, when compared with the stock transfer process in other council areas,

has been slow. The Council will remain neutral on the question of recommending a 'yes' vote in the ballot. The 'Choices' document that will be provided for tenants will show the plans in the event of a 'yes' vote and a 'no' vote. Ensuring that local authority housing units in Flintshire are of good quality remains a challenging objective.

62 In February 2010, the Council declared its first NRA for an area of Deeside. This has received £0.9 million from the Assembly Government and the Council and other funding to improve local housing and the environment. It is part of a programme by the Assembly Government to support and finance the improvement of private housing by encouraging councils to work with local communities and partners. Flintshire has been relatively late in establishing an NRA. By September 2009, there were 57 completed or active NRAs in other areas of Wales.

Is the Council helping to reduce poverty?

63 The priority the Council has agreed to help reduce poverty is (summarised):

- To reduce extreme poverty, and make the best use of local resources to provide advice and extend benefits take-up, in partnership with others.

64 The Community Strategy acknowledges that around 25 per cent of children in Flintshire live below the official poverty level and this objective links closely with the County Vision aims. The Local Service Board (LSB)² has set up a group to focus on tackling poverty and disadvantage reduction and this has identified 'maximising income' as a key project area. It is an appropriate objective for the Council and its

² LSBs are public and voluntary sector leaders within each county who will work collectively to improve the county and its services for the benefit of its residents, visitors and businesses. An LSB for Flintshire was set up in 2008.

partners but not enough has been done to bring together the many ways in which the Council can contribute. This objective is referred to in some directorate and service plans; every council report has a statement about its 'anti-poverty impact', but it has no SARC risk entry and there is no reporting of progress.

- 65 There are many ways in which the Council can contribute to reducing poverty ranging from its charging policies for care services to the ways in which it supports employment opportunities and its support for vulnerable children and their families. Another element is how it deals with people entitled to claim housing and council tax benefit – here the Council's performance is not good with the Council taking the second longest of all councils in Wales to deal with new claims and changes of circumstances. There is a lack of clarity about what is expected, insufficient co-ordination of activity, and no overall reporting or accountability for the priority of reducing poverty.

Is the Council encouraging healthy living?

- 66 The priorities the Council has agreed to encourage healthy living are (summarised):
- to achieve the aims and objectives of its 'Actif Leisure Strategy'; and
 - to agree and fund a scheme to remodel Deeside Leisure Centre.
- 67 The objectives are appropriate ones for the Council which faces rising costs of providing leisure facilities with the quality of the buildings for the nine centres getting worse. Deeside Leisure Centre is the largest and most used centre but there is an urgent need to improve the buildings and facilities.
- 68 In 2009, the Council agreed its leisure services

strategy *An Actif Future 2008-2013*. This set out the vision that in 2013, Flintshire is to be a great place for people to live, work, visit and enjoy. This vision will be realised by using leisure to develop physical education and sport, thereby promoting health and well-being. It set three objectives:

- increasing participation in physical activity and enabling the Flintshire community to develop its potential in sport;
 - quality management of facilities; and
 - regeneration of the county's leisure portfolio.
- 69 There is a five-year work programme to deliver the strategy and the Council has made progress in some of the actions – for example, it has replaced the pool roof at Flint Pavilion. However, the quality of the buildings is such that there remains a risk that some may be closed at short notice and may not be repairable. So far it has only been able to address some of the very highest priorities at the centres. The Council has also been unable to afford to fully maintain the 176 play sites in the county. The updated Play Strategy notes that the annual repair and maintenance budget for play areas is insufficient in terms of long-term sustainability of the sites.
- 70 An agreement has been reached with a company who will work with the Council to re-develop Deeside Leisure Centre. So far, outdoors facilities have been much improved and re-opened in November 2010. Further work will be carried out to develop and agree plans for the main buildings and site.
- 71 In the current financial situation, these objectives remain a significant challenge for the Council.

Is Flintshire County Council helping people to develop?

Background information

- 72 Flintshire currently has approximately 24,000 school pupils. There are 74 primary schools and one nursery school. Five of the primary schools provide education through the Welsh language. One is a Foundation school. There are 12 secondary schools one of which is a Welsh medium school.
- 73 In July 2009 the three existing special schools closed and two new, purpose-built specialist schools opened in September 2009. There is one Pupil Referral Unit located on eight separate sites.
- 74 Flintshire receives lower funding per pupil for education from the Assembly Government than most councils where the funding may be higher in recognition of greater rurality or deprivation. Over the last five years, Flintshire has increased its total education budget to £105.3 million and the amount per pupil has risen at a faster rate than the average. The Council provides a greater level of support and services for pupils than most authorities and the proportion of funding delegated to schools is lower than for most councils.
- 75 Education attainment is often closely linked to how well-off pupils' families are – children from poorer families often get below-average results. The proportion of pupils entitled to free school meals in Flintshire in January 2010 was the fourth lowest in Wales at 12.8 per cent compared with the Wales figure of 18.9 per cent. This would suggest that attainment for children in Flintshire should be above the average for Wales.
- 76 Results for pupils in Flintshire and across Wales have risen in recent years. At the end of primary education, the overall results for children in Flintshire are close to the Welsh average. Results for secondary school pupils were below the expected levels but this gap has been narrowed. By 14, the results are now well above average. The overall results for young people at 16 and 18 getting GCSEs and 'A' levels, or equivalents, show Flintshire as amongst the top group of councils in Wales. For some measures, the results for Flintshire children are the best.
- 77 Estyn, the inspectorate of education and training in Wales, looks at how well councils are helping children and young people develop knowledge and skills. They carry out inspections of schools, further education colleges and training organisations as well as making judgements on how well councils support these education providers. Estyn, through its regional teams, analyses performance information, visits schools and has regular meetings with directors of education to come to a view about the role of the Council and about education performance in the area. Estyn will be undertaking an area inspection on the quality and standard of provision for 14-19 year olds in Flintshire in January 2011.

Is the Council improving learning and skills for life?

78 The priorities the Council has agreed to help learning are (summarised):

- to develop and implement the School Modernisation Strategy whilst securing the highest possible level of 'spend per pupil';
- to achieve the aims and objectives of the School Effectiveness Framework (SEF);
- to achieve the aims and objectives of the 14-19 Transformation Strategy and to be an effective educational and economic partner with higher and further education sectors;
- to further develop the Foundation Phase for pre-school age; and
- to achieve the objectives of the action plan adopted after the last Estyn inspection.

79 These are all appropriate priorities for the Council which address areas of change and improvement. They are partly reflected in the SARC which includes School Modernisation, and Learning and Development. The priorities were adopted after the Lifelong Learning Directorate Plan for 2010 was drafted and whilst the priorities are included, the Directorate Plan includes a range of other priorities as well.

80 The Council has agreed a School Modernisation Strategy and is making some progress, particularly with the organisation of primary schools. However, uncertainty with funding for secondary and post-16 modernisation has delayed the development of detailed plans.

81 Whilst the number of unfilled school places in Flintshire is lower than in many councils, approximately one in five primary schools and four of the 12 secondary schools have a significant proportion of surplus places. The Council has assessed that it needs to spend approximately £40 million to repair problems with the condition of its schools.

82 Agreement has been reached on amalgamation of some primary schools with other proposals going through formal consultation processes. A 'School Buildings Improvement Grant' of £4.5 million from the Assembly Government and £1.9 million of Council capital spending is supporting plans for the re-organisation of primary schools at Shotton. Work is also due to start on a new school to replace separate infants and junior schools in Connah's Quay in January 2011.

83 Flintshire is one of only a few councils who have considered the future of their special schools as part of their overall strategic planning for school improvement. In September 2009, the Council closed its three all-age special schools for pupils with moderate, severe and profound/complex learning needs, and replaced them with two new special schools, one primary and one secondary, located close to each other in Flint. This development has already brought about improved special educational provision and better value for money.

84 The modernisation of secondary schools and post-16 provision has made less progress. A 'Strategic Outline Case' setting out the principles and options for secondary school and college arrangements for young people aged 14-19 has been submitted to the Assembly Government but uncertainty over future capital funding is a barrier to rapid progress. It will not be possible to decide on specific proposals for change until the funding available is clearer.

- 85 The SEF is an ambitious Assembly Government programme that aims to improve schools so they can improve results. The Council successfully piloted the Professional Learning Community element of the SEF in all its schools and the SEF will guide its school improvement arrangements. It is working closely with other North Wales councils to develop a regional school improvement service which will be closely aligned to the development of the SEF across the region.
- 86 There are four schools in the county that Estyn has reported as causing concern and needing special measures, significant improvement or are subject to follow-up. The effectiveness of the SEF approach to school improvement will be seen in the way the Council identifies, challenges and supports schools and helps achieve better education for children and young people.
- 87 The Council and its partners have accepted that to meet new national targets it needs to transform education for young people aged 14-19. It has made good progress in helping schools and Deeside College to work together to offer a better range of courses. It has also established a 14-19 Programme Board to develop proposals to organise schools more efficiently and effectively, raise standards and improve buildings for pupils.
- 88 Work in this area also contributes to the Council's priority of developing the local economy through transport, communications, land and asset use, and education. The Estyn inspection in January 2011 will provide further information on progress.
- 89 The Foundation Phase of education for children aged three to seven involves children learning through activities and play, and has been fully introduced in Wales from September 2010. The Council has supported this development and has put particular energy and resources into training adults who work with children in the Foundation Phase.
- 90 When we next report, we hope to be able to comment in more detail on how the Council is helping children and young people develop skills.

Is Flintshire County Council helping to create a safe, prosperous and pleasant place to live?

Background information

- 91 Flintshire has a lower crime rate than the average for Wales at 59.17 crimes per 1,000 population. The highest proportion of these crimes is accounted for by criminal damage (26 per cent) and violence against the person (21 per cent). The reported crime rate has fallen to 70 per cent of the figure of seven years ago.
- 92 In 2009-10, in Flintshire, the proportion of roads in poor condition was amongst the lowest in Wales.
- 93 In 2008, the proportion of the population in employment in Flintshire was one of the highest amongst the 22 Welsh local authorities. In July 2010, 3.3 per cent or 3,100 residents of the working age population declared they were out of work by claiming the Jobseekers Allowance and National Insurance credits. The Welsh average was 3.6 per cent.
- 94 In 2009, the average weekly earnings in Flintshire stood at £538, which was the third highest amongst the 22 Welsh local authorities.

Is the Council helping economic prosperity?

- 95 The improvement objectives the Council has set itself to promote economic prosperity are:
 - to protect, promote and develop the local economy through the transport and communications infrastructure, land and asset use, and the educational system;
 - to agree a strategy with the Assembly Government to reduce traffic congestion on the A494/A55 interchange and the connecting county road network; and
 - to agree a scheme to remodel Clwyd Theatre Cymru and campaign for national capital funding support.
- 96 The Council can have a significant role in supporting and developing the local economy and this is an appropriate objective. There are SARC risk entries for economic regeneration, town regeneration, transport infrastructure and the skills of employers.
- 97 Whilst some progress has been made on the development of a Regeneration Strategy and support for local business, the clarity of what it is intended to achieve, the responsibilities and the monitoring of progress could be improved. The Flintshire Regeneration Strategy 2009-2020 was agreed by the Council in October 2009 and also agreed by the Flintshire Regeneration Partnership (the Partnership). The roles for the Partnership include discussing and agreeing the prioritisation of bids for funding to support the strategy and the monitoring and reviewing of progress. Although established in 2005, the Partnership was not a strong body and the Council has led work to review and strengthen it. This is continuing.

- 98 The Regeneration Strategy includes a number of targets but progress on these has not yet been reported to the Council. The Council's performance monitoring focuses on a small set of objectives for attendance at Flintshire Business Week and local business satisfaction. It has been intended that the strategy would be reviewed annually. We think that this should be done in the next six months, clearer outcome measures agreed and the reporting of progress to the Council improved. The Council has said that the strategy will be reviewed in February 2011.
- 99 Traffic congestion on the A494/A55 interchange has been a long-standing issue and the Council and its partner councils in 'Taith', the regional transport group for North Wales, has pursued the issue with the Assembly Government. The next step will follow the completion of a consultant's report on transport issues in the area early in 2011.
- 100 Clwyd Theatr Cymru is a Council-owned theatre partly funded through the Arts Council of Wales. It is run by its own board on which the majority of members are councillors from Flintshire County Council. The theatre has not had a SARC risk entry and there are currently no regular reporting arrangements to ensure that councillors and the public are aware of the cost and risks associated with the theatre. It is expected that a report will be presented setting out some of the issues and proposals for a feasibility study in the near future.

Is the Council helping improve the environment?

- 101 The improvement objectives the Council has set itself to improve the environment and sustainable living are:
- to achieve our waste minimisation and recycling targets with high levels of public support and participation;
 - to adopt the Unitary Development Plan (UDP) and progress the replacement Local Development Plan with urgency;
 - to reshape and improve the street scene services;
 - to further improve the quality, flexibility and performance of planning development control services; and
 - to reduce the Council's energy use and carbon emissions.
- 102 These are all important and mainly long-term issues for the Council which have been included in the SARC.
- 103 The Council is making good progress in addressing the medium and long-term issues in waste management. They have led the North Wales Residual Waste Treatment procurement project with four other North Wales councils. The Assembly Government has announced a grant of £142 million to support this project.
- 104 A partnership to develop an anaerobic digester plant to treat food waste in North East Wales is underway with Denbighshire and Conwy. This facility is expected to open in April 2012 and will treat the food waste collected by all three councils.

- 105 The Council has also produced a revised waste strategy which sets out how it will achieve future waste targets. However, the strategy relies on assumptions about the collection rates, costs and Assembly Government grant funding. There are inevitably some risks associated with these assumptions.
- 106 Current performance against the national performance indicators for waste treatment is mostly close to the averages for Wales. Significant changes are planned in collection arrangements in the coming year which are intended to improve performance.
- 107 There have been many delays in the adoption of a UDP for Flintshire to update existing local plans for Delyn (from 1993) and Alyn and Deeside (2003). Development plans provide a basis for making decisions on planning applications. Councils should reach decisions in line with their development plan unless there are other significant considerations. Councils have been expected to adopt a new UDP and most have done so. Councillors agreed in principle to adopt a plan subject to some elements being reviewed. However, at November 2010, the Council had not completed the process of adopting its UDP.
- 108 The Council has identified the need to improve its street scene and environmental enforcement services and programmes of action are taking place. Street scene services aim to provide clean, safe, accessible and attractive streets and work closely with enforcement services which tackle litter, dog fouling, graffiti and other problems. The performance of enforcement services had been affected by reduced staffing in the enforcement team. This has improved and a backlog of cases is being addressed. The Council has agreed with North Wales Police that police community support officers would support enforcement action on dog fouling and littering, and a new programme of enforcement started in July 2010.
- 109 The Council has continued to make progress in improving its planning development control services which deal with all aspects of planning applications. The Council had a poorly performing service that was criticised in an auditor's report in 2007. A further review in 2009 noted there had been substantial improvement. Progress has continued following a review of processes in the department although there are still delays in dealing with some major planning applications and some other aspects of the service.
- 110 The Council shows good understanding and commitment to managing its carbon emissions now and in the future although some further improvements could be made in carbon and energy management across all departments. The Council has made progress in tackling carbon reduction and most areas of performance are improving. The LSB has made a commitment that carbon management is one of its priorities although it is not clear how this is proceeding. A Wales Audit Office review in 2010 was positive about progress in this area but also noted that many Council departments were not yet showing their own contribution to energy use and carbon reduction in their own plans.

Is the Council helping to build safe and supportive communities?

- 111 The improvement objectives the Council has set itself to build safe and supportive communities are:
- to improve council enforcement particularly in environmental services, the cleanliness of the 'public realm' and in planning development control;
 - to extend the impact of public protection services to safeguard communities and public health;
 - to achieve a higher level of public confidence in the safety of communities in partnership with North Wales Police and other partners; and
 - to promote citizen responsibility to support the work of the public services, for example crime prevention, enforcement, community participation and community action.
- 112 This group of priorities include important concerns of residents such as the way public spaces are kept pleasant and how wrongdoing is prevented or addressed. They are appropriate priorities but it is not always clear what it is intended to achieve. There are no SARC risk entries for the main public protection services or for the community safety and citizen participation priorities.
- 113 Some weaknesses in the public protection service are being tackled and improvements made to support the wider public health agenda and to be more responsive to its users. The public protection service is responsible for inspecting places where food is prepared and sold, and enforcing animal health, health and safety and trading standards laws and regulations. It plays a part in minimising and dealing with any outbreaks of infections such as E.coli and contributes to wider issues such as reducing smoking and alcohol abuse by young people.
- 114 A key part of ensuring a good service is how the different elements work together. The public protection service is being re-organised to improve these arrangements. A consultation process (known as SERVQUAL) has been introduced to find out how far residents and businesses felt the service meets their expectations. This found an overall satisfaction rate of 78 per cent but it also gave useful information about expectations of the service which can be used to help it improve.
- 115 The Council achieved the requirements to inspect all high-risk food and animal health premises in 2009-10 although performance dropped for trading standards and health and safety work.
- 116 The priorities for confidence in community safety and for promoting citizen responsibility have not previously been shown as key priorities. The Council and its partners will need to develop clear plans for these and arrangements for monitoring progress.

What should Flintshire County Council do?

117 Given the wide range of services provided and the challenges facing the Council it would be unusual if we did not find things that can be improved. The Auditor General is able to:

- recommend to Ministers of the Assembly Government that they intervene in some way;
- conduct a special inspection and publish the report with detailed recommendations;

- make formal recommendations for improvement – if a formal recommendation is made the Council must respond to that recommendation publicly within 30 days; and
- make proposals for improvement – if we make proposals to the Council, we would expect them to do something about them and we will follow up what happens.

118 In the light of our work the Auditor General recommends that the Council should consider our proposals to help it improve:

Proposals we made in the Preliminary Corporate Assessment

The Council should:

- review arrangements to ensure that appropriate behaviour standards of councillors are maintained;
- complete work on the Council (Governance) Plan Framework;
- develop the process to enable the allocation of resources to priorities; and
- complete the People Strategy 2009-2012 and action plan.

Additional proposals

The Council should:

- complete the review of the Priorities of the Administration, formally adopt these as the priorities of the Council, and publish them widely; and
- establish that there are clear leadership and accountability arrangements, success measures, and reporting processes for progress against all of its priorities.

Appendix 1

About the Auditor General for Wales and this report

The Auditor General

The Auditor General is independent of government and is appointed by Her Majesty the Queen. He leads the Wales Audit Office and is held accountable by the Public Accounts Committee of the National Assembly for the Wales Audit Office's work.

The Wales Audit Office helps the Auditor General by examining various aspects of how Welsh public bodies work. It was created in 2005 when the National Audit Office in Wales and the Audit Commission in Wales merged.

The Auditor General is the external auditor of the Assembly Government and its sponsored and related public bodies; the National Assembly for Wales Commission and National Health Service (NHS) bodies in Wales. He also appoints the external auditors of Welsh local government bodies, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils.

As well as carrying out financial audit, the Auditor General's role is to examine how public bodies manage and spend public money, including achieving value in the delivery of public services. The law which created the Wales Audit Office also expanded the powers of the Auditor General to follow the 'public pound' wherever it goes.

This report

The Local Government Measure (Wales) Measure 2009 (the Measure) introduced new responsibilities for the Auditor General, including a responsibility to publish his assessment of each council/authority's arrangements to secure continuous improvement.

This report has been produced by the Auditor General for Wales to discharge his duties under section 24 of the Measure. The report also discharges duties under section 19, namely; to issue a report certifying that he has carried out an audit under section 17 and an improvement assessment under section 18.

Improvement authorities are under a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'. Improvement authorities are defined as local authorities, national parks, and fire and rescue authorities.

The main piece of work for the Wales Audit Office, to enable the Auditor General to fulfil his duties, is an annual Improvement Assessment.³

³ This assessment will be conducted for each improvement authority, under section 18 of the Measure. For each authority, it will determine whether the authority is likely to comply with the requirements of Part 1 of the Measure. The Wales Audit Office will also undertake improvement information and planning audit, as required under section 17 of the Measure, in order to ascertain whether the authority has discharged its duties under section 15(1) to (7).

This will be informed by a:

- Corporate Assessment – a forward-looking assessment of an authority's likelihood to comply with its duty to make arrangements to secure continuous improvement; and
- Performance Assessment – a retrospective assessment of whether an authority has achieved its planned improvements in order to inform a view as to the authority's track record of improvement.

The output(s) from these assessments will be issued by the Auditor General as Audit and Assessment Report(s), under section 19 of the Measure. In publishing this report under section 19, the Auditor General for Wales is certifying that we have undertaken a section 17 audit and a section 18 improvement assessment.

The Auditor General may also in some circumstances carry out Special Inspections (under section 21), in respect of which he will provide a report to the relevant authorities and Ministers, and which he may publish (under section 22).

The Auditor General will summarise Audit and Assessment Reports in this published Annual Improvement Report (under section 24). This will also summarise any reports of Special Inspections.

An important ancillary activity for the Wales Audit Office is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General will also take account of information shared by relevant regulators (under section 33) in his assessments and this report will summarise any work undertaken by them.

The Auditor General sets out the fee for his performance audit work undertaken to discharge his duties under the Measure at each local authority in a Regulatory Programme agreed each year with the authority. The fee for November 2009 until March 2011 is currently expected to be in line with that set out in the Regulatory Programme.

Appendix 2

Useful information about Flintshire and Flintshire County Council

In 2008-09 the Council spent £288 million, equating to £1,909 per resident. In that year it also spent £37 million on capital items.

The average band D council tax in 2009-10 for Flintshire was £1,080 per year, which will increase by 3.25 per cent to £1,115 per year for 2010-11. Sixty-nine per cent of Flintshire's housing is in council tax bands A to D.

There are 70 councillors for Flintshire who represent the community and make decisions about priorities and use of resources. The Council is made up of Members from the following political groups:

- 22 Labour
- 18 Independent Non-Aligned
- 10 Liberal Democrats
- 9 Conservatives
- 9 New Independents
- 1 Plaid Cymru
- 1 other Independent

The Leader is Councillor Arnold Woolley.

The Chief Executive is Colin Everett, and the Directors are:

- Director of Environment – Carl Longland
- Director of Lifelong Learning – Ian Budd
- Director of Community Services – vacant (Chief Executive covering)

The Assembly Members for Flintshire are:

- Sandy Mewies, Delyn, Labour
- Carl Sargeant, Alyn and Deeside, Labour

The Members of Parliament for Flintshire are:

- David Hanson, Delyn, Labour
- Mark Tami, Alyn Deeside, Labour

For more information see the Council's own website at www.flintshire.gov.uk or contact the Council at Flintshire County Council, County Hall, Mold, Flintshire CH7 6NB (Tel: 01352 752121).

Appendix 3

The Auditor General's Corporate Assessment

The main conclusions of the Auditor General's Corporate Assessment which was issued to the Council in August 2010 are set out below:

Overall conclusion

Flintshire County Council is actively promoting improvement whilst some arrangements are not fully developed.

How the Council has approached improvement over time

The Council has taken initiatives to improve after a period of inconsistent progress but whilst there has been progress, some corporate arrangements are not yet fully developed.

- before 2007, there was clearer political control but corporate management was inconsistent and the Council failed to address some key challenges;
- since 2007, more effective and professional leadership has improved corporate management and helped to promote improvement despite a fragile political position; and
- the Council is beginning to establish its priorities and arrangements to address the financial future but the political position and the capacity for change present continuing risks.

Analysis of the Council's arrangements to help it improve

Council leadership has positively promoted change and there have been many improvements in arrangements whilst some risk areas have not yet been fully addressed.

- elected member and senior officer leadership is actively supporting improvement but the political position remains fragile;
- governance arrangements are generally effective but some issues remain to be addressed;
- a constructive approach to working in partnership will support future improvement;
- a clearer strategic policy framework is emerging although some aspects are still developing;
- the Council has benefited from sound financial control but there have been significant service pressures and some overspends in 2008-2010; the Council is beginning to develop the framework to address financial challenges and develop financial planning linked to priority objectives;
- business processes have improved considerably in the last three years but there is room for further development to support improvement more effectively; and
- despite some improvements in the human resources service, arrangements for people management include continuing risks that may hinder securing improvement.

For the full report see our website at www.wao.gov.uk.

Appendix 4

Appointed Auditor's Annual Audit Letter to the Members of Flintshire County Council

The Measure has provided the Wales Audit Office with an opportunity to re think how to report the findings from both the financial audit and the performance audit work to local government bodies. As you will be aware the Auditor General for Wales will be issuing an Annual Improvement Report (AIR) to each local authority over the next few months and many of the issues that were traditionally reported in the Appointed Auditor's Annual Audit Letter will be included in that report. Therefore I have taken the opportunity to summarise the key messages arising from the Appointed Auditor's statutory responsibilities (the accounts, the value for money conclusion and the audit of the improvement plan) into this short letter which forms the Annual Audit Letter. The letter is designed to be a stand-alone document, but will be presented to the Council and the public as part of the AIR and therefore discharges my reporting responsibilities under the Code of Audit Practice (the Code).

Flintshire County Council complied with financial and performance improvement reporting requirements but there is scope to improve financial controls in a few areas and the Council needs to further develop its future financial planning to help it meet the significant financial challenges ahead

It is the Council's responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements;
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- publish its Improvement Plan by 31 October.

The Code issued by the Auditor General requires me to:

- provide an audit opinion on the accounting statements;
- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources;
- consider whether the Improvement Plan is prepared and published in accordance with statutory requirements; and
- issue a certificate confirming that I have completed the audit of the accounts.

On 30 September 2010 I issued an unqualified audit opinion on the accounting statements, confirming that they present a true and fair view of the Council's and the Pension Fund's financial transactions. My report included an emphasis of matter on the Clwyd Pension Fund. My report is contained within the Statement of Accounts.

The following issues were identified:

- we did not identify any material weaknesses in your internal controls although a number of control weaknesses have been reported in relation to payroll, housing benefit, asset verification, pensions reconciliation and cash management procedures;
- the accounting statements were prepared by the deadline and were generally well supported, although some delays were experienced and improvements were identified which have been reported separately; and
- the emphasis of matter in the pension fund accounts was required to refer to the inherent uncertainty of valuing unquoted investments carried in the balance sheet at £139 million and we referred to the need for the Council to develop arrangements to obtain assurance of the valuations of these assets.

My review of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed as part of the Measure. The main findings from this latter work will be set out in the AIR. In addition I also bring the following issues to your attention:

- Budgetary control arrangements are sufficiently robust to provide us with material assurance on the financial statements but there is scope for further improvements to be made.
- Future financial planning is developing and will need to progress rapidly to support the Flintshire Futures programme and support the Council in meeting the significant financial challenges ahead. This is referred to further in the AIR.
- Our assessment of Internal Audit against the CIPFA standards indicated that the function fully complied with seven of the 11 standards and partially complied with the remaining four.

The Council's Improvement Plan 2010-2011 meets statutory requirements and the Improvement Assessment Report will include suggested further improvements.

I issued a certificate confirming that the audit of the accounts had been completed on 30 September 2010. The financial audit fee for 2009-10 is currently expected to be in line with those set out in the Financial Audit Strategy.

John Herniman
Partner
For and on behalf of the Appointed Auditor
29 November 2010

Appendix 5

Flintshire County Council's improvement objectives

From the Statement of the Priorities of the Administration 2010-2012 report, Flintshire Council Executive Board, 12th May 2010.

The Council aims to protect and improve the quality of life of its communities. With our local partners we have committed to a Vision for the County under five themes. What follows is a set of priorities for 2010-12 as our contribution to achieving that Vision.

Corporate Governance and Performance

- 1 To promote and maintain a positive and confident reputation for the Council and the county locally, regionally and nationally.
- 2 To continue to make progressive change in the culture, efficiency, effectiveness, adaptability and performance of the organisation both corporately and in service planning and delivery.
- 3 To develop and follow a resilient medium and longer term financial strategy whilst maintaining an affordable level of Council Tax for local taxpayers.
- 4 To cope and prosper in the coming years of reductions in revenue and capital for public services and continue to improve and perform as a public services organisation.
- 5 To attain high and consistent levels of customer service, and to develop more flexible personal and remote customer contact services through an ambitious Customer Services Strategy.
- 6 To achieve the aims and objectives of The People Strategy with an emphasis on people management practice, management performance, attendance management and agile working.
- 7 To achieve a legal, acceptable and affordable Single Status Agreement.
- 8 To implement effective business continuity plans to protect key services.
- 9 To modernise and improve Council procedures and performance in procurement practice, to meet the aims of the Opening Doors Policy of the Assembly Government for small and medium sized businesses and to achieve cashable and non-cashable efficiency targets.
- 10 To maximise the use of the Council's land and asset base for the achievement of Council priorities and to maximise capital receipts or income.

Local Public Services

- 1 To protect, promote and develop the local economy through the transport and communications infrastructure, land and asset use, and the educational system.
- 2 To reshape and improve the Street Scene Services.
- 3 To improve Council enforcement particularly in environmental services, the cleanliness of the 'public realm' and in planning development control.

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- 4 To extend the impact of Public Protection Services to safeguard communities and public health.
 - 5 To achieve our waste minimisation and recycling targets through the local and regional strategies, thereby avoiding infraction penalties, with high levels of public support and participation.
 - 6 To adopt the Unitary Development Plan (UPD) and progress the replacement Local Development Plan (LDP) with urgency.
 - 7 To further improve the quality, flexibility and performance of planning development control services.
 - 8 To reduce the Council's energy use and carbon emissions.
 - 9 To agree a strategy with the Welsh Assembly Government to reduce traffic congestion on the A494/A55 interchange and the connecting County road network as a key part of the national and regional transport plans.
 - 10 To deliver an affordable housing supply through the Affordable Housing Strategy.
 - 11 To make a marked and rapid improvement in the quality, flexibility and performance of housing management and repairs and maintenance services and to improve the financial performance of the Housing Revenue Account.
 - 12 To determine the future of the Council Housing Stock through a tenant ballot and a strategy to achieve the Welsh Housing Quality Standard.
 - 13 To declare the Council's first Neighbourhood Renewal Area (NRA).
 - 14 To achieve a higher level of public confidence in the safety of communities in partnership with North Wales Police and others partners.
 - 15 To safeguard vulnerable adults, older people and children in partnership with statutory agencies and other partners.
 - 16 To promote independent and supported living in the community through sustainable and affordable domiciliary care, flexible care support packages, integration of services with other partners.
 - 17 To provide flexible supported living choices including extended extra care housing provision.
 - 18 To plan to meet the diverse and complex care needs of society including extended provision of dementia services.
 - 19 To reduce extreme poverty, and make the best use of local resources to provide advice and extend benefits take-up, in partnership with others.
 - 20 To develop a sustainable and affordable policy for Out of County Places.

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- 21 To work in partnership with the new Betsi Cadwalladr University Health Board to extend and improve access to primary health care, to invest in preventative services and to improve further the integration of health and social care.
 - 22 To develop the School Modernisation Strategy and to achieve, in phases, its aims and objectives whilst securing the highest possible level of 'spend per pupil'.
 - 23 To achieve the aims and objectives of the School Effectiveness Framework.
 - 24 To achieve the aims and objectives of the 14-19 Transformation Strategy and to be effective educational and economic partners with the higher and further education sectors and notably Deeside College and Glyndwr University.
 - 25 To further develop the Foundation Phase for pre-school age.
 - 26 To achieve the objectives of the action plan adopted by the Council in response to the Estyn Inspection of Local Education Services.
 - 27 To achieve the aims and objectives of the Actif Leisure Strategy.
 - 28 To agree and fund a scheme to remodel Deeside Leisure Centre.
 - 29 To agree a scheme to remodel Clwyd Theatre Clwyd and campaign for national capital funding support.
 - 30 To promote citizen responsibility to support the work of the public services e.g. crime prevention, enforcement, community participation and community action.

Appendix 6

References

All the data referred to within the report is drawn from one of the following sources:

- Welsh Assembly Government, StatsWales
- Welsh Assembly Government, local area summary statistics
- The Authority's own website and improvement plans
- The Wales Yearbook
- The Home Office
- Members' Research Service
- Office for National Statistics

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **HEAD OF FINANCE AND CHIEF EXECUTIVE AND HEAD OF HOUSING**
SUBJECT : **HOUSING REVENUE ACCOUNT 2011/12**

1.00 PURPOSE OF REPORT

- 1.01 To consider the Housing Revenue Account (HRA) budget proposals for the 2011/12 financial year, including proposed rent and service charge increases, key areas of income and expenditure, and the level of closing balance at the year end, following consultation with the Housing Overview & Scrutiny committee, and to make recommendations to Council.

2.00 BACKGROUND

- 2.01 As the Council has a stock of Council housing, it is required by the Local Government and Housing Act 1989 to keep a HRA in accordance with proper accounting practices, and to budget to avoid an end of year deficit.
- 2.02 The HRA is a “ring-fenced” account of certain defined transactions relating to Local Authority Housing. The ring-fenced nature of the account means that funding cannot be transferred between the Council Fund and the HRA and vice versa, other than in certain prescribed circumstances.
- 2.03 Although there is a legal requirement to avoid an end of year deficit, it is also considered to be good practice to budget for a closing balance of at least 3% of the total expenditure of the HRA.
- 2.04 Prior to the start of each financial year, the Welsh Assembly Government (WAG) consults with Local Authorities on the draft Housing Revenue Account subsidy and Item 8 determinations. These are the key financial determinations set each year by WAG which influence Local Authority rent increases, and also the amount of Housing Revenue Account subsidy payable by the Council. The two main elements of the consultation are the “guideline rent increase” and the Management and Maintenance (M&M) element of Housing Revenue Account subsidy.
- 2.05 The guideline rent increase is the amount by which WAG considers the Authority should increase weekly rents in order to make progress towards achievement of the key WAG policy objective of “benchmark” rents where Local Authority and Registered Social Landlords (RSL) rents for similar properties in similar areas are broadly the same.

- 2.06 The management and maintenance allowance element of Housing Revenue account subsidy is the amount which WAG considers each Local Authority needs per HRA dwelling to manage and maintain the housing stock held within the HRA.
- 2.07 The WAG consultation letter on the Draft Housing Revenue Account subsidy and Item 8 determinations was received on 22nd December 2010. The proposed guideline weekly rent increase for the Council for 2011/12 as per the consultation was £3.87 per week (52 week collection basis) which equated to a percentage increase of 6.25%. The Management and Maintenance allowance element of Housing Revenue Account Subsidy was initially proposed to be increased to £2,301 per dwelling for each local authority, which reflected an increase of £218 per dwelling (10.5%) on the 2010/11 allowance.
- 2.08 As indicated in paragraph 2.05, a key WAG policy objective is to achieve "benchmark" rents through their rent convergence policy. The guideline rent increases recommended by WAG and subsequently approved by the Council for the current financial year reflected a temporary suspension of the convergence policy leading to a real increase of 2 % to both Local Authority guideline rents and RSL benchmark rents (all Wales average). The actual Flintshire guideline rent increase for 2010/11 was only 1.77 % as a direct consequence of the temporary suspension by WAG of their rent convergence policy. The temporary suspension of this policy has now ceased, which has resulted in a significantly higher percentage guideline rent increase for 2011/12 when compared with the level of the 2010/11 rent increase.
- 2.09 WAG also communicated with Local Authorities and Housing Associations by a letter sent on 10th December 2010, to update on a number of rent related issues. The letter indicated that the Deputy Minister had taken into consideration a wide range of factors in considering the levels of local authority guideline rents, and also Housing Association rent benchmarks.
- 2.10 One of the key issues acknowledged within this letter was that rent should remain affordable, particularly for those tenants not in receipt of benefits. WAG also commented that lower rent increases could help households with pressures resulting from the current period of austerity. Despite their acknowledgement of the issue of affordable rents, WAG consider that lower rent increases could be detrimental to the promises tenants have received from their landlords to meet and maintain the Welsh Housing Quality Standard (WHQS).

- 2.11 This consideration by WAG appeared to be the major determining factor in the decision by the Deputy Minister to retain both the rent convergence policy and the use of RPI inflation when setting Local Authority guideline rent increases for 2011/12, within the original consultation proposals, resulting in an all Wales average increase of 6.6 %, and a Flintshire County Council guideline increase of 6.25 %.
- 2.12 The Council sent a formal letter of response to the consultation on 12th January 2011, following consultations with the Leader of the Council, Executive Member for Housing, and the Chief Executive in his roles of Chief Executive and also Acting Director of Community Services. This letter of response to the consultation is included as Appendix 5 to the report.
- 2.13 A meeting of the Housing Overview and Scrutiny Committee was held on 20th January 2011, at which the HRA 2011/12 budget proposals were considered. A summary of the questions raised at this meeting and responses is included as Appendix 6.
- 2.14 One of the main concerns expressed by Members of the Housing Overview and Scrutiny Committee was in respect of the level of the proposed guideline rent increase for Flintshire. Members were advised that information received from the Welsh Local Government Association (WLGA) indicated that following responses to the consultation, WAG were modelling a number of alternative options for lower guideline rent increases.
- 2.15 However, the WLGA also advised that it was their understanding that if lower guideline rent increases were reflected within the final determinations, WAG intended to maintain the level of deficit HRA subsidy payable in 2011/12 at the same level.
- 2.16 The inevitable impact of this approach would be a reduction in the proposed level of increase in the Management & Maintenance (M&M) allowance element of HRA subsidy. This would mean that the amount of deficit subsidy payable by the Council to WAG would be maintained at the same level by compensating for the reduction in the value of notional rent income by an equivalent reduction of the M&M allowance.
- 2.17 The knock-on consequence of this would be a reduction in the budgeted amount of CERA contribution towards funding for housing capital programme improvements. The greater the reduction in the proposed guideline rent increase would mean a greater reduction in the proposed increase in the M&M allowance, and consequently a reduction in the budgeted amount of CERA contribution towards funding of the housing capital programme.
- 2.18 Members of the Housing Overview & Scrutiny committee requested that some sliding scale financial modelling of the impact of this be carried out. An assessment was made of the potential impact which established that for each £10 reduction in the level of increase in the M&M allowance, there

would be a total reduction of M&M allowance (and consequently CERA contribution) of £0.074m. The sliding scale impact of this is summarised in the table below :-

<u>M&M Allowance Per Dwelling</u>	<u>Increase on 2010/11 M&M Allowance Per Dwelling</u>		<u>Reduction of total M&M Allowance</u>
<u>£</u>	<u>£</u>	<u>%</u>	<u>£(m)</u>
2,301	218	10.5	Base 2011/12
2,291	208	10.0	(0.074)
2,267	184	8.8	(0.252)
2,251	168	8.1	(0.370)
2,201	118	5.7	(0.741)
2,151	68	3.3	(1.111)
2,083	Base Position 2010/11		(1.615)

The base 2011/12 position as per the first row of figures represents the proposed increase in the M&M allowance as per the consultation version of the determinations. The subsequent rows illustrate the overall impact of lower levels of increase in the M&M allowance per dwelling, down to the base position of £2,083 in 2010/11, being the level of the M&M allowance in the current financial year.

- 2.19 In considering consultation responses, WAG carried out financial modelling of a number of alternative options for lower guideline rent increases. The outcomes were provided to the WLGA, who considered the impacts of these alternatives at their Cabinet meeting on 26th January 2011. The WLGA felt that the option which best represented the interests of Authorities and their tenants overall was based on a combination of a continuation of suspension of the rent convergence policy and a real increase of September 2010 RPI + 1 %. This option was therefore recommended by the WLGA to WAG, with a request that it be adopted for the final determinations.
- 2.20 This would amount to an increase of 5.6 % on the all Wales average guideline rent, and for Flintshire, an increase of 5 % on the guideline rent. Although this would still be a high increase for Flintshire tenants, it would at least represent some improvement on the original proposal for a Flintshire guideline rent increase of 6.25 % as per the consultation version of the determinations.
- 2.21 The related implication of this alternative proposal would be a revised M&M allowance of £2,267 per dwelling as opposed to the original proposed

allowance of £2,301 per dwelling. This reduction of £34 per dwelling would mean an overall reduction of £0.252m in the M&M allowance for Flintshire in 2011/12.

- 2.22 The final version of the Housing Revenue Account subsidy and Item 8 determinations including the final guideline rent increase for 2011/12 are due imminently, and should be received in advance of the meetings of Executive and subsequently County Council. WAG officers have advised the Deputy Minister to implement the recommendation made by the WLGA within the final version of the HRAS & Item 8 determinations. If this recommendation is approved by the Deputy Minister, the final guideline rent increase for Flintshire in 2011/12 would be 5 %. The revised amount of the M&M allowance for all Authorities in 2011/12 would be £2,267 per dwelling.
- 2.23 If the Deputy Minister decides to retain the proposals contained within the consultation version of the determinations, the guideline rent increase for Flintshire would be 6.25 % and the M&M allowance would be £2,301 per dwelling.

3.00 CONSIDERATIONS

- 3.01 The Council is free to determine the level of any rent increase, however the practice followed in recent years has been to apply the WAG guideline rent increase. The Council is still concerned at the expected proposal by WAG to increase the all Wales average by 5.6 % which will result in a guideline rent increase of 5 % for Flintshire tenants. However, it is now considered that following the Council's response to the consultation, and with the support of the WLGA, the best concession achievable on the original proposals is now likely to be realised.
- 3.02 The impact of this proposed rent increase on Flintshire tenants would be lessened by the number of tenants entitled to claim housing benefit. The current levels of benefit claimants amongst Flintshire housing tenants are illustrated in the table below :-

Flintshire Tenants - Housing Benefit Claimants

<u>Benefit Status :</u>	<u>Tenants :</u>	
	<u>Number</u>	<u>%</u>
Full or partial benefit	4,891	65.6
Full rent	2,572	34.4
Total :	7,463	100.0

As illustrated above, almost 66 % of the Council's 7,463 tenants, would face no additional hardship as a consequence of the proposed rent increase. This

will be met by housing benefit subject to claimants personal circumstances remaining the same. Those tenants who are not currently in receipt of benefit will naturally have to meet the full increase in rent, unless they become eligible to housing benefit following the application of the rent increase.

- 3.03 In recognition of the impact on tenants of applying the original proposed guideline rent increase of 6.25 %, the Council responded to the consultation with a formal request that the guideline rent increase for 2011/12 be reviewed downwards resulting from a continuation of the suspension of the rent convergence policy.
- 3.04 Although the Council agrees broadly with the rent convergence policy, it also considers that the exceptional economic circumstances and hardships for tenants are no different from a year ago when the temporary suspension of this policy was introduced. The proposed guideline rent increase is significantly higher than typical measures of current inflation and is considered to be unaffordable for just over a third of Flintshire tenants who are currently unable to claim housing benefit. A strong argument against the proposed guideline rent increase was therefore presented in the Council's letter of response to the consultation, which is now expected to result in a revised guideline rent increase for Flintshire of 5 %.
- 3.05 The Council remains concerned about the impact on tenants of applying the expected final WAG guideline rent increase of 5 %, and is slightly disappointed that this level of guideline rent increase is still relatively high. However, the consequences of applying a lower level of rent increase than the WAG guideline increase would impact negatively on the Housing Revenue Account in 2011/12, and for each following year if corrective action cannot be taken to bring the actual rent level into line with the WAG guideline rent for Flintshire.
- 3.06 The immediate and ongoing consequences of increasing rents by a lower percentage than the WAG guideline, would mean that the Council is less able to increase investment in capital improvements by way of additional contributions from the Housing Revenue Account. This may restrict or delay the Council's ability to deliver on its commitment to tenants and WAG to achieve the WHQS at the earliest opportunity.
- 3.07 The Council must balance the needs of tenants in terms of affordable rents with its statutory obligations for the keeping of the Housing Revenue Account and commitment to achievement and maintenance of the WHQS. It is therefore recommended that the final WAG guideline rent increase is applied as a common percentage increase to all current weekly dwelling rents. This is expected to be an increase of 5 % based on the WLGA recommendation, but may still be 6.25 % if WAG decide to retain the original proposals as per the consultation version of the determinations.

3.08 Rent Increase - Garages

It is recommended that the final guideline rent increase is applied to all garage rents. If the WLGA recommendation is approved by WAG, this will be 5 %, and equates to an increase of 18 pence per week. The new rent level for all HRA garages would be £3.82 per week. If the original proposals as per the consultation are approved, the guideline rent increase would be 6.25 %, which would equate to an increase of 23 pence per week making the new rent level £3.87 per week.

3.09 Service Charges - Communal Heating Schemes

A review of current costs and charges applicable to the Communal Heating schemes provided for certain groups of tenants has been undertaken. This will result in a range of variations to the current service charges where appropriate in order to ensure that tenants contributions are sufficient to cover the costs of energy provided under their respective schemes. When setting the 2010/11 HRA budget, increases were proposed for these service charges. However, prior to implementation of the increases, and in response to questions raised by Members at the Council meeting on 15th February 2010, further review work was undertaken in respect of the way the charges are calculated. This review work concluded that increases were not needed, and following consultation with Executive Members and Group Leaders the proposed increases were not implemented. The final outturn on the holding account for all communal heating schemes for the 2009/10 financial year resulted in a surplus of £0.015m, which was added to the existing ringfenced reserve. The current balance on this reserve account is £0.041m. The proposed changes to current charges are intended to ensure that each communal heating scheme recovers the full energy cost charged in respect of individual schemes.

Details of the proposed charges in 2011/12 for each scheme are provided at Appendix 4.

Following representations made by the local Members at the Housing Overview & Scrutiny committee meeting on 20th January 2011, and subsequent discussions and review, it is now proposed to phase the service charge increase required for the Glan y Morfa Court scheme over the next two financial years. The level of the second year increase will however be subject to further review when the HRA budget for 2012/13 is being considered.

3.10 The key areas of expenditure within the HRA are :-

- Housing subsidy deficit payable to WAG
- Revenue Contribution to Capital Expenditure
- Repairs & Maintenance (including Building Services trading account)
- Loan charges
- Housing Management

Allocations and Welfare

Support costs from within Community Services and other Council departments

The proposed apportionment of these costs and the income generated from the proposed increases are set out in Appendix 1. The assumptions upon which the proposed Housing Revenue Account budget is based are set out in Appendix 2. The details within these Appendices reflects the expectation that the WLGA recommendation for a revised guideline rent increase of 5.6 % (all Wales average) and 5 % (Flintshire), together with a revised M&M allowance of £2,267 per dwelling will be approved within the final determinations.

3.11 Revenue Contribution to Capital Expenditure

This is also known as Capital Expenditure from Revenue Account (CERA) and enables additional investment in the HRA Capital Programme. The use of this additional source of financing for capital improvements helps to progress the efforts to achieve the requirements of the Welsh Housing Quality Standard (WHQS). This is the amount remaining after all other essential expenditure has been budgeted for and a contingency amount has been set aside to maintain the HRA closing balance at a minimum of the guideline of 3% of total expenditure. It is proposed to set the initial contingency for 2011/12 at 3.5 %. If the WLGA recommendation is approved by WAG, this will result in £3.235m being allocated from the HRA budget in 2011/12 for this purpose. This compares with the original 2010/11 budgeted sum of £2.150m, an increase of £1.085m, which is affordable as a direct consequence of the level of proposed increase in the M&M allowance component of Housing Revenue Account subsidy deficit. If the original proposals as per the consultation version of the determinations are approved, the amount of CERA provision would be £3.513 million, an increase of £1.363m on the 2010/11 budget.

3.12 Repairs & Maintenance

This is the largest element of expenditure within the HRA (37 %) and in round terms equates to a unit cost of £1,250 per property. This equates to just over half (54 %) of the Management and Maintenance allowance element of HRA subsidy for 2011/12.

3.13 Building Services Trading Account

The current trading position as reflected in the 2010/11 Period 7 budget monitoring report is a break even position compared with the revised budget projected deficit for 2010/11 of £0.091m. Considerable activity has continued in 2010/11 to further reduce the budgeted deficit position including tighter financial controls and improved operational practices. Therefore a budgeted break even position is being recommended for 2011/12. The Council is currently exploring the scope to move away from the current client contractor relationship, with the objective of delivering a modern, efficient and effective housing repairs service. The quality and effectiveness of this service has

already benefited from recent restructuring and operational improvements, and continued improvement can be achieved from a new approach without the current constraints imposed by the bureaucratic nature of internal recharging arrangements. A report on the merits of this approach will be presented to the Housing Overview & Scrutiny committee in March.

3.14 Home Ownership

There has been a dramatic decrease in the number of Right to Buy sales in the last four years. Therefore for budget purposes zero sales have been assumed for 2011/12. This has a minimal impact on the revenue budget as the only reduction of revenue income is the minor administration fees which are recoverable against the usable element of the capital receipt.

3.15 Allocations and Welfare

The majority of these costs relate to the tenancy applications and allocations service. Also included within this area are the budgets for communal laundries and community meeting rooms for tenants.

3.16 Tenants Consultation on possible Housing Stock Transfer

During 2011/12 there will continue to be considerable expenditure incurred as a consequence of the Council decision to consult with and subsequently ballot housing tenants on a possible stock transfer. Most of these costs will be reimbursable by WAG in the event of a "No" vote, and will be met from either the valuation receipt or WAG dowry in the event of a "Yes" vote.

3.17 The WAG Housing Transfer Guidelines 2009 indicate that costs of the statutory consultation are considered to be in connection with the management and maintenance of houses held within the HRA and therefore must be charged to the HRA. Provision has therefore been made in the proposed 2011/12 HRA budget for such costs which are estimated at £0.067m.

3.18 Finance and Support

A comprehensive review of current recharges between the Council Fund and HRA has been undertaken since setting the respective budgets for the current financial year. The review included a number of different workstreams and reflects more robust allocations from corporate support service areas and also recognised significant changes in circumstances including the disaggregation of budgets of the former Directorate of Community & Housing and restructuring within the Housing service.

The proposed HRA budget for 2011/12 fully reflects the impacts of budget changes arising from this review. This has resulted in cost reductions in some areas and increases in others, as illustrated in the table below :-

Summary of budget impact of recharge review activity

<u>Recharge Review Area :</u>	<u>Impact on Budgets :</u>	
	<u>HRA</u>	<u>Council Fund</u>
	<u>£m</u>	<u>£m</u>
Corporate Support Services	(0.094)	0.094
Former Community & Housing Admin. / Finance	0.014	0.138
Grounds Maintenance - HRA Amenity Areas	0.181	(0.181)
Impact of vacation of Canton Depot	(0.138)	0.015
Housing staff salaries - impact of restructuring	(0.056)	0.056
Total impact on budgets :	(0.093)	0.122

Note : The bracketed figures within the table represent a reduction of budget requirement, the unbracketed figures reflect an increased budget requirement.

The most significant impact arises from the proposed recharge to the HRA in respect of grounds maintenance services on HRA amenity land. This will result in a new income stream to the Council Fund where the costs of provision of these services are accounted.

3.19 Budget Pressures & Efficiencies

The significant budget pressures and efficiencies, resulting in changes within the HRA are set out in detail in Appendix 3. The total pressures (excluding increase in CERA) amount to £1.006m. The total of HRA budget efficiencies is £0.940m, resulting in a net budget pressure of £0.066m.

- 3.20 The budgeted level of closing balance is 3.5 % of total budgeted expenditure. This is after making provision for an increased CERA contribution of £3.235m, and net budget pressures of £0.066m, as summarised in para 3.19 and detailed in Appendix 3.

4.00 RECOMMENDATIONS

- 4.01 Members are asked to approve and recommend to Council :

- i. The proposed HRA budget for 2011/12 as set out in Appendix 1, incorporating the proposals in Appendix 2 and the Pressures and Efficiencies in Appendix 3.
- ii. The level of rent and service charges for 2011/12 as set out in paragraphs 3.07 to 3.09.

- iii. The level of projected balances at 31st March 2012 of 3.5 % of total expenditure.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The Council has a statutory duty to review the income and expenditure of the HRA, and to set a budget for the forthcoming financial year which avoids a deficit closing balance position. This report sets out how this can be achieved for the Council in 2011/12. The key financial assumptions on which this is proposed are set out in Appendix 2. The proposed budget estimates a closing balance of 3.5 % of total expenditure.

6.00 ANTI POVERTY IMPACT

- 6.01 HRA activity helps alleviate poverty by providing safe and secure homes that are energy efficient and economical to run. The ongoing capital programme maintains the impetus to upgrade heating etc., to minimise fuel use and thereby boost disposable income.

7.00 ENVIRONMENTAL IMPACT

- 7.01 There are no direct environmental impacts arising from the HRA budget as outlined within the report.

8.00 EQUALITIES IMPACT

- 8.01 There are no direct equalities impacts arising from this report.

9.00 PERSONNEL IMPLICATIONS

- 9.01 There are no direct personnel implications arising from this report.

10.00 CONSULTATION REQUIRED

- 10.01 Consultation with all tenants over any rent increase must take place and must be at least 28 days before any rent increase is due to come into effect. Furthermore, it is the usual practice to hold a special consultation meeting with the Flintshire Federation of Tenants and Residents Associations.

11.00 CONSULTATION UNDERTAKEN

- 11.01 A tenant away day was held on 11th November 2010, to consult on service improvement priorities. Where practical these have been incorporated within the 2011/12 budget proposals.
- 11.02 Housing Overview & Scrutiny Committee - 20th January 2011

- 11.03 Flintshire Federation of Tenants and Residents Associations - 13th January 2011

12.00 APPENDICES

- 12.01 HRA Summary - Appendix 1
HRA Budget Proposals - Appendix 2
HRA Budget Pressures and Savings - Appendix 3
Summary of proposed Communal Heating Scheme service charges - Appendix 4
Response letter to WAG consultation on HRAS & Item 8 Determinations for 2011/12 - Appendix 5
Summary of Questions and Responses - Housing Overview & Scrutiny Committee - 20th January 2011 - Appendix 6

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

Consultation version of the Housing Revenue Account Subsidy and Item 8 Determinations for 2011/12
Final version of the Housing Revenue Account Subsidy and Item 8 Determinations for 2011/12

Contact Officer: Kerry Feather
Telephone: 01352 702200
E-Mail: kerry_feather@flintshire.gov.uk

HRA BUDGET 2011/12 - Appendix 1

	2010/11				2011/12		
	Budget	Probable	Variance	%	Budget	Variance	%
INCOME							
Rents (Council Dwellings & Garages)	-23,428,352	-23,322,014	106,338	0%	-24,529,280	-1,100,928	5%
Capitalised Salaries	-315,255	-297,736	17,519	-6%	-361,516	-46,261	15%
Interest on RTB Mortgages	-4,000	-4,000	0	0%	-4,000	0	0%
	-23,747,607	-23,623,750	123,857		-24,894,796	-1,147,189	
EXPENDITURE							
HRA Subsidy (Negative/Deficit)	6,263,362	6,384,180	120,818	2%	6,235,153	-28,209	0%
Capital Financing - Loan Charges	2,731,891	2,377,006	-354,885	-13%	2,329,417	-402,474	-15%
Building Maintenance Trading Account	90,722	8,363	-82,359	-91%	-0	-90,722	-100%
Estate Management	1,326,281	1,245,617	-80,664	-6%	1,810,088	483,808	36%
Home Ownership	4,525	5,408	883	20%	5,775	1,250	28%
Allocations and Welfare	382,983	426,401	43,418	11%	202,809	-180,174	-47%
Repairs and Maintenance Other	1,159,107	1,195,492	36,385	3%	1,152,647	-6,460	-1%
HRM Repairs and maintenance Client account	7,815,869	7,810,537	-5,332	0%	7,684,511	-131,358	-2%
Capitalised Salaries	315,255	297,736	-17,519	-6%	361,516	46,261	15%
Welsh Housing Quality Standard - CERA	2,150,000	2,000,000	-150,000	-7%	3,235,000	1,085,000	50%
Supporting People Contribution to General Fund	33,543	33,543	0	0%	33,878	335	1%
Finance and Support	1,852,202	2,007,675	155,473	8%	2,143,719	291,517	16%
Stock Options	31,000	31,000	0	0%	67,000	36,000	116%
	24,156,739	23,822,958	-333,782		25,261,514	1,104,775	
(Surplus) / Deficit for the year	409,132	199,208	-209,924		366,718	-42,414	
Opening Balance	-1,450,596	-1,450,596	0		-1,251,387	199,208	
HRA Closing Balance	-1,041,463	-1,251,387	-209,924		-884,669	148,213	
% of Total Expenditure (Guideline 3%)	4.31%	5.18%	0.88%		3.50%		

HRA BUDGET PROPOSALS - Appendix 2

Ref	Code	Description	2011/12
1	HRG	Anticipated Right To Buy sales of zero in 2011/12 ; this reflects the continuing downward trend in sales activity	0
2	HRB	The Building Maintenance Trading Account will operate at Breakeven	0
3	HRP/HRR	CERA contribution to Capital	£3.235m
4	HRX	Insurance policy costs 4% uplift	104%
5	HRD	5 % increase applied to Garage Rents for 2011/12. Charge per week £3.82	5.00%
6	HRD	Garage Voids rent loss assumed at 12.95% 11/12 onwards	12.95%
7	HRD	Guideline Rent applied for 2010/11 @ 5 %, and this level assumed for future years	5.00%
8	HRD	Guideline Rent av. Rent based on 50 weeks	67.62
9	HRD	M and M allowance	8.80%
10	HRD	M and M allowance per property	2,266
11	HRD	Dwelling voids rent loss assumed at 2.0%	2.0%

HRA BUDGET PRESSURES & EFFICIENCY OPTIONS- Appendix 3

Ref	Code	Bid Ref	BUDGET PRESSURES	2011/12 £ Rec.	Notes
1	HRX		Stock Options	36,000	Non reimbursable Ballot costs.
2	HRX	R	Salaries	30,607	1 FTE - Income Maximisation Officer
4	HRX	R	Invest to save	89,000	Invest to save contribution
5	HRX	R	Pay Review	10,000	Pay review increase inc. NHI Contributions
6	HRX	R	Superannuation costs	21,000	Superannuation actuarial increase in Employer NII contributions
7	HRP/HRR	R	Tenant Financing	30,000	Joint collaboration with Wrexham and Denbighshire
8	HRP/HRR		Capital	1,363,000	Increased contribution to capital
9	HRM	R	Emergency Repairs/ Call outs	258,000	Budget brought in line with Industry Average.
10	HRM		Paypoint	2,000	Service costs for Pay point at Flint County Offices
11	HRM	R	Gas Servicing	43,000	Increased number of tenants with Gas Central Heating
12	HRM	R	Bad debts	25,000	Increase in bad debt write offs
13	HRM		I.T Costs	60,000	Costs associated with implementing Lean processes
14	HRL	R	Cleaning Community Centres	21,533	Budget insufficient to meet historic price increases
15	HRL	R	Rates Community Centres	19,622	Budget insufficient to meet historic price increases
16	HRE	R	Tenants Incentive	20,000	Contribution to tenants incentive scheme
17	HRE		Anti Social Behaviour - WHMS	25,000	Implementing Welsh housing management standard
18	HRE	R	Decoration Vouchers	10,307	Budget insufficient to meet demand
19	HRE	R	Amenity Land	180,613	Ground maintenance costs for Amenity land previously charged to the Council Fund
20	HRE	R	Tenants Gardens	43,000	Budget insufficient to meet historic price increases
21	HRE	R	Gritting Costs	40,000	Increased demand for gritting from more frequent bad weather.
22	HRE	R	Salaries	41,503	2 caretaker posts to provide 24hr staffing in case of fire evacuation.
Total Pressures				2,369,185	

Ref	Code	Bid Ref	EFFICIENCY OPTIONS	2011/12 £ Rec.	Notes
1	HRX	R	Training	(80,833)	Reversal of 10/11 pressure bid
2	HRX	R	Management Admin	(49,841)	Reduction in management admin recharge following review of support staff recharges in 10.11.
3	HRX	R	IIF General	(80,582)	Savings on Insurance charges following FCC's re-negotiation on insurance contracts.
4	HRP/HRR	R	Premia/Discounts	(54,195)	
5	HRP/HRR	R	Corporate Support Services	(94,068)	Reduction in Corporate Support services following review activity
6	HRP/HRR	R	Temporary Loans	(72,695)	
7	HRM	R	Schedule of Rates	(27,000)	Removal of consultancy budget for Schedule of Rates
8	HRL	R	Laundry rentals	(9,934)	Reduction in lease costs.
9	HRE	R	Giro Charges	(13,775)	Reversal of 10/11 pressure bid
10	HRE	R	CCTV	(7,000)	Reversal of 2010/11 pressure bid.
11	HRM	R	Voids Backlog works	(450,000)	Reversal of 2010/11 pressure bid.
Total Savings				-939,923	

HRA BUDGET 2011/12 - Appendix 4

Communal Area	Current Avg. Weekly Charge £	Proposed Weekly Avg. Charge £	Increase / Decrease per week £
Bolingbroke Heights, Flint	7.68	7.71	0.03
Richard Heights, Flint	7.68	7.71	0.03
Coleshill Lea, Flint	9.58	9.18	-0.40
Earls Lea, Flint	9.58	9.18	-0.40
Feathers Lea, Flint	9.58	9.18	-0.40
Hills Lea, Flint	9.58	9.18	-0.40
Castle Heights, Flint	10.99	10.30	-0.69
Mumforth Walk, Flint	12.23	11.49	-0.74
Swan Walk, Flint	12.34	11.60	-0.74
Sydney Walk, Flint	12.15	11.42	-0.73
Rosemary Walk, Flint	12.34	11.60	-0.74
Perrins Walk, Flint	12.34	11.60	-0.74
Muspratt Walk, Flint	12.23	11.49	-0.74
Mount Walk, Flint	12.34	11.60	-0.74
Duke Walk, Flint	11.79	11.04	-0.75
Llwyn Beuno, Holywell	11.03	10.19	-0.84
Llwyn Aled, Holywell	10.71	9.59	-1.12
Panton Place, Holywell	8.13	7.55	-0.58
Beechcroft, Bagillt	8.16	8.00	-0.16
Acacia Close, Mold	13.31	11.00	-2.31
Glan-y-Morfa Court, Connah's Quay	5.85	6.45	0.60
Chapel Court, Connah's Quay	8.06	7.57	-0.49

APPENDIX 5

Jen Welsby,
Housing Directorate,
Welsh Assembly Government,
Rhydycar,
Merthyr Tydfil
CF48 1UZ

Your Ref/Eich Cyf

Our Ref/Ein Cyf KAF

Date/Dyddiad 12th January 2011

Ask for/Gofynner am Kerry Feather

Direct Dial/Rhif Union 01352-702200

Fax/Ffacs 01352-700149

E Mail Address:
kerry.feather@flintshire.gov.uk

Dear Ms Welsby,

**Consultation on Draft Housing Revenue Account Subsidy and Item 8
Determinations For 2011/12**

The Council is surprised and concerned to note from your letter of 22 December 2010 that it is proposed to increase the all-Wales average weekly guideline rent for 2011/12 by 6.6%.

The impact of this proposal for Flintshire County Council would be a 6.25% local increase on the 2010/11 guideline rent, which if approved by the Council will cause hardship to our tenants during an economic recession. This follows the earlier letter from the Welsh Assembly Government of 10 December which acknowledged the two competing issues of lower rent increases helping households financially and maintaining investment to meet commitments to achieving and maintaining the Welsh Housing Quality Standard (WHQS).

The suspension of the plan to converge social rents through higher guideline rents for council housing for 2010/11 was made for good reason - the exceptional economic circumstances and the impacts the recession (coupled with volatile inflation rates e.g. energy prices) were having on tenants. The economic indicators for 2011/12 are largely unchanged and a comparatively high guideline rent would have a disproportionate and damaging impact on the disposable income levels of tenants. Just over half of tenants in Flintshire do not qualify for full housing benefit and would therefore be directly exposed to this rise. We also have to take into consideration the wider welfare benefits reforms and changes being proposed by Central Government which will further expose a proportion of the same client group.

Cont.....

We propose that the suspension of the rent convergence policy should be continued due to the persistent economic circumstances and the current and forecast economic indicators. Continuation of Retail Price Index (RPI) as a benchmark measure would be a fairer and more explicable policy. The policy objective of rent convergence seems to have been given greater priority to the policy of maintaining affordable rents with no real explanation. We would find this hard to explain and to justify to tenants.

The Council is committed to the achievement of the Welsh Housing Quality Standard (WHQS) and welcomes the proposal to increase the Management & Maintenance Allowance part of the Housing Revenue Account subsidy to £2,301 per dwelling for 2011/12. This may enable further additional investment in the Housing Capital Programme by way of increased revenue CERA contributions above the level currently budgeted within the Council's Housing Revenue Account.

When setting the Housing Revenue Account budget for 2011/12, including rent levels, the Council will need to carefully consider the needs of tenants in addition to its statutory duties for the Housing Revenue Account and the commitment to the achievement of the WHQS.

However, if the current Welsh Assembly Government proposal to apply a guideline rent increase of 6.25% for Flintshire is maintained in the final determination the Council may choose to set a rent increase for 2011/12 lower than the guideline rent. This would be a regrettable step. The Council has consistently applied the Welsh Assembly Government guideline rent increase in previous years and formally requests that the guideline rent for 2011/12 be reviewed downwards.

Yours sincerely,



Chief Executive



Head of Finance



Leader of Council

Executive Member for Finance & Asset Management



Head of Housing



Executive Member for Housing

OVERVIEW & SCRUTINY
Housing Revenue Account - Initial Budget Proposals 2011/12

No.	Comments and Questions:	Responses:
1.0 1.1	<u>Housing Revenue Account - Comments / Issues</u> Efficiencies <ul style="list-style-type: none"> ▪ Allocations - Can additional detail be provided on the proposed efficiency ? ▪ Will allocations panels sit more than once a month ? 	<ul style="list-style-type: none"> ▪ Efficiencies are centred on lean reviews which will speed up the overall process by reducing back-office stages ▪ To be considered as part of the review - improvement of the quality of service is one of the aims of the review
2.0 2.1	General - Tenants Garden Maintenance <ul style="list-style-type: none"> ▪ Could the current policy of not providing garden maintenance services for any new tenants be looked at ? 	<ul style="list-style-type: none"> ▪ As the service has reviewed and improved the core service, we are now in a position to look at other services such as garden maintenance over the coming year
2.2	Communal Heating Schemes - Service Charges <ul style="list-style-type: none"> ▪ Could the proposed increase in the service charge for the Glan y Morfa Court scheme be reviewed, and if possible phased over the next two financial years rather than being applied in full from 2011/12 	<ul style="list-style-type: none"> ▪ Following consultations with the local Members and further review work the original proposed increase will now be phased over 2 years

OVERVIEW & SCRUTINY
Housing Revenue Account - Initial Budget Proposals 2011/12

No.	Comments and Questions:	Responses:
2.3	<p>WAG guideline rent increase - consultation proposals</p> <ul style="list-style-type: none"> ▪ Could some sensitivity analysis be carried out on the effect of lower levels of rent increases, and any related impact on the ability of the Council to deliver the investment in the housing stock outlined in the report ▪ Could the rent increase be implemented on a sliding scale to protect those tenants who are unable to claim housing benefit ? 	<ul style="list-style-type: none"> ▪ Feedback from the WLGA indicated that if WAG were to reduce the guideline rent increase, they will also reduce the M&M allowance element of HRA subsidy, which will impact on the level of CERA which is affordable as a contribution to financing of the HRA Capital Programme ▪ The sensitivity analysis is illustrated in more detail within the report, but for each reduction of £10 per dwelling in the M&M allowance, the overall allowance within HRA subsidy will decrease by £0.074m ▪ No. This wouldn't be possible. There would be a financial penalty for applying a disproportionate rent increase. This would initially be applied against the benefit subsidy, but would ultimately be a charge against the HRA. However, a reward scheme is being looked for the future to reward positive behaviour.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **MINIMUM REVENUE PROVISION 2011/12**

1.00 PURPOSE OF REPORT

- 1.01 To present proposals for the setting of a prudent minimum revenue provision for the repayment of debt in 2011/12, as required under the Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2008 ('the 2008 Regulations').

2.00 BACKGROUND

- 2.01 Local authorities are required each year to set aside some of their revenues as provision for the repayment of debt i.e. a provision in respect of capital expenditure financed from borrowing or credit arrangements.
- 2.02 Regulation 22 of the 2008 Regulations requires an authority to each year make an amount of Minimum Revenue Provision (MRP) which it considers to be 'prudent', but the regulation does not itself define 'prudent provision'. However, the Welsh Assembly Government (WAG) has provided guidance which makes recommendations to authorities on the interpretation of the term; the guidance was last updated in April 2010.
- 2.03 Authorities are required to prepare an annual statement of their policy on making MRP, which mirrors the existing requirements to report on the prudential borrowing limit and investment policy.

3.00 CONSIDERATIONS

3.01 Meaning of 'Prudent Provision'

- 3.01.1 The WAG guidance provides a number of options for making 'prudent provision'.

It explains that provision for the borrowing which financed the acquisition of an asset should be made over a period bearing some relation to that over which the asset continues to provide a service.

3.02 Options for Prudent Provision

- 3.02.1 Option 1: Regulatory Method

For debt which is supported by Revenue Support Grant (RSG), authorities may continue to use the formulae specified in the Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 (the regulations which preceded the 2008 Regulations), since the RSG is calculated on that basis, i.e. authorities are able to calculate MRP exactly as if the 2003 Regulations were still in force.

3.02.2 Option 2: CFR Method

This is a technically simpler alternative to Option 1 and may also be used in relation to supported debt. While still based on the concept of the Capital Financing Requirement [CFR], which is easily derived from the balance sheet, it avoids the complexities of the formulae in Regulation 22. However, for most authorities it will probably result in a higher level of provision (and subsequent impact on service budgets) than Option 1, as it would for Flintshire County Council.

3.02.3 Option 3: Asset Life Method

For new borrowing under the Prudential system for which no Government support is being given and is therefore self-financed, there are two options. Option 3 is to make provision in equal annual instalments over the estimated life of the asset for which the borrowing is undertaken. This is a possibly simpler alternative to the use of depreciation accounting (Option 4), though it has some similarities to that approach.

3.02.4 Option 4: Depreciation Method

Alternatively, for new borrowing under the Prudential system for which no WAG support is being given, Option 4 may be used. This means making MRP in accordance with the standard rules for depreciation accounting.

3.03 Conditions for Using the Options

- 3.03.1 The intention is that Options 1 and 2 should be used only for WAG supported borrowing. Options 3 and 4 should be used in relation to all capital expenditure which is to be financed by unsupported borrowing or credit arrangements.

4.00 RECOMMENDATIONS

- 4.01 That Members approve and recommend to County Council on 1st March 2011 -

(a) Option 1 (Regulatory Method) be used for the calculation of the minimum

revenue provision in 2011/12 for all supported borrowing; this represents a continuation of the approved and adopted policy for 2010/11.

(b) Option 3 (Asset Life Method) be used for the calculation of the minimum revenue provision in 2011/12 for all unsupported (prudential) borrowing; this also represents a continuation of the approved and adopted policy for 2010/11.

5.00 FINANCIAL IMPLICATIONS

5.01 The 2011/12 Council Fund revenue budget provides for the minimum revenue provision in respect of all supported borrowing, on the basis of the Option 1 - Regulatory Method calculation (£5.825m net of recharge of £0.555m to the Housing Revenue Account).

5.02 Any planned use of unsupported (prudential) borrowing, will need to take account of the revenue consequences of the Option 3 – Asset Life Method calculation, as part of the overall options appraisal and budget setting processes.

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 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Various Welsh Assembly Government papers

Contact Officer: Ian LI Jones
Telephone: 01352 702207
E-Mail: ian_ll_jones@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **TREASURY MANAGEMENT POLICY & STRATEGY**
 STATEMENT 2011/12

1.00 PURPOSE OF REPORT

- 1.01 To present to Members the Treasury Management Policy Statement for 2011/12 for approval to Council.

2.00 BACKGROUND

- 2.01 The Council adopted the 2009 edition of the Chartered Institute of Public Finance (CIPFA) Treasury Management in the Public Services: Code of Practice, from 1st April 2010. This requires the Council to approve a treasury management strategy before the start of each financial year. a mid year report and an annual report after the end of each financial year.
- 2.02 The Council delegates responsibility for the implementation and regular monitoring of its treasury management practices to Executive and for the execution and administration of treasury management decisions to the Head of Finance, who acts in accordance with the Council's Policy and Strategy Statement and Treasury Management Practices.
- 2.03 The Council nominates Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies. Treasury management updates will be provided to the Audit Committee at each quarterly meeting during 2011/12. A meeting of the Audit Committee on 31st January 2011 reviewed the Treasury Management Policy and Strategy Statement for 2011/12 and the Treasury Management Practices. The Audit Committee recommends to Executive that the Council approves the Treasury Management Policy and Strategy Statement for 2011/12 which includes all Treasury Management Indicators and limits required by CIPFA and WAG.

3.00 CONSIDERATIONS

- 3.01 The Audit Committee Report, which includes an explanation of the changes to the Policy Statement, is attached as appendix A.
- 3.02 The Treasury Management Policy Statement 2011/12 is attached as appendix B.

Date: 10/02/2011

4.00 RECOMMENDATIONS

- 4.01 That the Executive approves and recommends to the Council the Treasury Management Policy and Strategy Statement for 2011/12.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None directly as a result of adoption of the Policy and Strategy Statement. The effect on Council budgets is reported and monitored through the Central Loans and Investment Account (CLIA).

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 Sterling Consultancy Services.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Sterling Consultancy Services.

12.00 APPENDICES

- 12.01 As listed.

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

- (i) CIPFA Treasury Management in the Public Services Code of Practice
- (ii) WAG Investment Guidance
- (iii) Local Government Act 2008

Contact Officer: Philip Latham
Telephone: 01352 702264
E-Mail: philip_latham@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **AUDIT COMMITTEE**
DATE : **31 JANUARY 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **TREASURY MANAGEMENT POLICY & STRATEGY**
 STATEMENT & TREASURY MANAGEMENT PRACTICES
 2011/12

1.00 PURPOSE OF REPORT

- 1.01 The purpose of this report is to assist Audit Committee Members in reviewing the Council's Treasury Management Policy and Strategy Statement and Treasury Management Practices and making any observations on it to the Executive at its meeting on 15th February 2011. The recommendations of the Executive will be made to Council on the morning of 31st March 2011.
- 1.02 The report incorporates a quarterly update on matters relating to the Councils 2010/11 Treasury Management Policy Strategy and Practices.
- 1.03 This report will be supplemented with training available to all Members of the Council on treasury management on 31st January 2011.

2.00 BACKGROUND

- 2.01 The Council adopted the 2009 edition of the Chartered Institute of Public Finance (CIPFA) Treasury Management in the Public Sector: Code of Practice from 1st April 2010.
- 2.02 The CIPFA Treasury Management Code requires a body that will be responsible for the scrutiny of the Treasury Management Strategy, Policies and Practices. It was approved by Executive on 16th August 2009 that this will be the Audit Committee.
- 2.03 A Treasury Management Policy and Strategy Statement including key indicators, limits and an investment strategy following the requirements of Welsh Assembly Guidance for 2011/12 must be approved by Council before the end of the financial year. The Council's draft Treasury Management Policy and Strategy Statement for review by this Committee and recommendation to Executive for approval by Council is attached as Appendix A. The Treasury Management Practices are attached as Appendices B and C.
- 2.04 Although both CIPFA and WAG provide guidance, it is for the Council to determine how it manages treasury risks in specific terms. For example, the Council must state the limits of principal sums to be invested in periods over

Date: 26/01/2011

one year but it is for the Council to determine what the limit should be. The CIPFA Code and WAG guidance determines several of these indicators and limits and these are explained in this report and the Policy and Strategy Statement.

- 2.05 The Treasury Management Strategy and Practices for the Council have been reviewed by the Council's Treasury Consultants, Sterling Consultancy Services, with the view of achieving the appropriate balance between risk and return. The recommended changes are included in this report and reflected in the Policy and Strategy Statement and Practices.
- 2.06 The Treasury Management Code also requires that those charged with governance receive appropriate training. Although training is an on-going process, a training session will be hosted by the Audit Committee which is open to all members, on the morning of 31st January 2011.

3.00 A REVIEW OF THE COUNCIL'S TREASURY MANAGEMENT STRATEGY INVESTMENT MANAGEMENT PRACTICES

- 3.01 The guidance from CIPFA and WAG clearly defines 'a prudent investment policy' as one first of all achieving security (protecting the capital sum from loss) and then liquidity (keeping money readily available for expenditure). The generation of investment income is distinct from these prudential objectives and is accordingly not a matter for WAG guidance. However, that does not mean that authorities are recommended to ignore such potential revenues. Provided that proper levels of security and liquidity are achieved, it may (but only then) be reasonable to seek the highest yield consistent with those priorities.
- 3.02 A prudent investment policy has always been followed by the Council. Practices to ensure security of funds include:
- The setting of a minimum credit rating for countries (AA+).
 - Using three credit rating agencies (FITCH, Moody's and Standard and Poors).
 - A policy for those counterparties on negative rating watch.
 - For non-rated building societies, a limit of £5 million.
 - The Treasury Advisors will advise of any market information they have which may require credit ratings to be overwritten.
- 3.03 There will always be a risk of capital loss with any investment, so the aim will always be to spread the risk with as many counterparties as possible. The minimum credit ratings required by counterparties are shown in the Policy Statement.
- 3.04 The planned investment strategy for 2011/12 is documented in paragraph 3.4 of the Policy and Strategy Statement.

4.00 WAG LOCAL GOVERNMENT INVESTMENT GUIDANCE

4.01 As stated in the background to this report, WAG requires the Council to document an investment strategy which includes the following:

- Specified Investments.
- Non-specified Investments.
- Investments which can be prudently committed for more than 1 year.
- Credit Risk Assessment.
- Investment Consultants.
- Investment Training.
- Investment of money borrowed in advance of need.

4.02 These are included in paragraphs 3.3.4 to 3.3.9 in the Policy and Strategy Statement and the content and limits require approval by Council. Changes from the 2010/11 Policy and Strategy Statement are explained later in this report.

5.00 INVESTMENTS AND LANDSBANKI UPDATE

5.01 As at 31st December 2010 the investment balance was £60.7 million across 18 counterparties. The details are shown in Appendix D.

5.02 There have been no changes in the interest rate forecast since the previous quarterly report or any other matters of exception to report.

5.03 The percentage of cash invested in the short term has again reduced since September's report from 52.7% to 49.6%, although this is still higher than that stated in the Policy Statement of 35%. This is due to the continued use of call accounts which are still paying higher interest rates than other counterparties in the 1 - 3 month period. Although this does expose the Council to a fall in interest rates, the risk of this event appears low in the current economic environment.

5.04 Identifying counterparties within the Council's credit rating criteria continues to be challenging. This has resulted in investments with other Local Authorities at interest rates lower than the market rate on several occasions. The new Policy and Strategy Statement includes two options for consideration which will assist to alleviate this situation as set out in paragraph 6 below.

5.05 For the Landsbanki investments at risk, the update received from LGA on 6th January 2011 is attached as Appendix E. The trial of test cases has been provisionally listed for 15 - 17 February 2011 and the Head of Finance and Monitoring Officer have received documentation which is subject to legal privilege.

6.00 INVESTMENT OPTIONS FOR CONSIDERATION

Money Market Funds

- 6.01 The use of Money Market Funds (MMFs) within local authorities appears to be increasing. MMFs are mutual funds that invest in short term debt products such as Government Securities, fixed term bank deposits and short term commercial papers issued by large banks and corporates with a fixed maturity period.
- 6.02 The main attraction of MMFs is security. Local authorities will traditionally only use MMFs that are AAA rated and hence the top tier of security. When investing in a MMF, a local authority is spreading the investment over a number of underlying assets; most portfolios carry dozens of securities, often over 100.
- 6.03 A further attraction is same day access, therefore they are highly liquid. With reference to 5.03 above, the Council is currently using call accounts. Changes to bank regulations (Basel III) may limit the attractiveness of these call accounts moving forward. Each MMF will quote a Weighted Average Maturity (WAM). For AAA rated funds, the maximum WAM is 60 days.
- 6.04 There are different types of MMFs, some have a constant net asset value and others have a variable net asset value. Some will distribute interest, others will accumulate the interest and add to the value of the share. To replicate bank deposits, the recommendation is to use MMFs with Constant Net Asset Value and distributing interest.
- 6.05 However, MMFs are far from a panacea and there have been good reasons for not using them in the past:
- In Wales, a 'deposit' into MMFs is considered by regulation as capital expenditure rather than investment. This does not prevent Welsh local authorities investing in MMFs but raises an additional accounting complication if MMFs are held at the year end. This can be overcome by not holding MMFs over the financial year end.
 - The returns from MMFs are usually close to base rate and a review of CIPFA benchmarking club records shows the returns from MMFs are usually lower than those the Council has achieved by using fixed term bank and building society deposits.
 - There could be investments within the MMF which would not be made by the Council because it is not within the Council's Policy Statement. Although this is not a problem as such because of the diversification within the fund, but nevertheless is a point which should be understood.
 - There is an investment management fee for MMFs but this is taken from the interest paid. Fee levels vary between 0.10% and 0.25%.

- 6.06 On balance, it is recommended that the use of MMFs is adopted by the Council to provide flexibility and this is reflected in the draft Policy and Strategy Statement.

Change to Building Society Investment Criteria

- 6.07 This is a minor change for clarification which would currently add a further four building societies to the counterparty list - Principality, Yorkshire, Skipton and Norwich & Peterborough Building Societies.
- 6.08 To remind members, the Council takes additional comfort from the building societies' regulatory framework and insolvency regime where, in the unlikely event of a building society liquidation, the Council's deposits would be paid out in preference to retail depositors.
- 6.09 Hence, the Council can currently invest in high rated building societies e.g. Nationwide, for up to £7 million and up to a period of 5 years. For non-rated building societies, the limits are up to £5 million but for less than 1 year as long as they have a minimum asset size of £1 billion. These restrictions allow for potential changes to the regulatory framework.
- 6.10 However, there are some building societies which are rated but below those rates quoted for 'high rated' building societies such as Nationwide. These could be referred to as 'lower rated' but still of a 'high credit quality', by setting a minimum long term credit rating of BBB.
- 6.11 To clarify, this would now mean the Council can invest in high rated building societies (the credit ratings are shown in the Policy and Strategy Statement) to a limit of £7 million and for up to 5 years. In addition, lower rated (minimum long term rating of BBB) and non-rated building societies of 'high credit quality' and assets of £1 billion or greater to a limit of £5 million but for less than 1 year.
- 6.12 This change is recommended and reflected in the draft Policy and Strategy Statement and Practices.

7.00 BORROWING UPDATE AND STRATEGY

- 7.01 There have been no changes to the long term debt portfolio this quarter. Restructuring and/or repayment options are constantly considered in line with the Council's medium term financial plan.
- 7.02 The Borrowing Strategy for 2011/12 and current portfolio is included in section 3.5 of the Policy and Strategy Statement.
- 7.03 There are a number of Treasury Management Indicators which must be

approved by Council and these are shown in paragraph 3.7 of the Policy and Strategy Statement. These remain unchanged from 2010/11.

7.04 The Council will only invest money borrowed in advance of need for known debt maturities or to finance the borrowing requirements for the year concerned.

7.05 The reason for the Council's debt and how this debt is managed will be the focus of the training session on 31st January 2011.

8.00 RECOMMENDATIONS

8.01 That the Audit Committee:

1. Note the quarterly update on investments and borrowing
2. Discuss the use of Money Market Funds and changes to Building Society counterparties as explained in the report.
3. Review the Treasury Management Policy and Strategy Statement for 2011/12 and Treasury Management Practices.
4. Recommend to Executive that the Council approves, subject to any changes determined by this Committee, the Council's Treasury Management Policy and Strategy Statement for 2011/12, which includes all Treasury Management Indicators and limits required by CIPFA and WAG.

9.00 FINANCIAL IMPLICATIONS

9.01 None directly as a result of adoption of the Policy and Strategy Statement. The effect on Council budgets is reported and monitored through the Central Loans and Investment Account (CLIA).

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 Sterling Consultancy Services.

15.00 CONSULTATION UNDERTAKEN

15.01 Sterling Consultancy Services.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

- (i) CIPFA Treasury Management in the Public Services Code of Practice
- (ii) WAG Investment Guidance
- (III) Local Government Act 2008

Contact Officer: Philip Latham
Telephone: 01352 702264
E-Mail: philip_latham@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **PRUDENTIAL INDICATORS 2011/12 TO 2013/14**

1.00 PURPOSE OF REPORT

- 1.01 To present proposals for setting a range of prudential indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

2.00 BACKGROUND

- 2.01 The Prudential Code has been developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) as a professional code of practice to support local authorities in determining their programmes for capital investment in fixed assets. Local authorities are required by Regulation to have regard to the Prudential Code when carrying out their duties under Part 1 of the Local Government Act 2003.
- 2.02 The framework established by the Prudential Code is intended to support local strategic planning, local asset management planning and proper option appraisal. The objectives of the Code are to ensure, within a clear framework, that the capital investment plans of local authorities are **affordable, prudent and sustainable**, and that treasury management decisions are taken in accordance with good professional practice.
- 2.03 The Prudential Code sets out the indicators that must be used, and the factors that must be taken into account in preparing such.

3.00 CONSIDERATIONS

- 3.01 The prudential indicators required by the Prudential Code are designed to support and record local decision making; they are not designed to be comparative performance indicators - the use of them in this way would be likely to be misleading and counter productive. They are considered in parallel with the treasury management indicators required by the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes, as reported elsewhere on the agenda.
- 3.02 In reviewing the prudential indicators, there is a requirement to have regard to the following:

service objectives, eg strategic planning for the authority

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stewardship of assets, eg asset management planning
value for money, eg option appraisal
affordability, eg implications for Council Tax and Council housing rents
prudence and sustainability, eg implications for external borrowing
practicality, eg achievability of the forward plan.

The Prudential Code recognises that in making its capital investment decisions the Council must have explicit regard to option appraisal, asset management planning, strategic planning for the authority and achievability of the forward plan. The Code does not specify how the Council should have regard to these factors, but instead concentrates on the means by which it demonstrates that the proposals are affordable, prudent and sustainable.

- 3.03 Affordability is the ultimate constraint on the amount that a local authority can spend or borrow. In practice, when making a decision to invest in a capital asset, the authority must do more than simply determine whether it can afford the immediate cost. In order to ensure long-term affordability, decisions have also to be prudent and, in the long term, sustainable. Borrowing has to be prudent because, since future interest rates and revenue streams are uncertain, it must involve an element of risk. Furthermore, if the Council is unable to deliver its capital programme, or to afford the cost of running and maintaining the new facilities, the chosen level of capital investment will not be sustainable in the long term. Prudence and affordability are related concepts.
- 3.04 The Prudential Code specifies that prudential indicators are required to be calculated for the forthcoming financial year and two subsequent financial years; this process links in with the development of the Medium Term Financial Strategy. Predictions regarding the levels of future Housing Revenue Account (HRA) funding beyond 2011/12 have not been made at this point in time, and are not included in the HRA budget report (included elsewhere on the agenda); those indicators that rely on such forward information are thereby not included within sections 3.05 - 3.08 below.
- 3.05 Based on those resources currently allocated (including specific grants, but excluding any rephasing), the estimates of capital expenditure to be incurred in 2011/12 (and the following two years in the case of the Council Fund), are as indicated in the table below; unsupported (prudential) borrowing of £2.129m has been assumed in the three year period for Council Fund purposes.

CAPITAL EXPENDITURE			
	2011/12	2012/13	2013/14
	Estimate	Estimate	Estimate
	£m	£m	£m
Council Fund	18.232	16.417	15.294
Housing Revenue Account (HRA)	10.059	n/a	n/a
Total	28.291	-	-

The prudential indicators for capital expenditure, based on the Council's capital programme that takes into account the Council's capital investment strategy, asset management planning and option appraisal requirements, are the starting point for the calculation of the prudential indicators. The capital expenditure totals essentially provide the base financial data from which all other indicators follow.

Prudential Indicators for Affordability

- 3.06 Estimates of the ratio of financing costs to net revenue stream for 2011/12 based on those expenditure assumptions outlined in the Council Fund and Housing Revenue Account budget reports included elsewhere on the agenda, are as included in the table below; these indicators of affordability address the revenue implications of the Council's financial strategy.

RATIO OF FINANCING COSTS TO NET REVENUE STREAM			
	2011/12	2012/13	2013/14
	Estimate	Estimate	Estimate
	%	%	%
Council Fund	5.831	5.379	5.041
HRA	8.857	n/a	n/a

The Council Fund net revenue stream is the amount to be met from WAG grants and local taxpayers, and the HRA equivalent is the amount to be met from Welsh Assembly Government (WAG) grants and from rentpayers. The Council Fund ratio reflects an increasing burden of total external interest being borne by the Council Fund due to the continuing reduction in HRA debt outstanding (but within an overall reducing financing cost total), as a percentage of an increasing level of revenue stream income. The estimate of financing costs includes current commitments and the proposals included in the capital programme report. The HRA ratio as calculated, reflects a reducing financing cost attributable to the continuing reduction in HRA debt outstanding as a percentage of an increasing level of revenue stream income.

- 3.07 The estimate of the incremental impact of capital investment decisions as proposed in the capital budget report for the period 2011/12 to 2013/14, over and above capital investment decisions that have previously been taken by the Council are:

for the Band D Council Tax - nil in each year (2011/12, 2012/13 and 2013/14)

for average weekly housing rents - nil (2011/12 only for the purpose of this report).

Prudential Indicators for Prudence

- 3.08 Estimates of the capital financing requirement, as described in Section 3.09 below, for 2011/12 are:

CAPITAL FINANCING REQUIREMENT			
	2011/12	2012/13	2013/14
	Estimate	Estimate	Estimate
	£m	£m	£m
Council Fund	147.653	n/a	n/a
HRA	27.593	n/a	n/a
Total	175.246	-	-

- 3.09 The capital financing requirement measures the authority's underlying need to borrow for a capital purpose. In accordance with best professional practice, Flintshire County Council does not associate borrowing with particular items or types of expenditure. The authority has an integrated treasury management strategy and has adopted the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. Flintshire County Council has, at any point in time, a number of cash flows both positive and negative, and manages its treasury position in terms of its borrowings and investments in accordance with its approved treasury management policy and strategy. In day to day cash management, no distinction can be made between revenue cash and capital cash. External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. In contrast, the capital financing requirement reflects the authority's underlying need to borrow for a capital purpose.
- 3.10 CIPFA's *Prudential Code for Capital Finance in Local Authorities* includes the following as a key indicator of prudence:

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional financing requirement for the current and next two financial years."

The Head of Finance reports no difficulty in meeting this requirement for the future period to which the prudential indicators apply. This view takes into account current commitments, existing plans, and all budget proposals.

Prudential Indicators for External Debt and Treasury Management

- 3.11 In respect of its external debt, it is recommended that the Council approves the following authorised limits for its total external debt gross of investments for the next three financial years. These limits separately identify borrowing from other long term liabilities such as finance leases. The Council is asked to approve these limits and to delegate authority to the Head of Finance, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities, in accordance with option appraisal and best value for money for the authority. Any such changes made will be reported to the Council at its next meeting following the change.

AUTHORISED LIMIT FOR EXTERNAL DEBT			
	2011/12	2012/13	2013/14
	Estimate	Estimate	Estimate
	£m	£m	£m
All Borrowing (Capital/Revenue)	195.200	197.600	198.000
Other Long Term Liabilities	2.200	2.200	2.200
Total	197.400	199.800	200.200

The Head of Finance reports that these authorised limits are consistent with the authority's current commitments, existing plans and the proposals in the capital programme report, and with its approved treasury management policy and strategy statement. The Head of Finance confirms that they are based on the estimate of most likely, prudent but not worse case scenario with, in addition, sufficient headroom over and above this to allow for operational management, for example unusual cash movements. Risk analysis and risk management strategies have been taken into account, as have plans for capital expenditure, estimates of the capital financing requirement and estimates of cashflow requirements for all purposes.

- 3.12 The Executive is also asked to approve the following operational boundary for external debt for the same time period. The proposed operational

boundary for external debt is based on the same estimates as the authorised limit but reflects directly the Head of Finance's estimate of the most likely, prudent but not worse case scenario, without the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate. The operational boundary represents a key management tool for in year monitoring by the Head of Finance. Within the operational boundary, figures for borrowing and other long term liabilities are separately identified. The Council is also asked to delegate authority to the Head of Finance, within the total operational boundary for any individual year, to effect movement between the separately agreed figures for borrowing and other long term liabilities, in a similar fashion to the authorised limit. Any such changes will be reported to the Council as its next meeting following the change.

OPERATIONAL BOUNDARY FOR EXTERNAL DEBT			
	2011/12	2012/13	2013/14
	Estimate	Estimate	Estimate
	£m	£m	£m
All Borrowing (Capital/Revenue)	175.200	177.600	178.000
Other Long Term Liabilities	2.200	2.200	2.200
Total	177.400	179.800	180.200

- 3.13 It should be noted that actual external debt is not directly comparable to the authorised limit and operational boundary, since the actual external debt reflects the position at one point in time.

The Council is asked to note that the authorised limit determined for 2011/12 (see Section 3.11 above) will be the statutory limit determined under section 3 (1) of the Local Government Act 2003.

- 3.14 The prudential indicator in respect of treasury management is confirmation that the Council has adopted the CIPFA *Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes* (as reported elsewhere on the agenda). The aim of this indicator is to ensure that treasury management is led by a clear and integrated forward treasury management strategy.

4.00 RECOMMENDATIONS

- 4.01 That Members approve and recommend to County Council on 1st March 2011 -

(a) the prudential indicators as detailed in Section 3 of the report -

Capital expenditure (Section 3.05)

Ratio of financing costs to net revenue stream (Section 3.06)

Incremental impact of capital investment decisions on the council tax (Section 3.07)

Incremental impact of capital investment decisions on housing rents (Section 3.07)

Capital financing requirement (Section 3.08)

Net borrowing and the capital financing requirement (Section 3.10)

Authorised limit for external debt (Section 3.11 and 3.13)

Operational boundary for external debt (Section 3.12)

Adoption of the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes (Section 3.14).

(b) delegated authority for the Head of Finance to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt (Sections 3.11 and 3.12).

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in the report.

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 REUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 None

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

Various Welsh Assembly Government and CIPFA papers.

Contact Officer: Ian LI Jones
Telephone: 01352 702207
E-Mail: ian_li_jones@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **EQUALITY ACT 2010 -SINGLE EQUALITY SCHEME UPDATE**

1.00 PURPOSE OF REPORT

- 1.01 To update members on the Equality Act 2011 and progress towards a Single Equality Scheme for Flintshire.

2.00 BACKGROUND

- 2.01 Executive received a report in June 2010 outlining the provisions of the Equality Act 2010. The Equality Act 2010 is intended to provide a new legislative framework which consolidates, simplifies and strengthens the previous equality legislation to promote a fair and more equal society.
- 2.02 The main provisions of the Act came into force on 1st October 2010. It provides a basic framework of protection against direct and indirect discrimination, harassment and victimisation in services and public functions, premises, work, education, associations and transport.
- 2.03 The protected characteristics defined in the Act are:
- age
 - disability;
 - gender reassignment;
 - pregnancy and maternity;
 - race;
 - religion or belief;
 - sex;
 - sexual orientation.
- 2.04 The "ban" on age discrimination in provision of goods, facilities, services and public functions will be implemented in 2012.
- 2.05 The public sector equality duty (PSED) provisions in the Act will commence on 6th April 2011. The aim of the PSED is to embed equality into the day to day work of public bodies. This will include employment, services and procurement. The PSED will place a general duty on public sector bodies to have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

Date: 10/02/2011

- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

2.06 The Welsh Assembly Government has recently undertaken a consultation exercise on the draft specific duties. When these are finalised and published, they will set out how public bodies will be expected to meet the general duty. The draft duties include proposals that public bodies will publish Equality Schemes no later than 2nd April 2012.

3.00 CONSIDERATIONS

3.01 The requirements set out in the draft specific duties regarding Equality Schemes include:-

- setting outcome focussed equality objectives within the Equality Scheme;
- involving stakeholders and others, who represent the interests of people who share one or more protected characteristics; and
- collating and analysing information to identify areas of inequality.

3.02 The aim of these duties is to ensure the delivery of positive outcomes through evidenced based objectives which have been developed with the involvement of the people affected by these objectives.

3.03 In preparation for the PSED, progress is being made to develop Flintshire County Council Equality Scheme:-

- A single equality scheme group has been established comprising employees and members of the public representing the protected characteristics. This ensures that the Council meets the engagement and involvement requirement.
- A questionnaire has been circulated to both employees and members of the public to provide an opportunity for them to identify equality issues that impact on them.
- Work is being undertaken by the Policy, Performance and Partnerships Team to provide a more detailed breakdown of Flintshire communities.
- Workshops have been held with the single equality scheme group to start the process of identifying potential equality objectives.

3.04 To prioritise equality objectives that will be achievable, a series of workshops will be held with members of the public, employees and services. Following these workshops a draft scheme will be developed which will be circulated for wider consultation.

3.05 Failure to implement the PSED can lead to enforcement action. If a person with sufficient interest considers that a public authority has failed to comply with the general duty then the public authority can be challenged by way of judicial review. The Equality and Human Rights Commission may consider how far a public authority has complied with these duties. The specific public sector equality duties may only be enforced by the Equality and Human Rights Commission.

4.00 RECOMMENDATIONS

4.01 That members endorse the work that has been undertaken to date on a Single Equality Scheme.

5.00 FINANCIAL IMPLICATIONS

5.01 There are costs associated with involving people from protected characteristics in the development of the Equality Scheme. These are being met through existing budgets in the Policy, Performance and Partnerships Team.

6.00 ANTI POVERTY IMPACT

6.01 Implementing the public sector equality duty will increase access to employment and services and contribute to addressing poverty.

7.00 ENVIRONMENTAL IMPACT

7.01 None identified at this stage.

8.00 EQUALITIES IMPACT

8.01 An equalities impact assessment is being undertaken as part of the development of the Equality Scheme.

8.02 All involvement activities have been designed to promote equality and increase participation to ensure all protected characteristics are represented.

9.00 PERSONNEL IMPLICATIONS

9.01 None identified. All involvement activities have been designed to promote equality and increase participation to ensure all protected characteristics are represented.

10.00 CONSULTATION REQUIRED

10.01 Consultation is not required at this stage; a consultation exercise will be undertaken on the draft Equality Scheme.

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

12.01 None

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

Report To Executive 26 June 2010 Race and Gender Equality Schemes
Annual Report

Contact Officer: Fiona Mocko
Telephone: 01352 702122
E-Mail: fiona_mocko@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **HEAD OF HOUSING**
SUBJECT : **HOUSING BALLOT PROJECT – STRATEGIC HOUSING**
 FUNCTION AND RETAINED ACTIVITIES

1.00 PURPOSE OF REPORT

- 1.01 This report describes the options, and then proposes the housing functions to be retained by the Council in the event of a transfer of the Council housing stock to a new landlord should the majority of tenants vote in favour of stock transfer in the confidential Housing Ballot in Autumn 2011.

2.00 BACKGROUND

- 2.01 This report sets out the options available to the Council when considering the future scope and structure of the strategic housing function and retained housing activities. In particular, this report considers which services could stay with the Council, which ones legally have to stay and which could be contracted out to a newly created, independent Registered Social Landlord (RSL) should the majority of tenants vote in favour of stock transfer in the confidential Housing Ballot in Autumn 2011. In line with the Council's neutral approach towards the Housing Ballot Project, this report also considers the structure of the housing service including council housing management should tenants vote against stock transfer.
- 2.02 This report has considered the Audit Commission's "*Housing After Transfer*" report which commented on the lack of attention to the strategic function. The Audit Commission also report that there is not one structure which is best for Councils, but that where services are kept together the strategic and enabling role is more likely to be effective. Reference has also been made to the i2i publication '*Surviving Transfer - the strategic housing function and retained activities*' which is referred to in the Welsh Assembly Government's 2009 Housing Transfer Guidelines. This report also considers the increasing emphasis being placed upon local authorities by the Welsh Assembly Government (WAG) for collaboration and service integration in the delivery of strategic housing services.
- 2.03 Welsh Assembly Government (WAG) "*Housing Transfer Guidelines 2009*" state that the strategic housing function must be separated from the landlord function following a majority vote by tenants to transfer the housing stock to a new landlord. Where transfer has taken place elsewhere, the focus has tended to be on ensuring the satisfactory transfer of housing stock with less attention being given to the strategic housing function and retained housing

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activities. WAG expects that the strategic housing functions that remain with the Council following a "yes" vote, are adequately resourced and will expect to see detailed evidence of this prior to providing consent for stock transfer.

- 2.04 Flintshire is starting to develop its planning and thinking about the impact of both "yes" and "no" votes early in the ballot process and this will ensure that whatever the outcome the Council is well prepared and has properly planned and resourced any functions it would retain following a ballot in favour of transfer. It will also provide clarity for a transfer agreement and in developing the relationship between the Council and a new landlord over the provision of various housing functions.
- 2.05 Tenants also need to be clear about which services would transfer, if they vote in favour of the transfer proposal. This will need to be explained in the "choices" document.
- 2.06 This report has been discussed by the Housing Ballot Project Board on the 17 January 2011 and the Housing Overview and Scrutiny Committee at its meeting on the 26th January 2011.

3.00 CONSIDERATIONS

- 3.01 The continuing statutory housing activities of the local authority are defined as the following functions:
- The strategic role of the local housing authority;
 - Homelessness, Housing Advice, Housing Register and nominations;
 - Supporting People;
 - Housing Benefit;
 - Welfare Rights Service;
 - Private Sector Housing Renewal & Enforcement.

3.02 The Strategic Housing Function

- 3.03 The strategic role of the Council also incorporates the '*enabling role*' which involves significant partnership working activity to ensure the delivery of all forms of affordable housing in Flintshire, including responsibility for the co-ordination and delivery of the Social Housing Grant (SHG) programme in partnership with RSLs. Increasingly, this enabling role also extends into the private sector as local authorities seek more innovative solutions to address housing needs. The primary focus of the strategic role is to ensure that the continuing housing functions of the local housing authority and services provided by key partners work in unison to:
- produce a local housing market that works efficiently;
 - create interventions in the housing market that connect with wider corporate, regional and national agendas;

- develop an appropriate range of solutions to enable households unable to meet their own needs in the market to access suitable and sustainable housing.
- 3.04 All Welsh Councils which have transferred their stock have retained the strategic housing function. This is primarily due to the key importance of the strategic role of the local housing authority and the way it works across different policy areas and with a range of partners, bringing together often unconnected areas of housing and related activity to produce joined up policy solutions which connect to the Council's key strategic and corporate objectives.
- 3.05 Another important reason for retaining a strong strategic housing role is the responsibility the Council has for monitoring, and holding the new RSL accountable to the commitments it has made to tenants in the Choices Document in the event of transfer. Traditionally, this role has included:
- Providing a regular update to the Council's Executive on the achievements of the RSL and any areas where matters need to be addressed;
 - Holding regular liaison meetings with the RSL to overcome any issues that have arisen.
- 3.06 In recent years, WAG has attached greater significance on local housing authorities collaborating with neighbouring authorities to increase capacity in their strategic housing functions whilst at the same time delivering efficiency savings. Flintshire is actively making progress in this area through the North Wales Housing Strategy Network, the outsourcing of Telecare in a joint venture with other North Wales authorities, the commissioning of a regional Gypsy Traveller Accommodation Needs Survey and a feasibility study on developing a regional Housing Register. The emphasis on regional collaboration is set to continue regardless of the outcome of the Housing Ballot in Flintshire. Senior officers will continue to discuss opportunities for collaboration between neighbouring authorities around the management element of the strategic housing role.
- 3.07 Within this context, it is recommended that the strategic housing role is retained by the Council.
- 3.08 **Homelessness, Housing Advice, Housing Register and Nominations**
- 3.09 After transfer, authorities remain responsible for maintaining a housing register and having an allocations system in place. But Part 6 and 7 of the Housing Act 1996 also allows a Local Authority to contract to the transferring RSL a range of functions, such as homeless assessments. The Council needs to bear in mind that such functions which are contracted out remain the final responsibility of the Local Authority. Before Welsh Assembly

Government will consent to transfer, the Welsh Assembly Government (WAG) needs to be satisfied that the authority will be able to meet it's housing duties with the assistance of the acquiring landlord. There would be a nominations agreement put in place between the local authority and the new RSL. This nomination agreement would set out the procedures to be followed for the Council making nominations and the percentage of nomination rights.

- 3.10 The Housing Act 1996 requires RSLs to co-operate with local authorities in offering accommodation to people with priority on the local authorities housing register. This also extends to offering assistance to homeless persons. After any transfer WAG policy is that the Council would have a minimum of 66% nomination rights in respect of the RSLs vacant properties post transfer but they usually encourage 75% nomination rights. As the new RSL would be charitable (and would benefit from charitable tax exemptions), it would only be able house proper charitable beneficiaries. The Local Authority register would prioritise those in housing need and the council would nominate off its Housing Register.
- 3.11 The Housing Act 1996 also allows authorities to choose how to keep their housing register. This could be as part of a common register with RSLs as long as the entries are distinguishable. Table 1 below shows which functions can and cannot be contracted out.

Table 1.	
Functions that can be contracted out	Functions that cannot be contracted out
Provision of advice on homelessness and the prevention of homelessness	The duty to produce a homelessness strategy and allocation functions
Homelessness assessments and decisions, including reviews of decisions	Overall responsibility for homelessness including making decisions on statutory homeless cases
Securing temporary accommodation	Maintaining an allocation system
Administration of the Housing Register	
Allocation of permanent accommodation through nominations agreement with RSL	

- 3.12 Where functions have been contracted out, these are governed by a signed Service Level Agreement (SLA) between the Council and the new landlord or service provider for a set period of time. These form part of the Transfer Agreement and are legally binding. They record a common understanding about services, priorities, responsibilities and performance standards. Councils that contract out such functions however have the final responsibility for any action or exercise of a transferred function by a contractor.

- 3.13 In some of the early transfers, Councils contracted out homelessness services and/or the administration of the housing register. With the requirement on Local Authorities to prepare homelessness strategies, councils have either brought services back in house or not contracted them out in the first place.
- 3.14 Within Flintshire County Council, housing advice and homelessness services are provided by the Housing Options Team. This is a comprehensive, person-centred holistic service which is provided to households in all tenures. Through the development of effective generic working arrangements, officers work alongside clients to identify their particular needs, and develop a bespoke package of ongoing support based upon their short, medium and long term needs.
- 3.15 Within this context, it is recommended that all homelessness and housing advice services together with the administration of the Housing Register are retained by the Council. Currently, Flintshire is working collaboratively with neighbouring North Wales local authorities to assess the feasibility of developing a regional common housing register which may result in new future management arrangements.

3.16 Supporting People

- 3.17 The Supporting People Team is part of the Development and Resources division in the Community Services Directorate. Supporting People is a national programme for delivering housing related support to all vulnerable people. These services could include supporting residents:
- with advice on welfare benefits
 - to access suitable accommodation and then to sustain that tenancy
 - to access education, training or employment
 - with advice on daily living skills, including budgeting
- 3.18 The aim of the programme is to enable people to live more independently and the Supporting People Team is responsible for planning, commissioning and monitoring the outputs and impacts for support projects delivered by a range of providers across Flintshire. Supporting People does not provide support for personal care, however it works in partnership with social care and health to complement such services. Supporting People can also provide preventative services to help avoid homelessness and reduce pressures on acute services like health, and social care.
- 3.19 The Council is both a provider and commissioner of Supporting People, as it provides Accommodation Support services to a number of vulnerable groups of people, irrespective of tenure, through its tenancy support service. These services are delivered in a cost neutral way (costs are fully covered by Supporting People Grant). In addition accommodation support is provided to

c3000 older people who live in Sheltered Housing. This service is distinct and separate from the housing management service. This service is funded annually through a combination of Supporting People Grant, a small Housing Revenue Account (HRA) contribution and Council Fund revenue. The service is currently undergoing a comprehensive service review. As part of the improvements planned, it is proposed in the medium term, to extend the accommodation support currently available only to sheltered housing scheme tenants to all households (regardless of tenure), who need it in Flintshire, in line with the Supporting People concept. It is also proposed that the service will become self financing through the introduction of a charging policy in the medium term.

- 3.20 The current draft stock transfer business plan assumes that none of the Accommodation Support Services will transfer in the event of a "yes" vote. This has been proposed on the basis that the services delivered are (or will be) tenure neutral. In addition although the Council fund makes a revenue contribution to the "*warden support*" service costs at the moment, the council is taking steps to reduce costs overall and ultimately plans for the service to be delivered on a cost neutral basis. (£221k of cost has been taken out of the budget for the warden support service for 11/12 and this still allows for some service expansion prior to charging being considered).
- 3.21 If Members decide that in the event of a stock transfer, the warden support service and accommodation support service should transfer, detailed costs for the service will have to be built into the transfer business plan. The Council would also need to enter into an agreement with the new landlord for the service to be provided to all households in all tenures, and would need to negotiate costs for providing this service.
- 3.22 Given that Supporting People is tenure neutral in its concept, and that work to explore the potential for a more regional based approach to commissioning Supporting People contracts is starting, which could deliver efficiencies in commissioning and contract costs in the longer term, it is recommended that responsibility for the service should remain with the Council.

3.23 Housing Benefit

- 3.24 The Housing Benefit system although administered locally is highly centralised leaving local authorities very little discretion in terms of local decision making. The Coalition Government announced in the June Budget and Comprehensive Spending Review, wide ranging Housing Benefit reforms. A new Universal Credit is proposed which will replace six of the main means-tested benefits and tax credits in the United Kingdom. This is likely to have implications for the future administration of Housing Benefit as the proposal is for Housing Benefit to be included within the universal credit and for the administration of the universal credit to be delivered centrally by the Department of Work and Pensions.
- 3.25 The Government is also proposing changes to the current Council Tax benefit

system involving giving local authorities the power and discretion to introduce local benefit systems.

- 3.26 Given the proposed changes to both Housing Benefit/Local Housing Allowance and Council Tax benefit systems, that these services are not exclusively provided for Council tenants, and that work is starting, to explore the potential for developing a regional approach for benefit administration which could deliver efficiencies in operating costs in the medium term; it is proposed that responsibility for the management of the Housing Benefit system should remain with the Council.

3.27 Welfare Rights Service

- 3.28 The aim of the Welfare Rights Service is to lessen the likelihood of Flintshire residents experiencing poverty or homelessness through the provision of specialist benefits and debt advice and by representing residents before tribunals and the courts . The Unit provides a caseworker service that assists residents, the majority of whom are vulnerable, to maximise their household income by encouraging and enabling the take-up of social security benefits and tax credits and by supporting residents to competently manage their households financial commitments, in particular their contractual mortgage or rent commitments. The Unit also provides training and support to staff from internal and external services who are engaged in assisting Flintshire residents to enforce their rights to assistance from the Welfare State.
- 3.29 Work is underway via the Local Service Board and regionally to explore the potential for collaboration to deliver efficiencies, maintain specialist skills and to avoid duplication amidst a period of Welfare Reform and for this reason and given that the Welfare Rights Service is tenure neutral in its concept, it is recommended that the service remain with the Council.

3.30 Private Sector Housing and Renewal & Enforcement

- 3.31 Section 1 of the Housing Grants, Construction and Regeneration Act 1996 places a duty on local authorities to provide Disabled Facilities Grants to enable work to be undertaken to the homes of people with disabilities. The Regulatory Reform Order (Housing Assistance) (England & Wales) Order 2002 (SI2002 No 1860) reformed all other obligations placed on local authorities and provided each with the scope to develop policies that are appropriate to local circumstances.
- 3.32 The Housing Renewal Team is responsible for administering the Deeside Renewal Area, which covers parts of Connah's Quay, Shotton and Queensferry. The Area has secured financial support of £1.2 million for 2010/11 - £900,000 from the Welsh Assembly Government and £300,000 from the Council.

3.33 Much of the legislation currently in place in relation to the housing enforcement function relates to the Housing Act 1985 and the Housing Act 2004. These include Housing Conditions (health and safety rating system), licensing of HMO's, selective licensing of other residential accommodation, management orders and empty dwelling management orders. The responsibility for this rests within the Environment Directorate. Joint working between the Environment and Community Services Directorates in discharging these functions is working well and will be developed further to protect and support vulnerable households across the County.

3.34 It is recommended that Private Sector Housing Renewal remains with the Council in the event of a stock transfer, as it is a key component of the wider strategic housing role and is a service aimed at the owner-occupier and private rented sector elements of the local housing market.

3.35 Options for Restructuring of Strategic Housing Services

3.36 If Elected Members agree that all of the key strategic housing services described in this report are retained by the Council in the event of a stock transfer, it will be necessary to consider the most effective way of organising these responsibilities. This includes whether it is appropriate for certain functions and arrangements to be delivered from different Directorates within the Council, or whether a strategic housing structure is established which encompasses all of the retained housing services.

3.37 Appendix 1 shows the approach which has been adopted by some local authorities which have recently transferred their housing stock. Within each of these authorities, the strategic housing service has been structured with the aim of binding the remaining continuing housing functions together, ensuring the development and delivery of consistent and connected corporate housing policy.

3.38 If Elected Members wish to develop a defined strategic housing service in the event of a stock transfer, it would be developed using a cost neutral principle. Future savings are likely to be identified as part of the Council's move to towards a more collaborative and sub-regional working.

3.39 Retention of Council Housing Stock

3.40 The Council is committed to improving housing performance to the top quartile of landlords in Wales and to continue raising the quality of services to its tenants and other local stakeholders. This improvement journey will continue should tenants vote against stock transfer. The service structure for a retained council housing service is shown in Appendix 2. For the complete service structure for the housing service, this should be read in conjunction with Appendix 3.

4.00 RECOMMENDATIONS

4.01 Having considered the options available for the retained housing activities, and in particular the strategic housing role should the majority of tenants vote in favour of transfer, it is recommended that the Council continues to provide the following services;

- The strategic role of the local housing authority;
- Homelessness, Housing Advice, Housing Register and Nominations;
- Supporting People
- Welfare Rights
- Housing Benefit.
- Private Sector Housing Renewal & Enforcement.

4.02 It is recommended that the Head of Housing is requested to develop options and costs for creating a shadow structure for a retained strategic housing service taking account of the recommendation at 4.01 and the cost neutral principle. Options and costs will be presented to a future meeting of the Executive.

4.03 It is recommended that tenants are advised that the services to be retained by the County Council in the event of a stock transfer are as set out in this report.

5.00 FINANCIAL IMPLICATIONS

5.01 Once a draft staffing structure has been developed, this will be costed. However these proposals are not expected to exceed the current Council fund cost for these service areas.

6.00 ANTI POVERTY IMPACT

6.01 No Anti Poverty Impact.

7.00 ENVIRONMENTAL IMPACT

7.01 No Environmental Impact.

8.00 EQUALITIES IMPACT

8.01 No Equalities Impact.

9.00 PERSONNEL IMPLICATIONS

9.01 Should tenants vote in favour of stock transfer to a new landlord, the application of Transfer of Undertakings (Protection of Employment) Regulations (TUPE) will be considered at an early stage.

10.00 CONSULTATION REQUIRED

10.01 No further consultation required at this stage.

11.00 CONSULTATION UNDERTAKEN

11.01 This report was presented to the Housing Project Board on the 17th of January 2011 and noted by the Housing Overview and Scrutiny Committee on the 26th of January 2011.

12.00 APPENDICES

- 12.01 Appendix 1 - Retained Strategic Housing Service Structures Adopted by other Local Authorities in Wales.
- Appendix 2 - Proposed Structure of Flintshire County Council's Housing Management service should the majority of tenants vote to remain with the Council.
- Appendix 3 - Proposed Structure of Flintshire County Council's Retained Strategic Services should the majority of tenants vote to transfer to an Alternative Landlord.

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

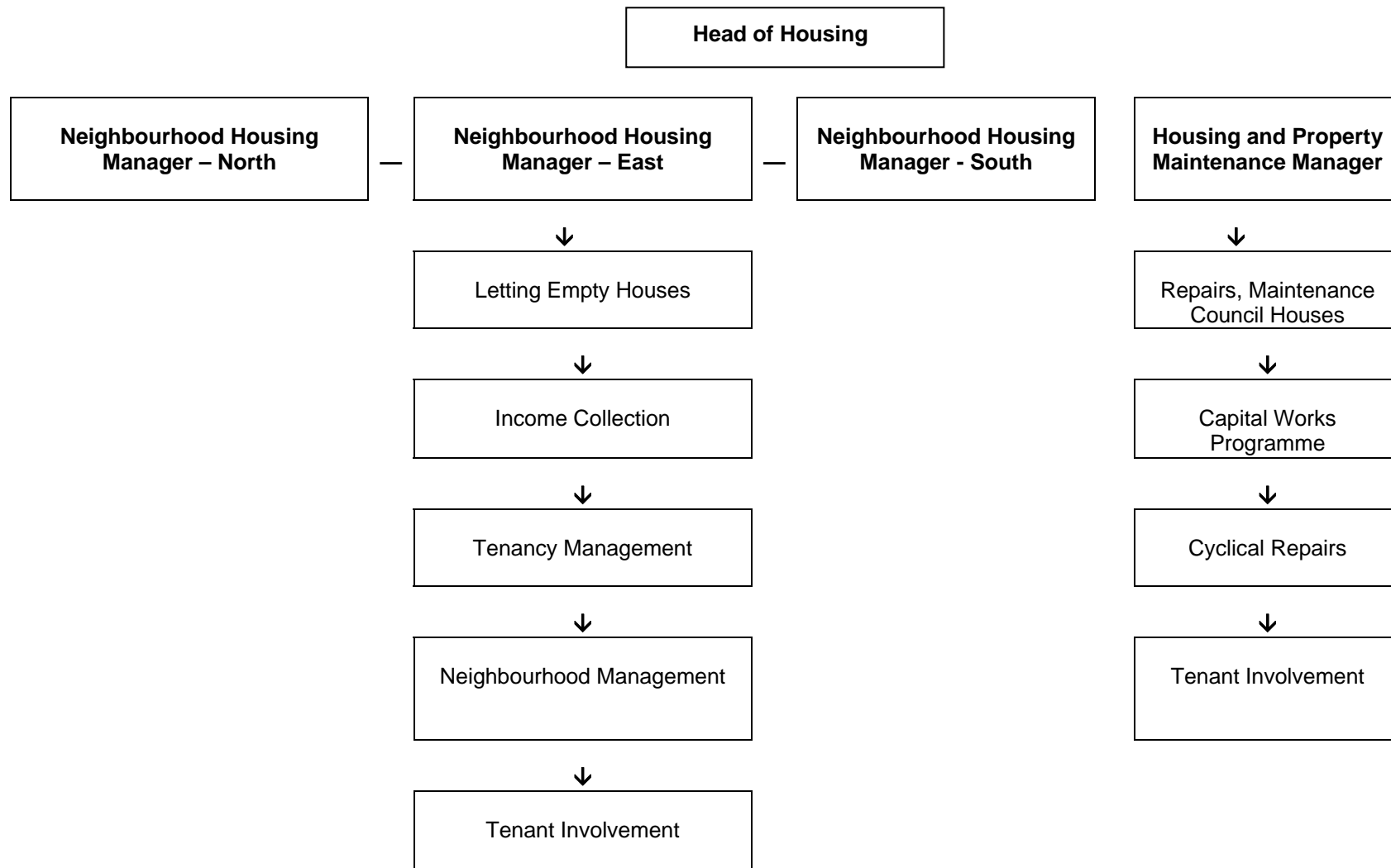
"Housing After Transfer" Audit Commission, 2002,

'Surviving Transfer- the strategic housing function and retained activities', i2i - inform to involve, 2006

Contact Officer: Clare Budden
Telephone: 01352 703800
E-Mail: melville_evans@flintshire.gov.uk

Contact Officer: Melville Evans
Telephone: 01352 703824

Appendix 1 Proposal for Flintshire County Council's Council Housing Service should the majority of tenants vote to remain with the Council

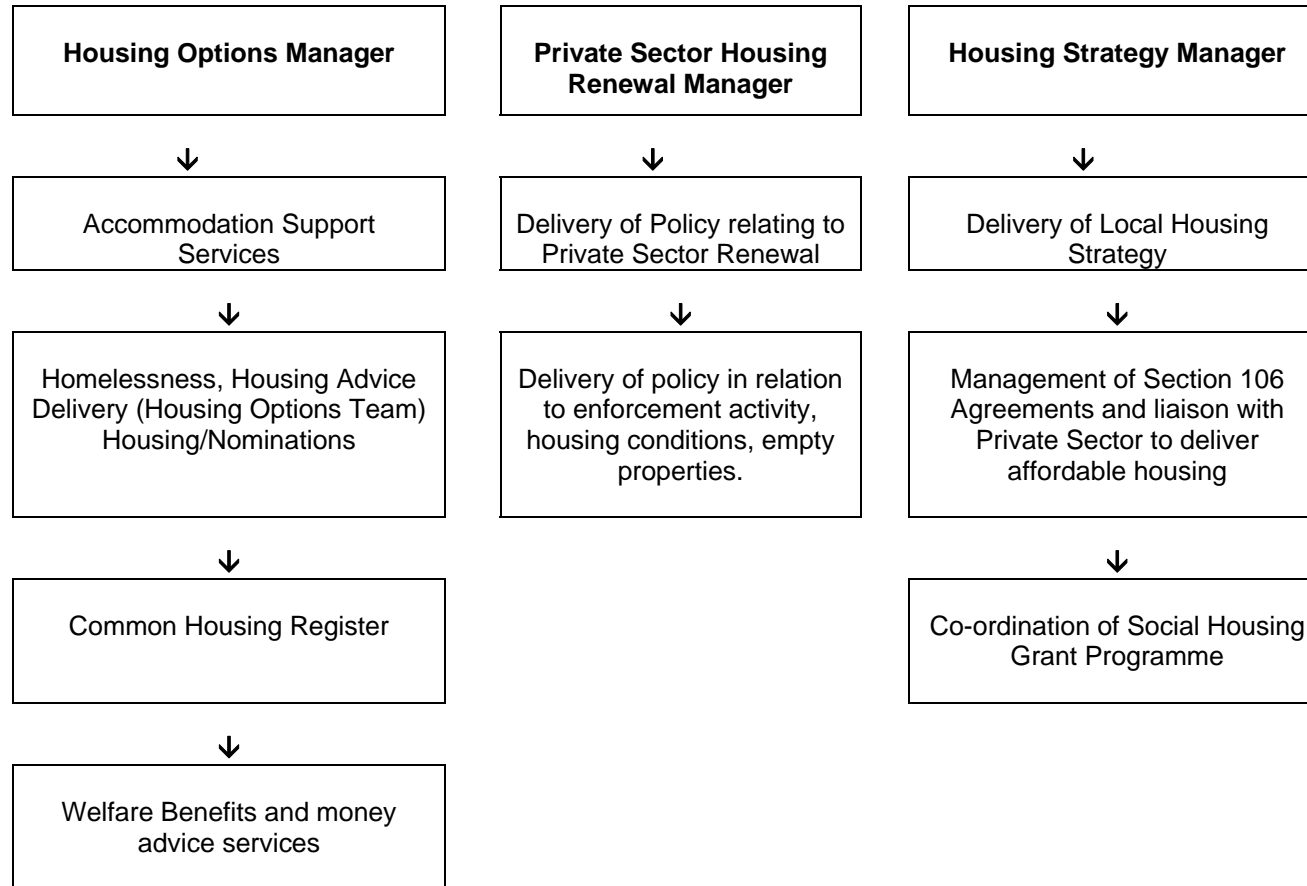


Appendix 2 - Retained Strategic Housing Service Structures Adopted by other Local Authorities in Wales

Local Authority	Housing Function	Directorate
Gwynedd County Council	Strategic Housing Role	Strategic and Improvement Department
	Homelessness, Housing Advice and Housing Allocations	Housing and Social Services
	Supporting People	Housing and Social Services
	Housing Benefit	Finance
	Private Sector Housing Renewal & Enforcement	Housing and Social Services
Conwy County Borough Council	Strategic Housing Role	Corporate Improvement and Development Team
	Homelessness, Housing Advice and Housing Allocations	Regulatory Services
	Supporting People	Regulatory Services
	Housing Benefit	Revenues and Benefit
	Private Sector Housing Renewal & Enforcement	Regulatory Services
Torfaen County Borough Council	Strategic Housing Role	Social Care and Housing Services.
	Homelessness, Housing Advice and Housing Allocations	Social Care and Housing Services
	Supporting People	Social Care and Housing Services
	Housing Benefit	Resources
	Private Sector Housing Renewal	Social Care and Housing Services

(Source: Information gained from Gwynedd County Council, Conwy Borough Council and Torfaen Borough Council, January 2011).

Appendix 3 Proposal for Flintshire County Council's Retained Strategic Housing Service should the majority of tenants vote to transfer to an Alternative Landlord



FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 14

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **REVENUE BUDGET MONITORING 2010/11 (MONTH 8)**

1.00 PURPOSE OF REPORT

1.01 To provide members with the most up to date revenue budget monitoring information (Month 8) for the Council Fund and the Housing Revenue Account in 2010/11.

1.02 INDEX OF CONTENTS

Section 2	Executive Summary
Paragraph 3.01	Council Fund Summary Table
Paragraph 3.08	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 7
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 8 which is :

Council Fund - Net overspend of £0.717m (Overspend of £0.525m at Month 7)

Housing Revenue Account - Net underspend of £0.092m (Underspend of £0.242m at Month 7)

3.00 CONSIDERATIONS

COUNCIL FUND

3.01 The table below shows a projected in-year overspend of £0.717m.

Date: 10/02/2011

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 7	Month 8	Month 7	Month 8	Month 7	Month 8
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	54.996	54.532	0.589	0.645	0.537	0.587	0.052	0.058
Environment	33.527	33.132	0.180	0.359	0.180	0.359	-	-
Lifelong Learning	109.598	109.103	1.280	1.280	0.436	0.436	0.844	0.844
Corporate Services	17.872	17.525	(0.096)	(0.073)	(0.096)	(0.073)		
Total Directorates	215.993	214.292	1.953	2.211	1.057	1.309	0.896	0.902
Central and Corporate Finance	25.897	27.598	(1.428)	(1.494)	(1.428)	(1.494)		
Total	241.890	241.890	0.525	0.717	(0.371)	(0.185)	0.896	0.902

- 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 There has been a budget virement of £0.211m from Central and Corporate Finance to the Environment Directorate between month 7 and month 8. This relates to the allocation of funding held centrally for staff exit costs associated with the Environment Management Organisational Redesign project.
- 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 overall projected overspend of £0.717 represents an increase of £0.192m on the position at month 7. Details of this change are detailed in Appendix 1. The net overspend of £0.717m comprises £2.211 on services (of which £1.329m relates to out of county placements and £0.882m on other services) offset by a contribution of £1.494m 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. However a potential shortfall in DCELLS grant funding has been raised as a risk which could potentially have a £0.248m negative impact on Lifelong Learning budgets. Further details of this are included in section 3.08 point 3. The outcomes will continue to be reported in future monitoring reports.
- 3.06 Of the £0.192m increase in the projected outturn over half (£0.115m) relates to Winter Maintenance due to the severe weather during November and December. The increased projection is due to the increased usage and cost of salt during this period. The current projection assumes similar activity levels for the period up to the end of March as last year. If, however, weather

conditions for the remainder of the year are not as severe then this will impact positively on the outturn projection.

- 3.07 The Out of County Placement budget projected overspend (ring-fenced) of £1.329m forms a large part of Community Services and Lifelong Learning's total overspend (£0.485m and £0.844m respectively) and is still the largest area of overspend across the total budget. Senior Officers are continuing to meet regularly to review actions aimed at reducing the overspend during remaining of the year. In particular, the results of the review of current providers, placements and subsequent renegotiations of contracts should be complete by the end of February. It is hoped this work will have a positive impact on next year's projection.

RISKS / ASSUMPTIONS

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

1. Community Services

Social Services for Adults

- 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
- o

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

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

Inclusion Service and Out of County Placements - Post-16 Special Needs Funding

- o Post 16 Special Needs funding is provided by direct grant from DCELLS based on each Local Authority's estimate of need against named children. In previous years this has been fully funded by DCELLS. There has been an indication from WAG that they are considering limiting the grant to 85% of the estimated cost. If WAG confirms this it will result in a £0.064m reduction in income within the School Inclusion Service and a further £0.184m reduction in income within the Out of County budget.

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 £1.861m (of which £1.570m 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, which was £0.298m higher than the estimate of £1.153m when the 2010/11 budget was set.
- 6.03 Appendix 8 details the reasons for significant variances occurring to date and the actions planned to deal with them.

6.04 The net effects of the revised balance brought forward, the additional allocations from balances and the projected underspend of £0.092m is that there would be balances in hand at the end of the year of £1.136m which at 4.7% of budgeted expenditure is greater than the minimum level of 3% recommended by the Head of Finance. This projected year end balance is £0.050m 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 6.04)

8.00 FINANCIAL IMPLICATIONS

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

9.00 ANTI-POVERTY/ENVIRONMENTAL IMPACT

9.01 None.

10.00 PERSONNEL IMPLICATIONS

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Council Fund - Movement in Variances from Month 7 - 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 8 Monitoring Papers

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



COUNCIL FUND - REVENUE BUDGET 2010/11
FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Month 8)
Summary of Movement from Month 7

	£M	£M
Month 7		
Out of County Ringfenced Budget	1.329	
Service Directorates	0.624	
Central and Corporate Finance	(1.428)	
Variance as per Executive Report		0.525
Month 8		
Out of County Ringfenced Budget	1.329	
Service Directorates	0.882	
Central and Corporate Finance	(1.494)	
Variance as per Directorate Returns		0.717
Change Requiring Explanation		0.192
<u>Community Services</u>		
• Community Living (Learning Disabilities Service) - Lower than anticipated levels of income.	0.025	
• Housing Support Services (Development and Resources) - Additional support costs due to a change in the method of apportionment from the HRA.	0.052	
• Professional Support (Children's Services) - Revised commitments and additional vacancy management measures	(0.101)	
Within Other aggregate variances - Residential Services (Physical Disability and Sensory Impairment) - overspend due to an increase in client numbers and revised information on care packages.	0.043	
• Other minor changes of less than £20k	0.037	
		0.056
<u>Environment</u>		
• Waste Disposal - Slight reduction in underspend due to net landfill tax gains from reduced tonnages.	0.019	
Environmental Maintenance - There is now projected to be a loss in the		
• Tennants Garden contract as the income generated is insufficient to meet the cost base.	0.040	
Winter Maintenance - Sustained salting and gritting during November and		
• December. The price of salt also increased from £42 per tonne to £80+ per tonne due to increased market demand.	0.115	
• Other variations less than £20k	0.005	
		0.179

Lifelong Learning

- No changes

-

Corporate Services

- Minor changes of no more than £15k

0.023

0.023
Central and Corporate

- Financing and Funding (insurance, banking etc) - Increased windfall income due to back-dated Net Rateable Value reductions.
- Other minor changes of no more than £15k

(0.085)

0.019

(0.066)
Total changes

0.192

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 8)

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	7.995	0.517	0.516	<ul style="list-style-type: none"> • Increase in complexity of need and number of clients supported to live at home • This is resulting in an increase in the amount of support to clients in need of double manning and complex care which has a significant impact on cost. 	<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. • Task and finish group convened to consolidate data to assess the impact of measures on future projections for 2010/11 and beyond.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 8)

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	8.611	0.208	0.201	<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"> Actions in place to review all expenditure in this area. Further analysis to be undertaken around the use of short term respite care to ensure most efficient use of resources via existing contracts.
Supported Living (Physical Disability and Sensory Impairment)	0.080	0.132	0.052	0.055	<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"> Lower rate has now been agreed by CAMG. Review of existing contract with Independent Sector is underway.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Community Living (Learning Disability Services)	8.665	8.800	0.135	0.110	<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 movement in period 8 is mainly due to lower than anticipated levels of income. 	<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. Continued monitoring of CHC packages by Service Manager.
Substance Misuse (Mental Health Services)	0.241	0.198	(0.043)	(0.050)	<ul style="list-style-type: none"> Projected in year underspend which is mainly due to vacancy and salary savings. 	<ul style="list-style-type: none"> Non recurring once vacancies are filled.
Ringfenced Budgets (LD & Mental Health)	0.845	0.513	(0.332)	(0.338)	<ul style="list-style-type: none"> Projections reflect current client packages for 2010/11. 	<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)	(2.539)	(0.069)	(0.051)	<ul style="list-style-type: none"> Revised projection based on current client contributions has led to a decrease in the projected outturn. 	<ul style="list-style-type: none"> Keep under review – area is dependant on client numbers and financial circumstances.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Management & Support (Development and Resources)	0.532	0.589	0.057	0.051	<ul style="list-style-type: none"> Projected in year overspend due to one off redundancy and pension strain cost 	<ul style="list-style-type: none"> Non recurrent
Training (Development & Resources)	0.242	0.134	(0.108)	(0.106)	<ul style="list-style-type: none"> Projected underspend is due to grant maximisation and reserve utilisation 	<ul style="list-style-type: none"> None Required
Housing Support Services (Development & Resources)	0.169	0.205	0.036	(0.016)	<ul style="list-style-type: none"> The projected overspend relates to additional support costs due to a change in the method of apportionment from the HRA. 	<ul style="list-style-type: none"> Potential mitigation from ongoing review of support charges within HRA.
Family Placement (Children's Services)	1.773	1.855	0.082	0.074	<ul style="list-style-type: none"> Increase in the number of foster care places within the service. The increase within Period 8 reflects additional Boarded Out Payments. 	<ul style="list-style-type: none"> This reflects a positive outcome which should in time reduce expenditure in other budgets. Family Placement currently working on a proposal paper for invest to save.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other Residential (Children's Services)	0.546	0.394	(0.152)	(0.153)	<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, reflecting the decision for incremental expansion.
Professional Support (Children's Services)	5.215	5.145	(0.070)	0.031	<ul style="list-style-type: none"> Projected underspend due to revised commitments and additional vacancy management measures. 	<ul style="list-style-type: none"> Non recurrent – vacancies will be filled next year

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 8)

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	4.010	0.485	0.485	<ul style="list-style-type: none"> Revised projection based on updated information on existing placements up until March 2011. 	<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 meetings have taken place. External consultants have been commissioned to assist with the negotiation process with providers within Flintshire and to make recommendations regarding the current processes deployed.
Ringfenced Homelessness (Housing Services)	0.189	0.094	(0.095)	(0.095)	<ul style="list-style-type: none"> Reflects improvements made to service provision and preventative measures. 	<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.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other variances (aggregate)	19.099	19.041	(0.058)	(0.125)	Various minor variances	
Total :	54.532	55.177	0.645	0.589		

ENVIRONMENT

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Transportation	1.614	1.504	(0.110)	(0.110)	<ul style="list-style-type: none"> Savings on Bus Operator payments for Bus Subsidies will be an estimated £0.050m £40k 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	0.075	0.045	0.045	<ul style="list-style-type: none"> Shortfall of £0.050m in car park fee income 	<ul style="list-style-type: none"> Monitor income closely. Uncommitted Maintenance Works of £20k have been used to reduce under recovery.
Engineering Design Consultancy	(0.022)	0.008	0.030	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	0.040	<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.
Policy & Implementation	0.665	0.575	(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

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Environment & Conservation	0.314	0.204	(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	0.330	0.510	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, indications suggest that fee income will be £180k 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.
Directorate Support & Performance	1.492	1.387	(0.105)	(0.105)	<ul style="list-style-type: none"> • Further delay in filling vacancies ahead of the new structure being implemented. 	
Waste Disposal	4.821	4.703	(0.118)	(0.137)	<ul style="list-style-type: none"> • Net landfill tax gains from reduced tonnages. 	

ENVIRONMENT

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Waste Collection	2.858	2.813	(0.045)	(0.037)	<ul style="list-style-type: none"> Impact of reduced Domestic Property numbers following update from Local Land and Property Gazetteer (LLPG) in November 2010 totalling £0.031m. 	
Waste Trading Account	(0.335)	(0.276)	0.059	0.054	<ul style="list-style-type: none"> Adjustment of Domestic Property numbers correcting an overcharge in Waste Collection client account 	<ul style="list-style-type: none"> Reduce amount of agency costs incurred. Benefit adjusted properties noted in Waste Collection account TWC.
Civic Amenity Sites	1.905	1.991	0.086	0.086	<ul style="list-style-type: none"> Impact of RPI increase for Management Charge and annual performance payment under contractual obligations. Additional refurbishment costs at Greenfield Site have increased costs. 	<ul style="list-style-type: none"> Following AD Waste coming in-house, the Management Charge was reduced in order to reduce its impact.
Property Holdings	0.116	0.190	0.074	0.074	<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 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Design Services & Corporate Property Maintenance	2.403	2.566	0.163	0.164	<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.
Industrial Units	(1.742)	(1.663)	0.079	0.081	<ul style="list-style-type: none"> Westbridge (Period 6)& Belfield Units (Period 7) – 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. Reduction in Bad Debt Provision by £0.025m had improved Period 6 variance

ENVIRONMENT

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Valuation & Estates	0.493	0.422	(0.071)	(0.080)	<ul style="list-style-type: none"> • Vacancy Savings 	
Administrative Buildings	1.004	1.134	0.130	0.151	<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)	(0.050)	<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.
Markets	(0.116)	(0.088)	0.028	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.
Environmental Maintenance	2.465	2.505	0.040	0.000	<ul style="list-style-type: none"> • £40k loss on Tenants Garden contract. Income is insufficient to meet cost base. 	<ul style="list-style-type: none"> • Recharge rates should be reviewed to reflect the true cost of providing the service balanced against the provision within the Housing Revenue Account.

ENVIRONMENT

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Winter Maintenance	0.999	1.114	0.115	0.000	<ul style="list-style-type: none"> During November and December, the Council undertook extensive gritting runs during a sustained period of severe weather. With so much salt usage required, the demand for salt has resulted in the price increasing from £42 per tonne to anything between £80 and £100 per tonne. The variance reflects the purchase of 3,700 tonnes of salt at £42 per tonne and a further 5,000 tonnes at £80 per tonne up to the end of March. (60 call outs had been undertaken by the end of December). The variance assumes a further 45 call outs to the end of March. This is in line with 2009/10 which was significantly worse than an average year. 	<ul style="list-style-type: none"> Additional funding from WAG has been provided totalling £0.360m and this has been fully allocated to Winter Maintenance in order to minimise the estimated variance. Other highways works budgets will be closely monitored to capture the effect of not undertaking various aspects of maintenance during this sustained period of weather. If we experience an average winter between now and the end of March, it is likely that there will be £0.115m worth of salt remaining as stock within the Barns for next financial year, which is a much higher level than normal.

ENVIRONMENT

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Health & Safety	0.574	0.524	(0.050)	(0.050)	<ul style="list-style-type: none"> Non filling of vacancies ahead of the proposed new structure. 	
Other variances (aggregate)	12.769	12.838	0.069	0.046	<ul style="list-style-type: none"> A number of variances of no more than £25k individually relating in the main to income shortfalls under Agricultural Estates (£15k), Flintshire Business Services (£17k) and Pollution Control (£20k) 	<ul style="list-style-type: none"> Review costs of service and monitor income levels closely. Many of these minor variances are offset by the positive variances identified at Period 6.
Total :	33.132	33.491	0.359	0.180		

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 8)

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	0.844	<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 8)

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)	(0.070)	<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.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Leisure Centres and Pools	2.415	2.807	0.392	0.392	<ul style="list-style-type: none"> It is currently predicted that the pressure in Leisure Services relating to a year on year decrease in income attributed to the current economic climate will continue in 2010/11. 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. £120k of the variance relates to a projected shortfall in achieving the good housekeeping energy efficiency target . 	<ul style="list-style-type: none"> Projections will be revised in the light of ongoing 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 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Early Years	1.093	0.973	(0.120)	(0.120)	<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. Recorded as a risk at month 3 	<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.
School Improvement Unit	1.384	1.324	(0.060)	(0.060)	<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.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
ICT Unit	1.320	1.220	(0.100)	(0.100)	<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.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 8)

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	0.192	<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 as there is insufficient budget to cover the increased costs. 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 negotiations 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 8)

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)	(0.006)	<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)	(0.045)	<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)	86.080	86.059	(0.021)	(0.021)	<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 :	109.103	110.385	1.280	1.280		

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.309	2.307	(0.002)	(0.002)		<u>CORPORATE COMMUNICATIONS</u> The Chief Executive's department would like to request permission to carry forward a budget of £0.019m to 2011/12 for Employee Consultation which is completed every 2 years.
Finance	3.168	3.152	(0.016)	(0.040)	<ul style="list-style-type: none"> • The net position on staffing costs is an overspend of (+£0.039m) , 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. • Use of balances (-£0.037) covering consultant costs (£0.037) • Increase in Housing Benefit subsidy (-£0.045m) • Additional funding received from WAG (-£0.028m) • Savings on other employee costs (-£0.015m) • Savings on essential car allowances 	<ul style="list-style-type: none"> • The HB position is being closely monitored

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					and transport costs due to staff vacancies (-£0.014m) • Additional costs of software and software maintenance due to legislative changes and purchase of Accounts Payable software add on (+£0.028m) • Various other minor variances (+£0.019m)	
Legal & Democratic	3.805	3.633	(0.172)	(0.162)	• Various vacancy savings (-£0.041m) • Reduction in Members' Allowances payable and expenses (-£0.103m) • Various other minor reductions in expenditure (-£0.005m) • Increases in income received (-£0.023m)	
Human Resources & Organisational Development	2.248	2.358	0.110	0.110	• Vacancy Savings (-£0.045m) • Additional expenditure on CRB Checks (+£0.044m) • Additional BPR/Consultancy Support HR Review (+£0.020m) • Job Evaluation Team additional Purchase of Software (+£0.008m) • Reduction in Payroll Income (+£0.009m) • Other Minor Pressures (+£0.019m) • Additional costs Trent Improvement Programme (+£0.055m)	<u>CRB CHECKS</u> A report to CMT to review the current processes and recommend ways of reducing expenditure is currently in its final stages. Any proposed changes will need to be approved before the projected overspend can reduce.

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
ICT & Customer Services	4.982	4.989	0.007	(0.002)	<ul style="list-style-type: none"> • Estimated deficit D&P (+£0.111m) • Vacancy Savings (-£0.193m) • Pressure Broadband (+£0.050m) • Pressure Hardware (+£0.016m) • Pressure Software Maintenance (+£0.015m) • Additional Income Registrars (-£0.017m) • Reduction in Income Postages (+£0.049m), offset partially by reduction in Postage Expenditure (-£0.037m) • Other Minor Pressures (+£0.013m) 	<p><u>DESIGN & PRINT</u> We are currently projecting a £0.111m deficit for Design & Print for 2010/11. The market continues to remain unstable and the income and expenditure will have to be monitored closely each month as it is difficult to project because there are no definite patterns in expenditure or income. The options appraisal report has now been published and we are currently in the process of costing out all future options.</p> <p><u>CUSTOMER SERVICES</u> Additional Vacancy Savings have arisen as a result of the Admin Review. It is now assumed that all vacant posts will be deleted. No one off costs</p>

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
						(salary protection/exit costs) have been assumed as it's unlikely that the new structure will be fully implemented this financial year.
Clwyd Theatr Cymru	1.013	1.013	0.000	0.000		
Total :	17.525	17.452	(0.073)	(0.096)		

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	13.865	13.746	(0.119)	(0.122)	<ul style="list-style-type: none"> The projected outturn of £13.746m reflects a net decrease in Interest/Principal/Debt Management expenses of £0.476m (mainly attributable to a decrease in External Interest payments) and a net decrease in Temporary Investment and Other Interest income of £0.357m (attributable to a decrease in Temporary Investment income and Other Interest income of £0.364m offset by a decrease in the recharge to the HRA of £0.007m). 	<ul style="list-style-type: none"> Continue to monitor closely.

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2010/11 (Month 8)

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	0.381	(0.930)	(0.845)	<ul style="list-style-type: none"> The projected outturn of £0.381m reflects an increase in Windfall Income of £0.930m due to net Rateable Value reductions income of £0.552m and £0.378m 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	4.993	(0.619)	(0.635)	<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 £0.400m savings have been achieved by the 	<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 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>service and taken centrally during the 10/11 budget process, a further £0.420m 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. • £18k of Legal Fees relating to a potential constructive dismissal claim. • An anticipated Collection Fund Surplus of £43k. 	
Central Services Recharges	(2.011)	(1.847)	0.164	0.164	<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 review is now complete and those services that are not now deemed to be trading services will be treated as other Council Fund services for the purposes of the end of year support cost recharges. This overspend is the net effect of overspends 	<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 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					previously reported within the effected services.	
Other variances (aggregate)	8.821	8.831	0.010	0.010	<ul style="list-style-type: none"> Anticipated overspend in Coroners' fees of £0.015m. £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 :	27.598	26.104	(1.494)	(1.428)		

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>(0.717)</u>
Estimated Level of Non-Earmarked Contingency Reserve		0.291
<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 (See Note 2)	<u>(0.382)</u>	<u>1.570</u>
Estimated Level of Total Contingency Reserve as at 31 st March 2011 in total		1.861

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 £1.570m.

2) The 2011/12 budget proposals include further Flintshire Futures Programme commitments that will be funded from the remaining £1.570m reserve.

HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Rental Income	(23.428)	(23.308)	0.120	0.120	<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 £0.056m adverse on empty properties due to rent losses in the year to date being greater than the budgeted level of 2.5 % as impact of agreed expenditure is taking longer to feed through into lettings than originally expected 	<ul style="list-style-type: none"> Implementation of I.T. system and process changes arising from lean management review by 1st January 2011.
Estate Management	1.326	1.248	(0.078)	(0.078)	<ul style="list-style-type: none"> £0.063m vacancy savings. 	<ul style="list-style-type: none"> None

HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 8)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Building Maintenance - Trading Account	0.091	0.000	(0.091)	(0.091)	<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 by the in-house team £0.118m Increased spend on materials for the additional works undertaken. 	<ul style="list-style-type: none"> Continue to review and monitor productivity and performance ensuring optimum use of retained workforce in delivering repairs within the allocated client budget
Capital Expenditure from Revenue Account (CERA)	2.000	2.000	0	(0.150)	<ul style="list-style-type: none"> The Period 7 underspend of £0.150m has now been allocated for Repairs and Maintenance - as approved by Executive on 18th January 	
Capital Financing / Finance Support	4.615	4.490	(0.125)	(0.125)	<ul style="list-style-type: none"> Support recharges have been revised to reflect last years actual spend instead of budget. This has resulted in a £0.125m reduction in Corporate and Democratic charges 	
Other Variances (aggregate)	15.803	15.885	0.082	0.082	<ul style="list-style-type: none"> Increased budget provision / projected outturn of £0.150m - Repairs and Maintenance 	
Total :	0.407	0.315	(0.092)	(0.242)		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
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 third 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 redesigned top level Organisation report was redeveloped and submitted for the first time last quarter. This report has now been redeveloped for use by all of the other levels throughout the organisation

3.00 CONSIDERATIONS

- 3.01 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.
- 3.02 As mentioned in previous reports, work is on-going to cleanse the data held on the Midland Trent system. This work is continuing to increase the accuracy of the data held on the organisation's establishment. An example of this is the overall decrease in the total number of positions from 16,884 to 15,532. This is a drop of 8% since the last quarter.
- 3.03 The largest decrease for the organisation is within schools with a drop from 8,797 to 7,821 positions. This accounts for 72% of the drop referred to in the previous paragraph.

Date: 10/02/2011

- 3.04 The largest decrease within a Directorate is for Corporate Services. Corporate Services has shown a drop of 199 positions which is 17% lower than those reported in the second quarter.
- 3.05 Within schools this quarter, there is an increase of 165 in the number of occupied positions. A large part of this increase is as a result of the data cleanse highlighting that there were individuals occupying positions within schools but this was not reflected with Trent. These positions appeared to be vacant on the establishment / structure.
- 3.06 The Headcount Summary Report shows that the Actual total Headcount figure has increased by 57 to 8,989.
- 3.07 Members will also note that there has been a 24% drop in the number of agency workers retained via the Matrix system (MASS). The organisation has seen a drop from 252 last quarter to 191 this quarter. Community Services and Environment have had the largest reductions.
- 3.08 The Community Services Directorate Management Team are reviewing agency placements, particularly long term agency workers as a standard monthly agenda item. Other methods of reducing agency worker numbers and expenditure are being developed, including the creation of relief pools in services where there is a reliance on agency workers e.g. residential care and supported living.
- 3.09 The significant drop for the Environment Directorate is as a result of releasing some 26 Grounds Maintenance Operatives who were engaged on a seasonal basis.
- 3.10 The Turnover Summary by Directorate Report reflects the number of leavers, turnover and the stability rate for each Directorate.
- 3.11 The largest number of leavers within the first quarter, i.e. 190 within Corporate Services, was as a result of the data cleanse work which highlighted that employees had left the organisation but the corresponding paperwork had not been generated or inputted onto the Midland Trent system. For example, a large number of Actors had left Clwyd Theatr Cymru but this was not reflected within the Midland Trent system. Similarly, there also appear to be a large number of leavers within Lifelong Learning and schools which have occurred as a result of data cleanse work.
- 3.12 For this quarter the number of leavers has stabilised at 1.29% (116 leavers), and of these 68% left voluntarily.

Turnover %			
	2009/10 Actual	2010/11 Actual	2010/1 1

			Target
Quarter 1	1.41	3.97	3.00
Quarter 2	3.03	4.31	3.00
Quarter 3	3.10	1.29	2.75
Quarter 4	3.07		2.50

- 3.13 The Diversity Summary report shows the Equality strands within the organisation.
- 3.14 As recently as September 2010, CIPD and CMI presented a report stating that by 2020, almost a third of the UK workforce will be over the age of 50.
- 3.15 The Age Summary Report shows that, as an organisation, approximately 1 in 3 (35%) are over fifty years old. With approximately 10% being over sixty years old. These statistics provide us with important data and trends to undertake workforce and succession planning for the future.
- 3.16 The Absence Rate Summary report includes two sickness absence figures, the first is a sickness absence figure based on the calculation required for the Welsh Local Authority KPI (Key Performance Indicator). This looks at FTE (Full Time Equivalent) days lost and is calculated over the four quarters, from 1 April up to and including 31 March. 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	2.2	2.8
Quarter 3	3.28	3.03	3.32	3.1
Quarter 4	3.32	3.04		2.5

- 3.17 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	4.14
Quarter 3	6.16	5.69	6.23
Quarter 4	6.23	5.70	

- 3.18 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.

This quarter, 65% of employees in the organisation attained 100% attendance.

- 3.19 Within the **Environment Directorate** levels of absence have increased during this quarter when compared with Quarter 2 - from 2.27 days lost per full time equivalent and 3.99% absence rate in Quarter 2 to 2.91 days lost per full time equivalent and 5.11% absence rate in Quarter 3. The increase in absence from Quarter 2 to Quarter 3 follows a UK seasonal trend, with the rates being highest during the winter months. The former AD Waste employees transferred into the council during this quarter and two new service areas were created, and as such it is not possible to analyse these service areas on a like by like basis. It is worth noting that Regeneration and Public Protection have seen a significant improvement in attendance when compared with the same Quarter in 2009/10, reducing from 4.76 to 1.09 days lost per FTE and 3.61 to 1.37 days lost per FTE respectively.

- 3.20 The Environment Directorate Management Team are continuing to monitor attendance on a quarterly basis and identify services areas where Departmental Attendance Reviews will be conducted. Attendance is also monitored in Senior Management Team meetings. The creation of the Streetscene service has resulted in the drawing together of two DLO's from Highways and Technical Services both of which, have historically reported the highest levels of absence. Having ownership and consistency of application at a supervisory level is key to delivering an effective attendance management strategy and to facilitate this, a number of coaching sessions have been developed and piloted during this quarter with the Streetscene supervisors. The effectiveness of these sessions will be monitored over the coming months and extended to other areas as appropriate.

- 3.21 Within **Community Services** levels of absence have increased this quarter when compared with Quarter 2 - from 3.94 days lost per full time equivalent and 6.92% absence rate in Quarter 2 to 5.8 days lost per full time equivalent and 10.18% absence rate in Quarter 3. The increase in absence from Quarter 2 to Quarter 3 is typical of trends from previous years due to this

being the winter months period. All service areas within the Directorate have seen an increase in absence from Quarter 2 to Quarter 3 with the exception of Housing services, which has reduced from 4.08 days lost and an absence rate of 7.16% to 3.65 days lost and an absence rate of 6.41%. Both Development and Resources and Housing Services have seen a reduction in absence in comparison to Quarter 3 in 2009/10.

- 3.22 The Community Services Directorate Management Team are continuing to monitor attendance on a quarterly basis and identify services areas where Departmental Attendance Reviews will be conducted. Attendance is also monitored in Senior Management Team meetings. Of those Departmental Attendance Reviews completed in Quarter 2, the findings have shown that 100% of return to work interviews are being conducted and compliance with the policy is consistent. An area of improvement identified from this process concerns the timely completion and return of absence documentation to HR.
- 3.23 Within **Lifelong Learning**, levels of absence have increased this quarter when compared with Quarter 2 - from 2.49 average days lost per full time equivalent and 4.37% absence rate in Quarter 2 to 3.67 days lost per full time equivalent and 6.43% absence rate in Quarter 3. The increase in absence from Quarter 2 to Quarter 3 is typical of trends from previous years due to this being the winter months period. However the levels of absence was also found to be marginally higher than Quarter 3 of the previous year 2009 - 2010 by 0.47% absence rate. In addition to seasonal trends Lifelong Learning has faced a period of change with collective consultation taking place during Quarter 3 for a number of proposals for restructure or for potential ending of grants, particularly for Leisure Services and Libraries, Culture and Heritage.
- 3.24 All service areas within the Lifelong Learning Directorate have seen an increase in absence from Quarter 2 to Quarter 3 and if absence continues at current levels, Lifelong Learning is projected exceed the target of 10.8 average days lost per full time equivalent by 0.75 average days. Lifelong Learning DMT are continuing to monitor attendance on a quarterly basis and will be reviewing the Quarter 3 data to identify whether additional services would be required to have a Departmental Attendance Reviews carried out.
- 3.25 Within **Corporate Services**, levels of absence have slightly increased this quarter when compared with Quarter 2 - from 1.87 days lost per full time equivalent and 3.28% absence rate in Quarter 2 to 1.92 days lost per full time equivalent and 3.37% absence rate in Quarter 3. Compared to each quarter in 2009/10, this quarter 3 2010/11 absence levels remain lower than all of these.
- 3.26 The decrease in absence for Policy, Performance and Partnerships in Quarter 2 and Quarter 3 is attributed to the reduction in (one) long term absence and an increased use of flexible working, allowing the individual to

work from home during an illness that otherwise could have prevented them from coming into the office.

- 3.27 However the slight increase in absence from Quarter 2 to Quarter 3 is typical of trends from previous years during the winter months. An increase in absence was limited to three out of the six service areas with the biggest increase just above 1%. On a positive note absence decreased in three of the service areas, with one service decreasing by over 1.5%.
- 3.28 Corporate Service Heads of Service & managers are continuing to carry out the actions within the Corporate Services Attendance Management Strategy. This includes monitoring attendance on a quarterly basis and identifying services areas where Departmental Attendance Reviews will be conducted. During Quarter 3, three Departmental Attendance Reviews have taken place, with a further 5 identified as a result of analysing the Quarter 3 data.
- 3.29 Of those Departmental Attendance Reviews completed in Quarter 2, the findings show that return to work meetings are being conducted as a matter of course and managers are using Occupational Health support appropriately. Areas of improvement identified from this process relate to the timely completion and return of absence documentation to HR and more consistency in relation to carrying out Attendance Reviews.

4.00 RECOMMENDATIONS

- 4.01 Members note Workforce Information Report for the third 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.

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 Third Quarter Workforce Information Report 2010/11
12.02 Second Quarter Workforce Information Report 2010/11

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None - see appendices

Contact Officer: Helen Stappleton
Telephone: 01352 702720
E-Mail: helen_stappleton@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

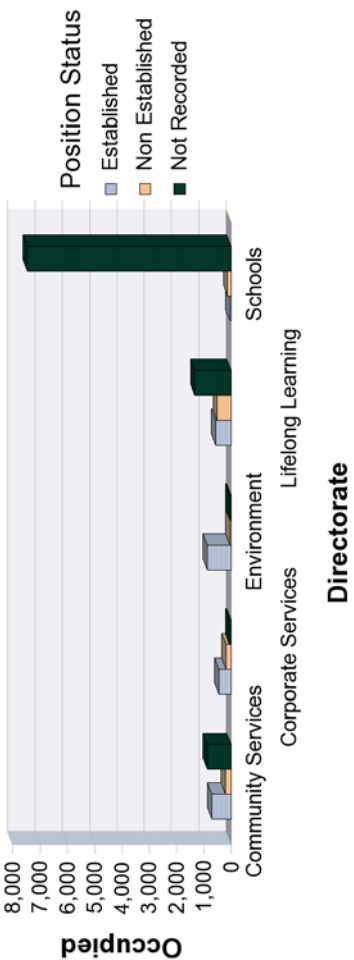
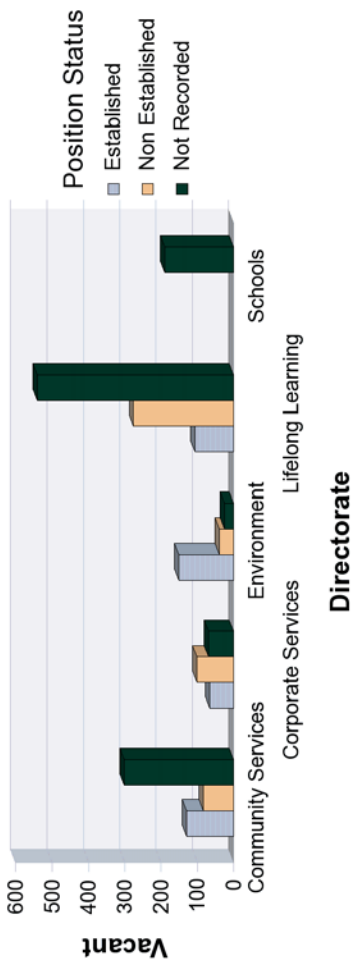
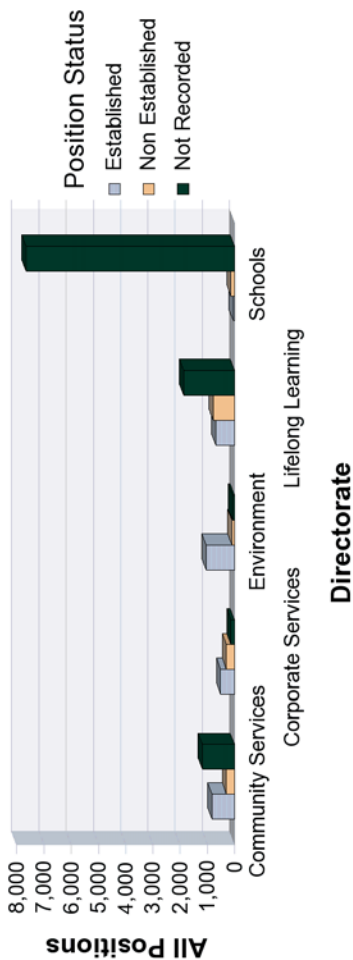
Workforce Information Report

Period Up To : 31/12/2010

Establishment Summary By Directorate

Data effective as at : 31/12/2010
Last Refreshed On : 06/01/2011

Directorate	Position Status	POSITIONS		
		Total	Vacant	Occupied
Community Services	Established	829	129	700
	Non Established	292	83	209
	Not Recorded	1,171	302	869
	Total:	2,292	514	1,778
Corporate Services	Established	504	65	439
	Non Established	290	100	190
	Not Recorded	127	68	59
	Total:	921	233	688
Environment	Established	1,026	150	876
	Non Established	90	38	52
	Not Recorded	68	25	43
	Total:	1,184	213	971
Lifelong Learning	Established	673	106	567
	Non Established	777	274	503
	Not Recorded	1,864	540	1,324
	Total:	3,314	920	2,394
Schools	Established	44	0	44
	Non Established	129	0	129
	Not Recorded	7,648	188	7,460
	Total:	7,821	188	7,633
Overall Total:		15,532	2,068	13,464



Headcount Summary By Directorate

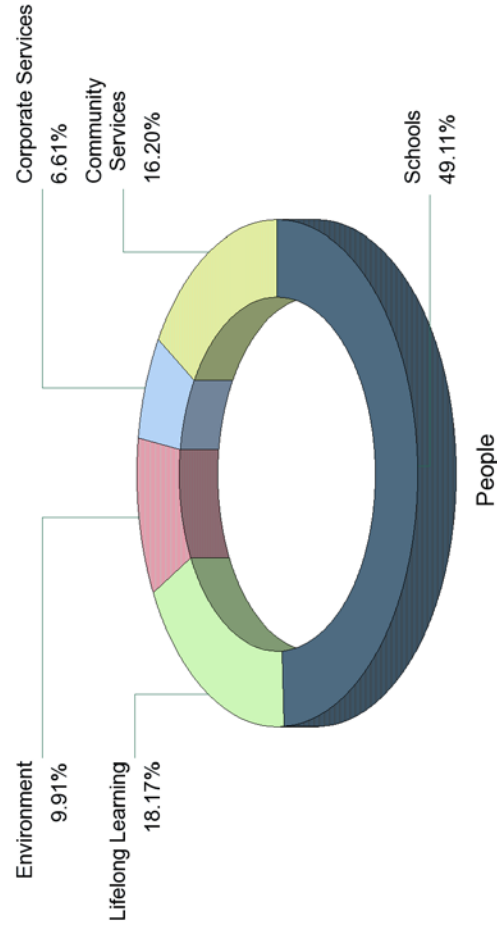
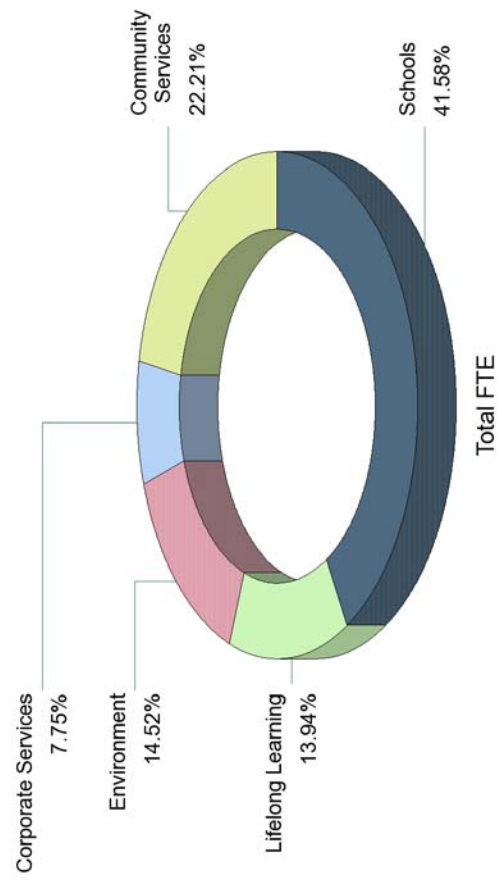
Data on this page is effective as at : 31/12/2010

Last Refreshed On : 12/01/2011

Flintshire County Council Actual Total Headcount :

8,989

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	1229	1,540	1,781	1,315	246	219		1	87	0	951	0	709	121	
Corporate Services	429	628	690	435	156	81		0	9	18	391	2	174	122	
Environment	803	942	971	761	26	184		0	92	0	724	1	238	4	
Lifelong Learning	772	1,727	2,389	1,158	897	329		3	3	2	447	10	1,285	630	
Schools	2301	4,667	7,641	3,594	2,345	1,702		0	0	0	1,374	88	5,200	53	
Sum:	5533	9,504	13,472	7,263	3,670	2,515		4	191	20	3,887	101	7,606	930	



Turnover Summary by Directorate

Last Refreshed On : 06/01/2011

Flintshire County Council Annual Total

HC Q1 From	HC Q4 To	Head Count For Year	Leavers For Year	Turnover For Year	Stability For Year
9,070		4,535	859	18.94%	

Flintshire County Council Total

Quarter 1

April to June

Directorate	HC Q1 From	HC Q1 To	Q1 Average Head Count	Q1 Leavers	Q1 Turnover	Q1 Stability
Community and Housing	44	43	43.5	1	2.30%	94.25%
Community Services	1,556	1,547	1,551.5	31	2.00%	92.04%
Corporate Services	785	609	697	190	27.26%	79.48%
Environment	907	897	902	18	2.00%	91.57%
Lifelong Learning	1,782	1,748	1,765	60	3.40%	90.14%
Schools	4,514	4,591	4,552.5	59	1.30%	87.95%

Quarter 2

July to September

Directorate	HC Q2 From	HC Q2 To	Q2 Average Head Count	Q2 Leavers	Q2 Turnover	Q2 Stability
Community Services	1,572	1,564	1,568	42	2.68%	93.05%
Corporate Services	606	613	609.5	22	3.61%	90.07%
Environment	913	907	910	19	2.09%	92.09%
Lifelong Learning	1,841	1,751	1,796	129	7.18%	88.59%
Schools	4,604	4,620	4,612	178	3.86%	88.66%

Flintshire County Council Total

164

Flintshire County Council Total

Quarter 3

October to December

Directorate	HC Q3 From	HC Q3 To	Q3 Average Head Count	Q3 Leavers	Q3 Turnover	Q3 Stability
Community Services	1,565	1,547	1,556	25	1.61%	93.64%
Corporate Services	615	629	622	8	1.29%	88.42%
Environment	952	944	948	15	1.58%	90.51%
Lifelong Learning	1,752	1,739	1,745.5	34	1.95%	91.15%
Schools	4,653	4,665	4,659	36	0.77%	89.14%

Quarter 4

January to March

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

Flintshire County Council Total

Turnover Summary

Last Refreshed On : 06/01/2011

Directorate	Q1 Leavers	Q2 Leavers	Q3 Leavers	Q4 Leavers	Sum
Community and Housing	1	0	0	0	1
Community Services	31	42	25	0	98
Corporate Services	190	22	8	0	220
Environment	18	19	15	0	52
Lifelong Learning	60	129	34	0	223
Schools	59	178	36	0	273
Sum:	359	390	118	0	867

Directorate	Q1 Turnover	Q2 Turnover	Q3 Turnover	Q4 Turnover
Community and Housing	2.30%	0%	0%	0%
Community Services	2.00%	2.68%	1.61%	0%
Corporate Services	27.26%	3.61%	1.29%	0%
Environment	2.00%	2.09%	1.58%	0%
Lifelong Learning	3.40%	7.18%	1.95%	0%
Schools	1.30%	3.86%	0.77%	0%

Directorate	Q1 Stability	Q2 Stability	Q3 Stability	Q4 Stability
Community and Housing	94.25%	0%	0%	0%
Community Services	92.04%	93.05%	93.64%	0%
Corporate Services	79.48%	90.07%	88.42%	0%
Environment	91.57%	92.09%	90.51%	0%
Lifelong Learning	90.14%	88.59%	91.15%	0%
Schools	87.95%	88.66%	89.14%	0%

Turnover Leaver Analysis

Last Refreshed On : 06/01/2011

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	12	6	45	14	8	6	93
Retirement	Male	1	5	2	21	4	4	2	39
	Female	0	0	0	1	1	1	8	11
Transferred To Another Employer	Male	0	1	0	1	0	0	0	2
	Female	0	0	0	1	1	0	1	2
Sum:		3	52	17	199	40	21	25	357

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	3	13	23	69	25	19	5	157
Retirement	Male	1	1	2	5	23	6	4	46
	Female	0	0	1	1	1	5	13	42
Transferred To Another Employer	Male	0	0	0	1	1	4	11	17
	Female	0	0	0	2	0	0	0	2
Sum:		5	88	36	114	43	47	53	386

Turnover Leaver Analysis

Last Refreshed On : 06/01/2011

Quarter 3

October to December		<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	<1 Mth	Sum:
Death In Service	Female	0	0	0	1	0	0	0	1
	Male	0	0	0	0	0	0	0	0
Dismissal	Female	0	0	0	1	2	0	0	3
	Male	0	0	1	1	2	0	0	4
End of Contract Term	Female	5	0	2	1	0	0	0	8
	Male	0	0	11	0	0	0	0	11
	Unspecified	0	0	0	0	0	0	0	0
Left Voluntarily	Female	2	2	27	12	0	3	2	48
	Male	3	3	14	10	1	0	0	31
Retirement	Female	0	0	0	0	1	1	0	2
	Male	0	0	1	2	1	1	0	5
Transferred To Another Employer	Female	0	0	1	0	0	0	0	1
	Male	0	0	2	0	0	0	0	2
Sum:		10	5	59	28	7	5	2	116

Quarter 4

January to March		Female	Male	Sum:
Death In Service	Female	0	0	0
	Male	0	0	0
Dismissal	Female	0	0	0
	Male	0	0	0
End of Contract Term	Female	0	0	0
	Male	0	0	0
	Unspecified	0	0	0
Left Voluntarily	Female	0	0	0
	Male	0	0	0
Retirement	Female	0	0	0
	Male	0	0	0
Transferred To Another Employer	Female	0	0	0
	Male	0	0	0
Sum:		0	0	0

Directorate Leaver Analysis

Last Refreshed On : 06/01/2011

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	11	2	23	8	3	3	50
	Retirement	0	0	0	1	0	1	1	3
	Transferred To Another Employer	0	1	0	1	0	0	0	2
	Sum:	0	12	2	26	9	5	6	60
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	3	5	4	27	6	5	2	52
	Retirement	0	0	0	0	0	0	3	3
	Sum:	3	7	4	28	7	5	5	59

Directorate Leaver Analysis

Last Refreshed On : 06/01/2011

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	17	9	4	1	43
	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	24	13	6	3	129
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	3	13	15	47	17	12	9	116
	Retirement	0	0	1	1	2	13	19	36
	Sum:	3	14	21	54	22	28	36	178

Directorate Leaver Analysis

Last Refreshed On : 06/01/2011

Quarter 3

October to December

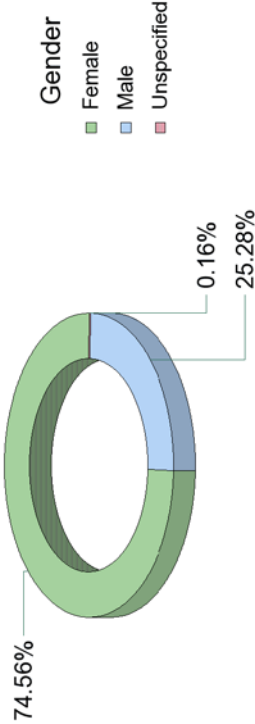
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Community Services	Death In Service	0	0	0	1	0	0	0	1
	Dismissal	0	0	1	1	0	0	0	2
	End of Contract Term	2	0	0	0	0	0	0	2
	Left Voluntarily	0	0	12	5	0	0	0	17
	Retirement	0	0	0	0	1	0	0	1
	Transferred To Another Employer	0	0	2	0	0	0	0	2
	Sum:	2	0	15	7	1	0	0	25
Corporate Services	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	0	0	0	0
	End of Contract Term	1	0	0	0	0	0	0	1
	Left Voluntarily	0	1	2	1	0	1	1	6
	Retirement	0	0	1	0	0	0	0	1
	Sum:	1	1	3	1	0	1	1	8
Environment	Dismissal	0	0	0	1	1	0	0	2
	End of Contract Term	0	0	1	0	0	0	0	1
	Left Voluntarily	1	1	4	3	0	0	0	9
	Retirement	0	0	0	1	1	1	0	3
	Transferred To Another Employer	0	0	0	0	0	0	0	0
	Sum:	1	1	5	5	2	1	0	15
Lifelong Learning	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	1	0	0	1
	End of Contract Term	2	0	2	0	0	0	0	4
	Left Voluntarily	2	3	13	7	1	1	0	27
	Retirement	0	0	0	1	0	0	0	1
	Transferred To Another Employer	0	0	1	0	0	0	0	1
	Sum:	4	3	16	8	2	1	0	34
Schools	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	2	0	0	2
	End of Contract Term	0	0	10	1	0	0	0	11
	Left Voluntarily	2	0	11	7	0	1	1	22
	Retirement	0	0	0	0	0	1	0	1
	Sum:	2	0	21	8	2	2	1	36

Diversity Summary

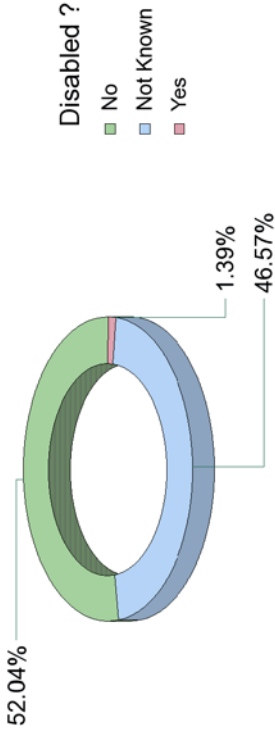
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Last Refreshed On : 06/01/2011

Flintshire County Council Diversity Summary

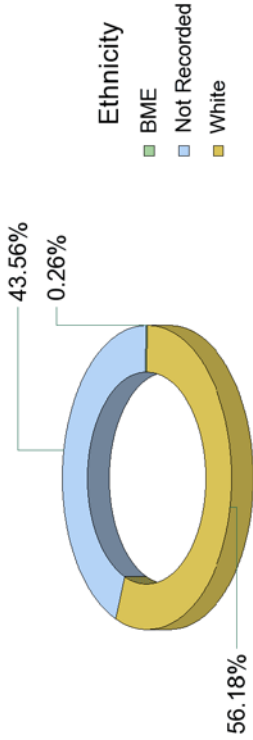
Gender	Total	%
Female	6,703	74.56%
Male	2,273	25.28%
Unspecified	14	0.16%
Sum:	8,990	



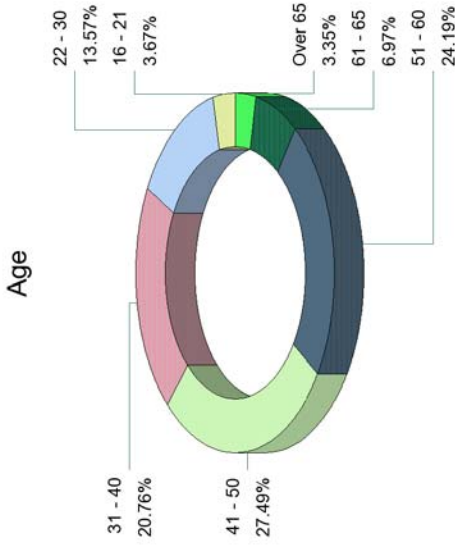
Disabled ?	Total	%
No	4,678	52.04%
Not Known	4,187	46.57%
Yes	125	1.39%
Sum:	8,990	



Ethnicity	Total	%
BME	23	0.26%
Not Recorded	3,916	43.56%
White	5,051	56.18%
Sum:	8,990	



Age	Total	%
16 - 21	330	3.67%
22 - 30	1,220	13.57%
31 - 40	1,866	20.76%
41 - 50	2,471	27.49%
51 - 60	2,175	24.19%
61 - 65	627	6.97%
Over 65	301	3.35%
Sum:	8,990	



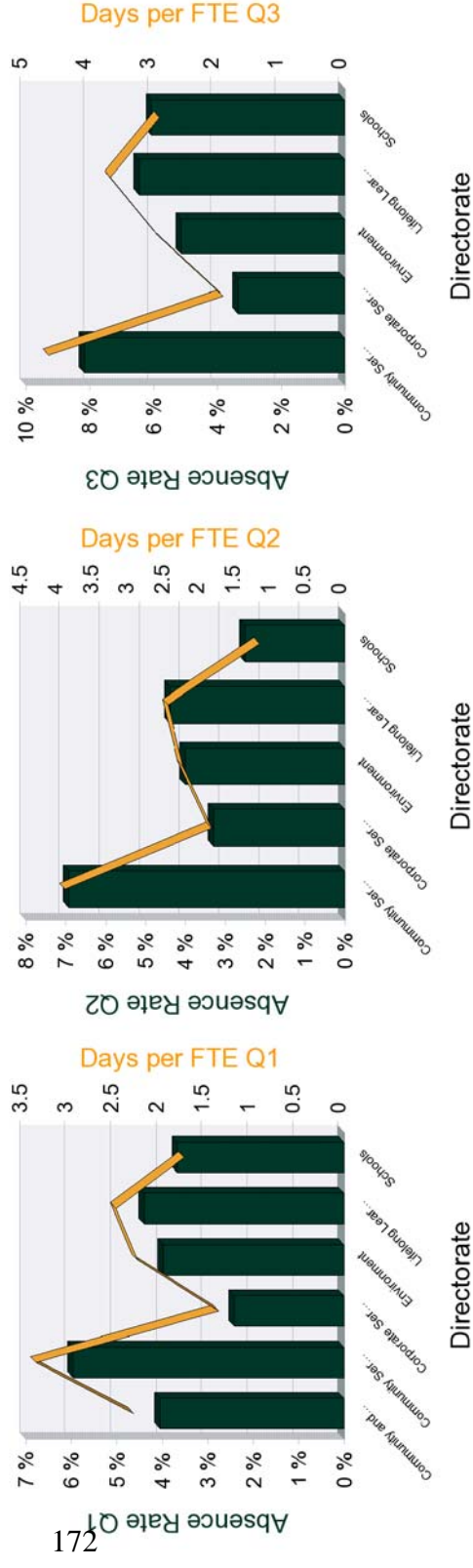
Absence Rate Summary By Directorate

Last Refreshed On : 20/01/2011

Cumulative Totals

Average Days Available	FTE Days Lost	Absence Rate	Days Lost Per FTE
879,122	42,908	4.88 %	10.4

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	1,909	4.05 %	2.31	0	0	0	0	0	0	0	0	0	0	0	0	2.31
Community Services	4,152	69,891	5.94 %	3.39	4,865	70,483	6.90 %	3.93	5,716	70,216	8.14 %	4.64	0	0	0	0	11.96
Corporate Services	598	24,800	2.41 %	1.37	813	24,745	3.28 %	1.87	822	24,591	3.34 %	1.91	0	0	0	0	5.15
Environment	1,721	43,265	3.98 %	2.27	1,743	43,689	3.99 %	2.27	2,346	45,921	5.11 %	2.91	0	0	0	0	7.45
Lifelong Learning	1,935	44,028	4.39 %	2.5	1,925	44,021	4.37 %	2.49	2,827	43,940	6.43 %	3.67	0	0	0	0	8.66
Schools	3,972	108,483	3.66 %	1.76	2,731	109,070	2.50 %	1.2	6,664	110,070	6.05 %	2.91	0	0	0	0	5.87
	12,455	282,376	4.26 %	2.27	12,078	292,009	4.14 %	2.2	18,374	294,737	6.23 %	3.32	0	0	0	0	

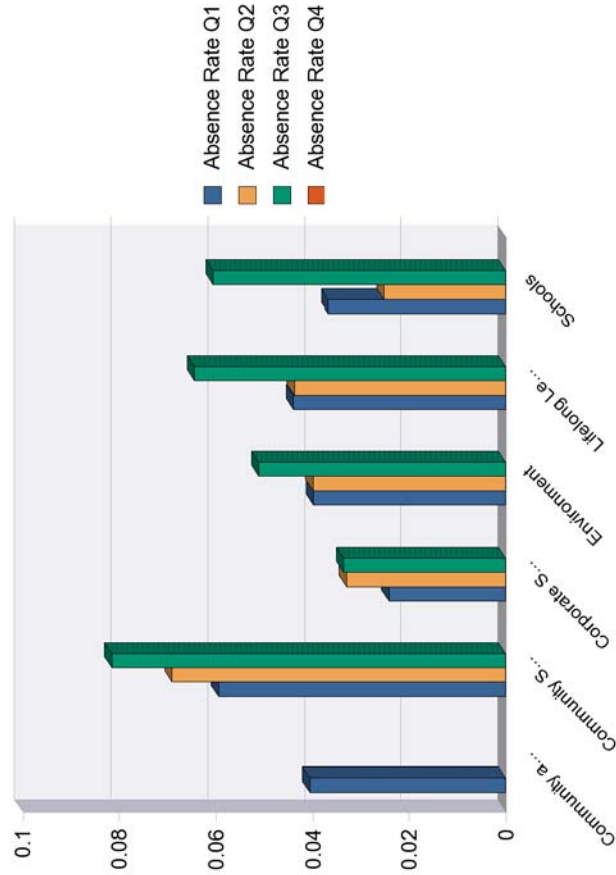
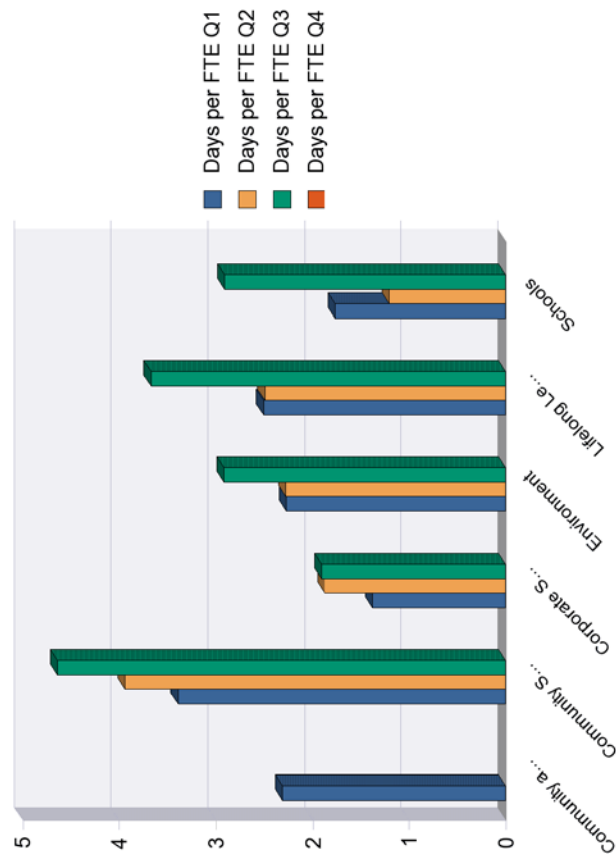


Absence Rate Summary By Directorate

Last Refreshed On : 20/01/2011

Directorate	Days per FTE Q1	Days per FTE Q2	Days per FTE Q3	Days per FTE Q4
Community and Housing	2.31			
Community Services	3.39	3.93	4.64	
Corporate Services	1.37	1.87	1.91	
Environment	2.27	2.27	2.91	
Lifelong Learning	2.5	2.49	3.67	
Schools	1.76	1.2	2.91	

Directorate	Absence Rate Q1	Absence Rate Q2	Absence Rate Q3	Absence Rate Q4
Community and Housing	4.05 %			
Community Services	5.94 %	6.90 %	8.14 %	
Corporate Services	2.41 %	3.28 %	3.34 %	
Environment	3.98 %	3.99 %	5.11 %	
Lifelong Learning	4.39 %	4.37 %	6.43 %	
Schools	3.66 %	2.50 %	6.05 %	



FLINTSHIRE COUNTY COUNCIL

Workforce Information Report

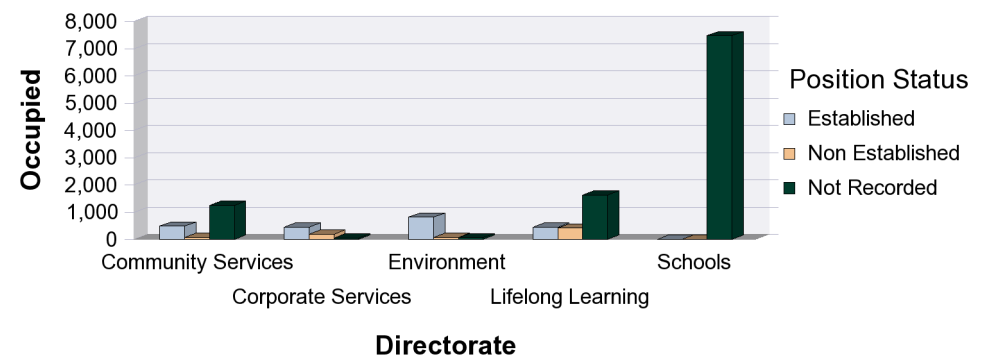
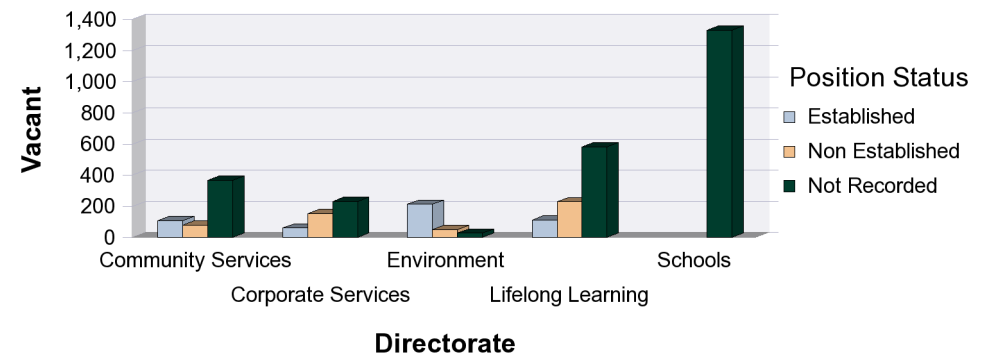
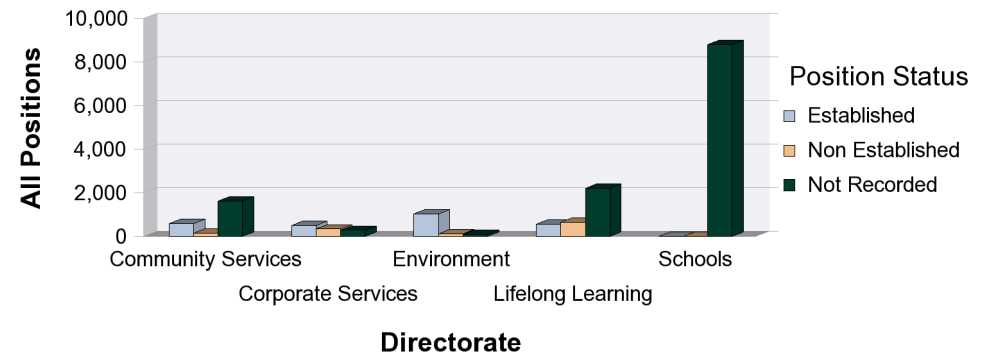
Period Up To : 30/09/2010

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

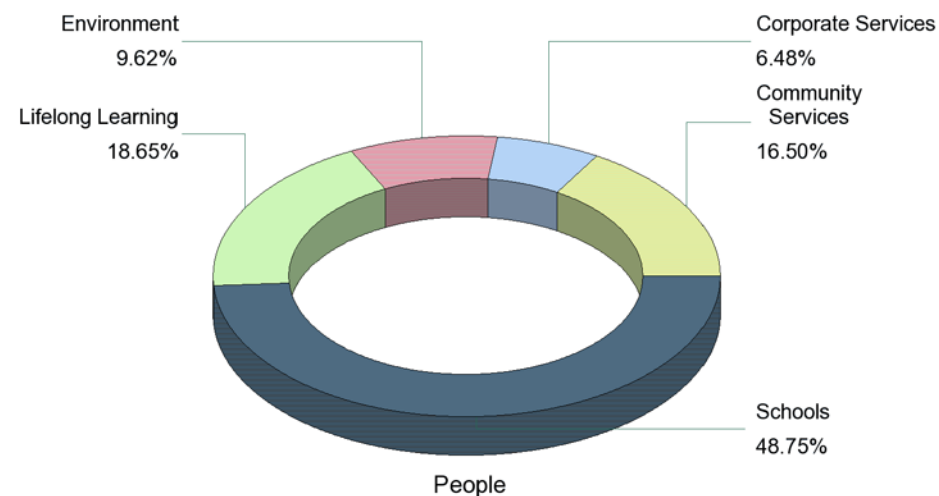
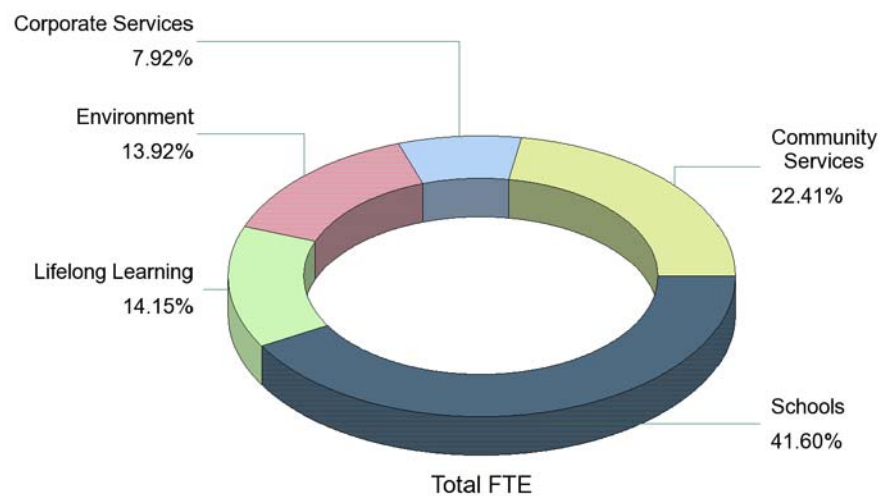
Data on this page is effective as at : 30/09/2010

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%

Directorate	HC Q1 From	HC Q1 To	Q1 Average Head Count	Q1 Leavers	Q1 Turnover	Q1 Stability
Community and Housing	45	44	44.5	1	2.25%	94.38%
Community Services	1,556	1,547	1,551.5	31	2.00%	91.85%
Corporate Services	785	609	697	190	27.26%	79.48%
Environment	909	899	904	18	1.99%	91.48%
Lifelong Learning	1,797	1,764	1,780.5	59	3.31%	90.09%
Schools	4,531	4,605	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%

Directorate	HC Q2 From	HC Q2 To	Q2 Average Head Count	Q2 Leavers	Q2 Turnover	Q2 Stability
Community Services	1,572	1,562	1,567	42	2.68%	93.04%
Corporate Services	606	613	609.5	22	3.61%	90.07%
Environment	916	910	913	19	2.08%	92.00%
Lifelong Learning	1,857	1,766	1,811.5	128	7.07%	88.60%
Schools	4,616	4,605	4,610.5	175	3.80%	89.04%

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%	

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

Directorate	HC Q4 From	HC Q4 To	Q4 Average Head Count	Q4 Leavers	Q4 Turnover	Q4 Stability
				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
	Unspecified	0	1	0	0	0	0	0	1
Left Voluntarily	Female	2	11	6	45	14	8	6	92
	Male	0	5	2	21	4	4	2	38
Retirement	Female	0	0	0	1	1	1	8	11
	Male	0	0	0	1	4	2	3	10
Transferred To Another Employer	Female	0	1	0	1	0	0	0	2
	Male	0	0	0	1	0	1	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
	Unspecified	0	0	0	0	0	0	0	0
Left Voluntarily	Female	2	13	23	66	25	20	5	154
	Male	1	2	5	23	6	4	5	46
Retirement	Female	0	0	1	1	5	13	22	42
	Male	0	0	0	1	1	4	11	17
Transferred To Another Employer	Female	0	0	0	2	0	0	0	2
	Male	0	0	0	1	0	0	0	1
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

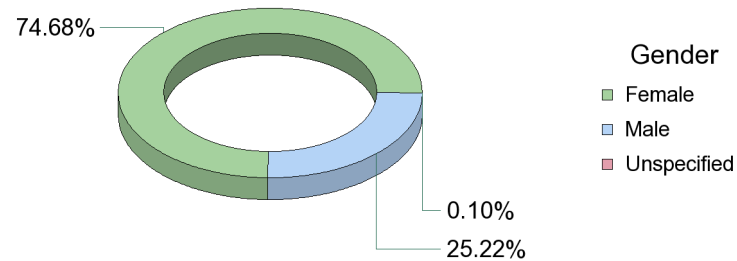
		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Community Services	Death In Service	0	0	0	0	1	0	0	1
	Dismissal	0	0	0	2	1	2	0	5
	End of Contract Term	0	1	0	1	0	0	0	2
	Left Voluntarily	0	0	0	14	4	4	0	22
	Retirement	0	0	0	1	1	3	5	10
	Transferred To Another Employer	0	0	0	2	0	0	0	2
	Sum:	0	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

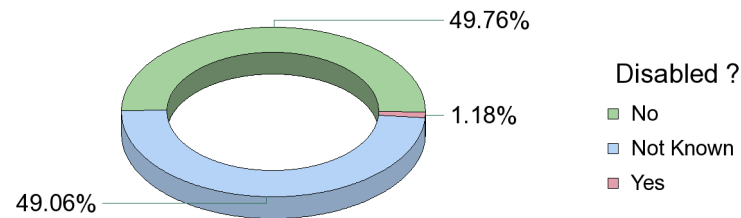
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Last Refreshed On : 04/11/2010

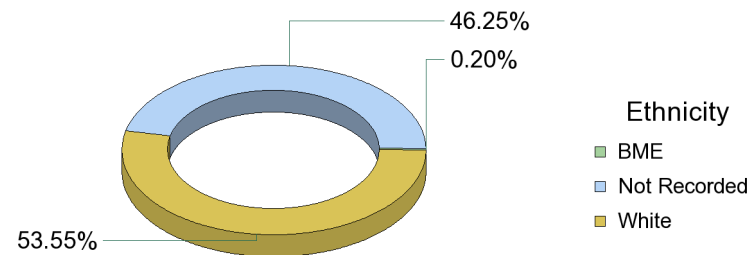
Gender	Total	%
Female	6,664	74.68%
Male	2,250	25.22%
Unspecified	9	0.10%
Sum:	8,923	



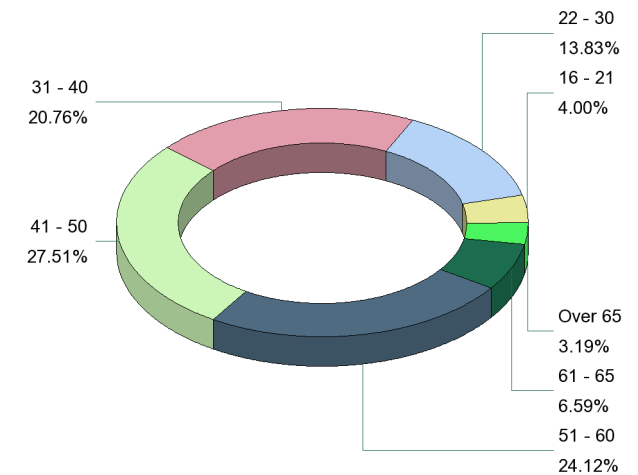
Disabled ?	Total	%
No	4,440	49.76%
Not Known	4,378	49.06%
Yes	105	1.18%
Sum:	8,923	



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



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	



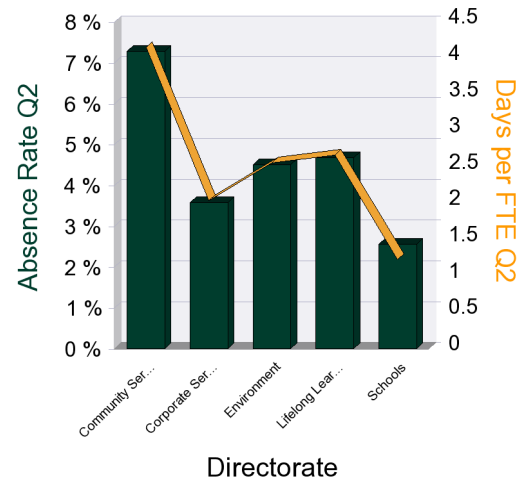
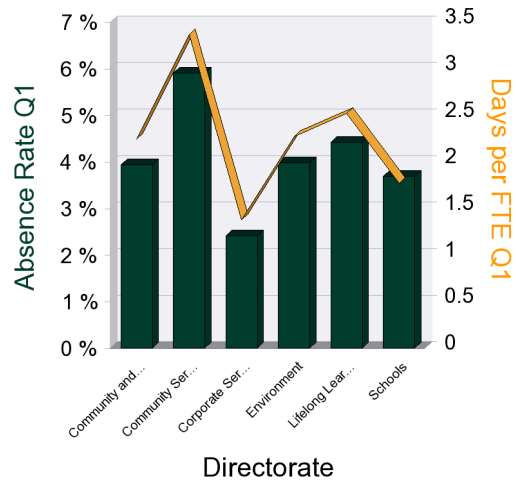
Absence Rate Summary By Directorate

Last Refreshed On : 04/11/2010

Cumulative Totals

Average Days Available	FTE Days Lost	Absence Rate	Days Lost Per FTE
584,409	25,302	4.33 %	9.23

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				2.24
Community Services	4,128	69,891	5.91 %	3.37	5,132	70,454	7.28 %	4.15	0				0				7.52
Corporate Services	598	24,800	2.41 %	1.37	887	24,745	3.58 %	2.04	0				0				3.42
Environment	1,721	43,208	3.98 %	2.27	1,965	43,660	4.50 %	2.57	0				0				4.84
Lifelong Learning	1,945	44,032	4.42 %	2.52	2,060	44,001	4.68 %	2.67	0				0				5.19
Schools	4,000	108,535	3.69 %	1.77	2,789	109,116	2.56 %	1.23	0				0				3
	12,469	292,432	4.26 %	2.27	12,833	291,978	4.40 %	2.34	0				0				

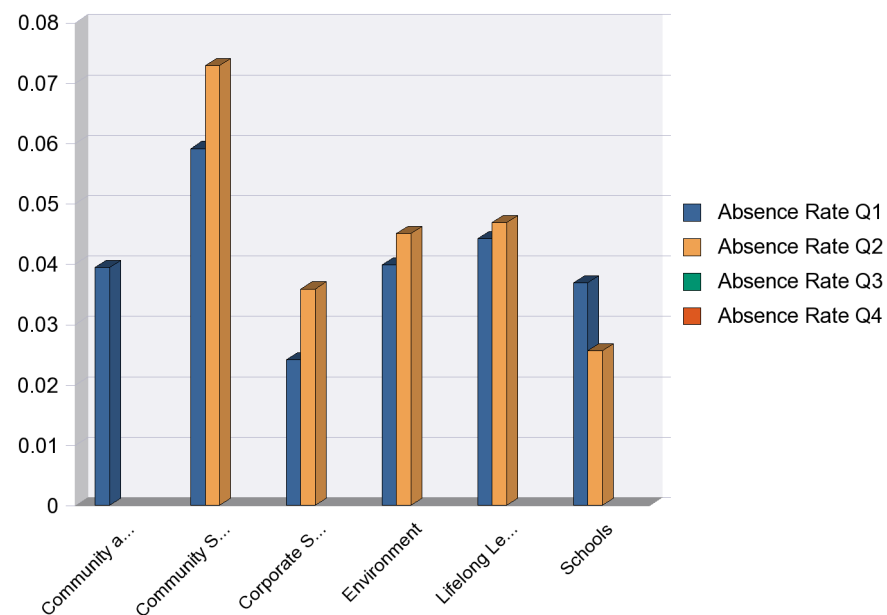
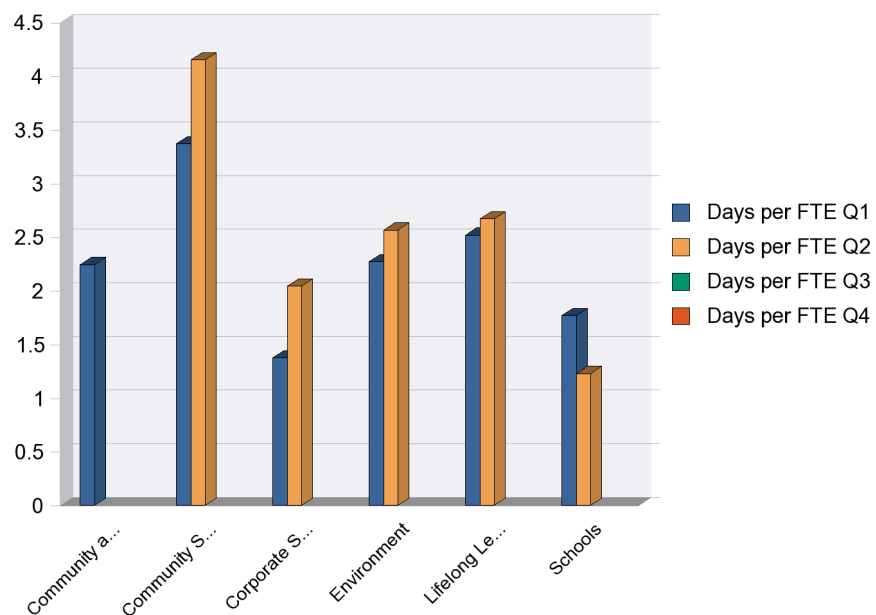


Absence Rate Summary By Directorate

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 %		



FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 16

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**
SUBJECT : **MATRIX CONTRACT UPDATE (MANAGED AGENCY STAFF SOLUTION)**

1.00 PURPOSE OF REPORT

- 1.01 This report provides an update on the contract for the provision of agency workers. The report shows quarter 3 of 2010/11 savings and provides an update on the development of procedures to maximise efficiencies and improve practice in relation to the use of agency workers.

2.00 BACKGROUND

- 2.01 The Matrix Contract has been established as a result of a collaborative procurement project with Denbighshire County Council and Wrexham County Borough Council. Flintshire County Council led the project and employed a Contract Manager to manage the contract on behalf of the three local authorities. Flintshire County Council went live on Matrix on 20 October 2008.

3.00 CONSIDERATIONS

- 3.01 The savings reported under 5 (Financial Implications) of this report represent the net savings (i.e. after deducting the Matrix SCM management fee) from the use of Matrix to procure agency workers as a result of negotiated rates with supplying agencies.
- 3.02 Flintshire's share of the cost of the Contract Manager position is to be funded out of these savings. This cost is split three ways between Flintshire County Council, Denbighshire County Council and Wrexham County Council at a rate of £4,500 per quarterly period.
- 3.03 The Housing Revenue Account (HRA) savings will be transported back to the HRA, which equates to the sum of £9,153.72 for quarter 3 of 2010 /11.
- 3.04 The revised process for the extension of temporary agency staff beyond 6 months has been running for 16 months. There is a decreasing trend based on last year and the numbers of agency staff who have been in the organisation for longer than 6 months has decreased since the last quarter. However, this remains an area which requires ongoing consideration.

Date: 10/02/2011

Agency Head Count

Year	2009	2010
October	200	206
November	158	152
December	155	138

- 3.05 Following the implementation of the fixed pence margin on 23rd August 2010, a review has been conducted to assess the progress so far. Since implementation a further 20 suppliers have joined the Matrix supplier list on the standard fixed pence margins. Only 1 supplier has been lost. All suppliers are billing in line with the new agreement, however, 11 are charging at an enhanced rate. Further work is being carried out to identify how we can reduce costs in locations paying the enhanced rate.
- 3.06 In addition to managing the enhanced fixed pence margin, we are continuing to identify further options for improving efficiencies and reducing costs. This includes reviewing the use of Matrix to assist in managing the use of consultants for one off projects to control the level of usage and spend. This will offer both direct and indirect cost savings and process efficiencies. This is currently being explored further.
- 3.07 A review of pay rates has been undertaken as these are currently being set independently within each authority and department. The aim is to set consistent pay brackets in line with neighbouring authorities and ensure the permanent staff salaries match the temporary pay rates. Information was gathered from Wrexham and Denbighshire to draw a comparison with similar posts within Flintshire. The results are under review to decide on how this will affect temporary staff joining the organisation in the future.

4.00 RECOMMENDATIONS

- 4.01 That Members note this update and endorse the approaches being taken to manage the use of agency workers more closely and to explore further options for increasing efficiency savings for Flintshire.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The figures shown below have been generated by the Matrix system and have been reconciled with the general ledger accounts. The tables show the spend and savings on agency workers during the third quarter of 2010 / 11. The management fee for Matrix SCM and the agency margin has already been deducted from these figures.
- 5.02 Projected savings of £269,000 were approved for the financial year 2010 / 11. The net savings for the third quarter are £93,844.60

- 5.03 From the savings of £93,844.60, there are two further figures that need to be deducted, i.e. Flintshire's share of the cost of the Contract Manager at £4,500 per quarter and the savings achieved for the Housing Revenue Account which must be passported back to that account. This will give a total net saving for this quarter of £80,190.88. The total net savings made for the 2010 / 11 financial year at the end of the third quarter is £262,267.41.

Period	Total Charge	Rebate	Rebate %
	£	£	
Q1	1,118,771.34	104,881.99	9.5%
Q2	1,116,531.63	105,910.81	9.7%
Q3	872,907.86	93,844.60	10.8%
Q4			
Less Contract Manager		£4,500.00	
Less HRA Savings		£9,153.72	
Revised Total		£80,190.88	

- 5.04 The following statistics provide a breakdown of the average number of agency workers per month. In the second quarter, the average headcount was 231 agency workers, which decreased to an average of 165 in this quarter.

Month	Spend £	Net Savings £	Net Savings %	Average number of agency workers (headcount)
Oct	£337,495.83	£33,028.01	9.79%	206
Nov	£311,944.60	£35,446.57	11.36%	152
Dec	£223,467.43	£25,370.02	11.35%	138

- 5.05 The information below provides details of the length of placements of agency workers, by Directorate. In summary, the current length of service report shows there are 41 placements with a duration of under one month, 98 placements have a duration of between one and six months, 26 placements with a duration of six to twelve months and 22 placements with a duration of over one year.

LENGTH OF PLACEMENT

Current Length of Placement by Directorate

Directorate	<1 Month	<6 Months	<12 Months	>12 months
Community Services	28	45	4	10
Chief Executive's Department			1	
Lifelong Learning		3		
Environment	13	44	21	11
Finance		5		
HR & Organisational Development		1		1
ICT & Customer Services				
Legal and Democratic Services				
Clwyd Theatr Cymru				

- 5.06 The statistical information above indicates that work needs to continue, both corporately and by Directorates, to ensure that agency workers are used only for limited time periods. 25.67% of all Flintshire temporary workers have been in the organisation for over 6 months, this is a dramatic decrease compared to last quarter. In order to reduce costs, only true temporary opportunities should be filled utilising this method. In the current climate, it is vital we closely monitor the reasons for filling a vacancy with a temporary worker and to reduce the level of agency use. Permanent employees who are at risk of redundancy must be given the opportunity to be considered for any vacant posts in order to mitigate and avoid compulsory redundancies.
- 5.07 The most significant piece of legislation due to come into force in 2011 is the implementation of the European Union's Agency Workers Directive into UK law on 1st October 2011. This covers the relationship between end-user, temporary work agency and the worker and guarantees the right to equal treatment: basic employment and working conditions after 12 weeks in the job (working time, holidays, public holidays and pay) in comparison with directly recruited counterparts. The Contract Manager is currently reviewing the extension process with the intention of reducing the time frames of temporary workers to mitigate risk.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 None

9.00 PERSONNEL IMPLICATIONS

- 9.01 The Council has an objective to reduce the numbers of agency workers and the length of their placements by ensuring that the procurement of agency workers is properly managed and that agency workers are being used only in appropriate circumstances. The process for the approval of extension of placements at 6 and 12 months is supporting the Council in meeting this objective. However, further measures now need to be taken to ensure that the level of usage and length of placements are further reduced.

10.00 CONSULTATION REQUIRED

- 10.01 None

11.00 CONSULTATION UNDERTAKEN

- 11.01 None

12.00 APPENDICES

- 12.01 None.

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

None

Contact Officer: Helen Stappleton
Telephone: 01352 702720
E-Mail: helen_stappleton@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **TRADE WASTE REVIEW OF CHARGES FOR 2011/2012**
 FINANCIAL YEAR

1.00 PURPOSE OF REPORT

- 1.01 To seek Members approval to increase the Trade Waste collection and disposal charge to take account of the above inflation rises in the cost of Landfill Tax.

2.00 BACKGROUND

- 2.01 Flintshire County Council, as part of the Controlled Waste Regulations, has a statutory obligation to provide a waste collection service for commercial organisations in the County. Commercial or Trade organisations are not obliged to use the service and can make their own arrangements, providing they hold the necessary documentation demonstrating compliance with their 'Duty of Care' for the safe disposal of their waste.
- 2.02 Schools and other Council owned properties i.e. Libraries and Civic centres are also offered the service and are charged at the same rate as Trade customers. Religious buildings and some charitable shops however currently receive a free service from the Council in line with the Councils policy for waste collections
- 2.03 The service is intended to be supplied at a cost that reflects the actual cost of delivery and the Council is not expected to make a financial loss or gain from its provision
- 2.04 The current service utilises both the domestic rounds and a dedicated vehicle to undertake the Trade waste collections. The proposal to introduce Managed Weekly Collections for domestic waste and to improve the efficiency of the domestic collection rounds by undertaking a round review will require a review of the Trade Waste service delivery. This impacts on the cost of the Trade Waste service provision.
- 2.05 The main factor contributing to the cost of the service however, is the cost of disposing the material in landfill. The introduction of a Landfill Tax escalator on material sent to landfill was introduced by the UK government in 2004/5

Date: 10/02/2011

and its value has increased annually, at an above inflation (RPI) rate, since that date.

- 2.06 In recent years the charge rendered for the Trade Waste service has increased at the rate of inflation only and the gap between the cost of operating the service and the income has widened to a point where the charge needs to rise to a level which reflects the true cost of operating the service.
- 2.07 The Trade Waste service is currently utilised by approximately 1,100 Internal, charitable organisations and Trade customers across the County
- 2.08 The service operates using wheeled bins of various sizes or by providing green sacks for customers to contain their trade waste. Most receive weekly collections but some customers request two or more collections each week and also require multiple wheel bins or sacks. The charging arrangement is flexible and the charge varies in line with the service provided

3.00 CONSIDERATIONS

- 3.01 The Table below sets out the Landfill Tax escalator since its introduction in 2004/5

Year	£ Per Tonne Landfilled
2003/4	0
2004/5	15
2005/6	18
2006/7	21
2007/8	24
2008/09	32
2009/10	40
2010/11	48
2011/12	56
2012/13	64
2013/14	72
2014/15	80

- 3.02 Taking into account the cost of the Landfill Tax and the cost of collection, the total cost of delivering the service has risen by 112% in the period since 2003/4 whilst the RPI has increased the charge for the service by just 27%.

This situation should therefore be addressed by increasing the charge made for the service to reflect the cost of delivery.

- 3.03 In order to mitigate the immediate impact on the Trade customers currently utilising the service it is proposed that the increased charge is spread over a two year period, and that future charges are increased to reflect the increasing Landfill Tax charge plus RPI only.
- 3.04 Discussions will take place with the internal Council departments that currently use the service. Information will be provided on alternative suppliers within the private sector, thus allowing cost comparisons to be undertaken. Advice will also be provided on reducing the overall cost of the service requirement, by introducing further recycling opportunities to day to day operations.
- 3.05 The Trade waste collected currently goes directly to landfill and no recycling opportunity is offered to Trade customers. The opportunity to offer a recycling service will be discussed with each trade customer in the coming year and will allow the charging structure to be reassessed. Any future charging arrangement will maintain the principle of an overall cost neutral service with the income generated matching the cost of service delivery.
- 3.06 It is possible that some existing customers may chose not to renew their contract after the increase as there are a number of private companies in the County providing a Trade waste service. In this eventuality, the service will be redesigned to meet the numbers taking up the offer and the cost of operating the service will reflect the reduced income.
- 3.07 The proposed charging levels are comparable with the Trade Waste charging levels for the financial year 2011 - 12 to be made by neighbouring Councils and private operators The comparative levels are highlighted in the following Table

Weekly Charges	*Costs not inclusive of VAT			
	Wrexham	Denbighshire	Typical charge within the private sector	Flintshire (Inc 50% Uplift)
Container Size				
240 Litre Bin	6.65	4.57	7.92	5.01
360 Litre Bin	8.02	6.56	8.09	5.59

660 Litre Bin	12.27	11.82	11.09	8.73
1100 Litre Bin	16.85	20.14	13.42	13.35

Appendix A provides a full list of proposed charges for 2011/1012.

4.00 RECOMMENDATIONS

- 4.01 Members approve the following increases for the Trade Waste collection service

2011 -12 50% Increase
 2012 - 13 25% increase
 Subsequent years RPI + Landfill Tax escalator

- 4.02 That recycling arrangements be offered to each Trade customer over the next 12 months with a charging mechanism that reflects a cost neutral position for the provision of the service.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The impact on the income is difficult to predict as current customers may choose not to renew their contract and utilise a private sector company. In this case the service will be reduced to ensure the scale and cost of operating the service is matched by the income received from the charges made.

- 5.02 The increased charge will impact on Council Departments utilising the service however further discussions are necessary with Service Managers affected by the proposals.

6.00 ANTI POVERTY IMPACT

- 6.01 None identifiable.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None identifiable.

8.00 EQUALITIES IMPACT

8.01 None identifiable.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None identifiable.

11.00 CONSULTATION UNDERTAKEN

11.01 Not applicable.

12.00 APPENDICES

12.01 Trade Prices - External English Jan 2011

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Stephen O Jones
Telephone: 01352 704700
E-Mail: stephen_o_jones@flintshire.gov.uk

Flintshire County Council

Commercial Trade Refuse Collection Service

Charges for Refuse Collections from 1 April 2011 to 31 March 2012

Bin Size	Weekly Cost Excl. VAT	Annual Charge Excl. VAT	Total Charge Inc. VAT @ 20%
240 ltr (3 bags)	£5.01	£260.52	£312.62
360 ltr (4 bags)	£5.59	£290.68	£348.82
660 ltr (8 bags)	£8.73	£453.96	£544.75
*770 ltr (10 bags)	£11.05	£574.60	£689.52
1100 ltr (13 bags)	£13.35	£694.20	£833.04
*1280 ltr (14 bags)	£14.95	£777.40	£932.88

Green Trade Sacks	Charge Excl. VAT	Total Charge Inc. VAT @ 20%
50	£97.59	£117.11
100	£195.18	£234.22
250	£487.95	£585.54

A review of the trade waste collection service will be undertaken in 2010 which may result in an increase which will be applicable from date of notification.

Please Note: The 770 litre and 1280 litre wheel bins are no longer available, therefore priced for existing customers only.

The annual charge is for a **single** weekly empty of the wheel bin only.

No excess waste will be taken from outside the wheel bin.

A more frequent weekly service is available by arrangement at the same rate for each additional empty.

No access to the bin - It is your responsibility to ensure there is access on the day of collection. The bin will not be emptied if there is no access. If a return visit is requested, this will be charged at the standard rate of £30.00 plus VAT.

Extra Waste on Site - Additional waste can be taken on the normal collection day and will be charged at £1.00 per bag.

One off Extra Collections - If an extra collection is required this will be charged at a rate of £30.00 + the weekly cost of that bin size + VAT.

Extra Waste on site, One Off Collections and Extra Collections

Must be arranged before the usual collection day by telephoning Environmental Services on 01352 703350.

Environmental Services, County Depot, Chester Road East, Queensferry, CH5 1TD

PLEASE RETAIN THIS SHEET FOR YOUR INFORMATION.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 18

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **DEESIDE LEISURE CENTRE: PHASE 3**

1.00 PURPOSE OF REPORT

- 1.01 To advise of proposals for Phase 3 of the re-development of Deeside Leisure Centre

2.00 BACKGROUND

- 2.01 The phased re-development of Deeside Leisure Centre under the Partnership Agreement with Alliance Leisure Services is well underway. The first phase to provide 6 floodlit 5-a-side pitches was completed in November 2010 and is in use. The second phase to provide new Fitness/Health/Spa facilities was approved in December 2010 and is scheduled to commence construction in March 2011 for completion fully by end 2011. This report concerns proposals for the third phase of the re-development which comprises principally works to the original Ice Rink and also the Reception.

3.00 CONSIDERATIONS

- 3.01 The original Ice Rink, now known as the Arena, has operated in recent years principally as a venue for in-line roller hockey. The proposals involve the re-development of this large space to establish the first indoor Extreme Sports arena in Wales; and also to refurbish the current Entrance Reception area.
- 3.02 The proposed conversion works to the Arena comprise:
- i) A 1452 square metre indoor wooden ramp area providing facilities for skateboarders, BMX riders and in-line skaters;
 - ii) A 10 pole x 5 metre high Indoor High Ropes course;
 - iii) A 7 metre high Climbing Tower and an 87 square metre bouldering facility; and
 - iv) External facade improvements incorporating new glazed area to provide a "shop window" impact.
- 3.03 This new exciting re-development will benefit from its own Reception and Hiring facility adjacent to the facility and accessed directly from the Main Reception area by a specifically designated route designed to cater for user-owned boards and bikes.
- 3.04 The proposed works to the Entrance Reception area provide for a re-designed Reception and principally for an expanded Cafeteria area

Date: 10/02/2011

incorporating Soft Play provision. In addition, there will be 2 x Party/Meeting Rooms located adjacent to the Entrance area. We are exploring the potential for a franchised operation of the catering facility which could include a contribution toward the capital costs. However, the financial details attached to the report include for all costs to be met within the total expenditure.

- 3.05 The Appendix to this Report contains more details of the proposed refurbishment works within Phase 3 including the financial details. The estimated total cost of the works is £2,051,776 and financial details can be summarised as :

	Year 1 (£)	rising to	Year 5 (£)
Total Income	443,820		561,346
Total Rentals	249,726		298,054
Net operating Surplus	194,094		263,292

- 3.06 As with the Phase 2 works, Alliance Leisure Services will offer a Performance Risk Share which will guarantee income levels up to an agreed threshold with a share of income achieved above that level. Threshold levels have yet to be agreed but will not be lower than the necessary level to meet all rental payments due under the contract.
- 3.07 Additionally, there have been some additional infrastructure works identified together with some value engineered savings. It has been confirmed that a new Electricity Sub Station is required on site as the current supply is insufficient to meet current demand. Secondly, the existing Arena roof has been identified as unsound and requiring replacement. Thirdly, the Sports Hall floor is well beyond its designed life and requires replacement. On current estimated costs for these infrastructural works it is clear that all can be accommodated on a rental basis from within the identified net operating surplus. Finally, the value engineered savings identified total some £198,031 and will offset the final contract sum.
- 3.08 If approved, it is considered that Phase 3 could be undertaken in parallel with Phase 2 and with minimal disturbance to the existing operation of the Centre. The Centre will remain operational throughout; albeit that there will be some time-limited short disruption to normal service delivery on occasions. On this basis, it is considered possible that completion of Phase 3 can be achieved by October 2011 with a commencement April 2011.

4.00 RECOMMENDATIONS

- 4.01 Executive is invited to approve the proposed Phase 3 re-development works a Deeside Leisure Centre and to authorise officers to conclude a Works Contract to meet all requirements within the financing constraints.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The detailed financial implications are set out within the Appendix to the report and confirm that total annual expenditure comprising rentals can be met in full from the net operating surplus. Thus, there is no additional capital or revenue implication.

6.00 ANTI POVERTY IMPACT

- 6.01 The proposed refurbishment will provide new exciting facilities not currently available at a public facility in Wales.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The external appearance of the Centre will be much improved by the new facade.

8.00 EQUALITIES IMPACT

- 8.01 The new facilities will provide opportunities for a market sector - principally a youth market - not currently available anywhere in Wales.

9.00 PERSONNEL IMPLICATIONS

- 9.01 There will be additional employment opportunities created as a consequence of this proposed re-development.

10.00 CONSULTATION REQUIRED

- 10.01 A planning application has been lodged relating to the proposed facade works. Further consultations will be required with existing users.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultations have taken place with specialist service designers and providers in preparing these proposals.

12.00 APPENDICES

- 12.01 Facility Development Proposal Jan 20th.

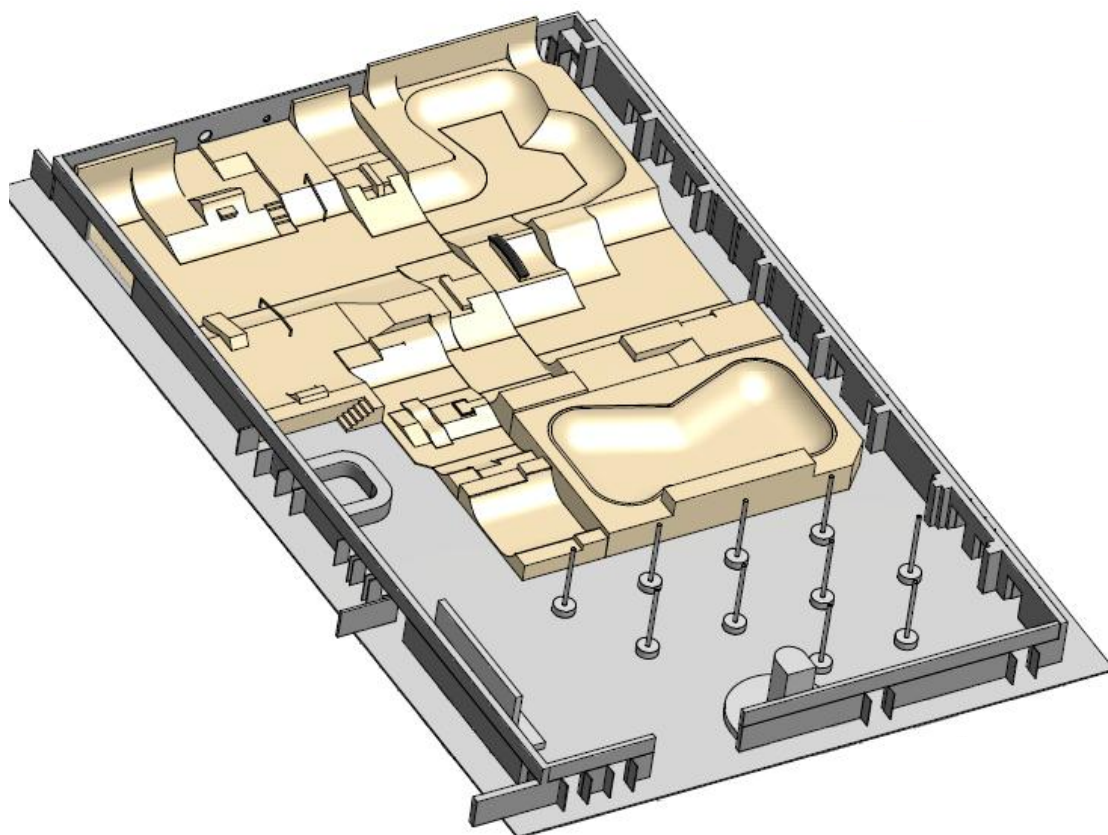
LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 **BACKGROUND DOCUMENTS**

none

Contact Officer: Mike Hornby

Telephone: 01352 702452
E-Mail: mike_hornby@flintshire.gov.uk

Flintshire County Council
Phase 3 Extreme
Development Proposal
For
Deeside Leisure Centre



Content

1. Executive Summary
2. The Extreme Concept
3. The Development Proposal for Extreme
 - Façade
 - Reception
 - Café & Soft Play facility
 - Arena
4. Feasibility Report
5. Summary of Business plan & Costings
6. Project Cost Summary
7. Summary of Performance & rental with all phases completed
8. Summary of Performance and Rental with all phases completed (Profiled)

Appendices

- 1 Feasibility Report
- 2 Extreme Timetable & Staffing requirement
- 3 ISG Costings

1. Executive Summary

The proposal has been compiled by Alliance Leisure Services Limited (ALS), in conjunction with ISG and Pozzoni to demonstrate the potential for re-development at Deeside Leisure Centre to create the first indoor 'Extreme' facility in Wales. Independent planning has been carried out by FMG Consulting.

The current arena (old ice rink) is predominantly used for roller hockey and some indoor 5 a-side football. The arena is vastly under-utilised and with the development of the outdoor 5 a-side pitches there is the opportunity to re-develop this space into an activity dynamic facility that will not only increase usage but generate significantly more income.

The arena currently generates c£12,000 income per annum, once utilities, maintenance, cleaning costs are taken into account. It is estimated at best, this space makes no revenue contribution to the overall performance of the facility.

International statistics state that skateboarding, in-line skating and BMX-ing are the fastest growing sport in the world and that collectively they involve more young people between the ages of 7 – 20 than any other single sport. UK statistics state that 25% of young people regularly participate in extreme sports. Locally, Flintshire has undertaken a number of surveys which support the need for an indoor 'Extreme' Facility, and supports the provision of a county premier facility in its 'Wheeled Play Strategy 2004'

FMG have undertaken a feasibility study on the creation of an indoor Extreme facility at Deeside Leisure Centre and suggest that such a facility could attract over 100,000 visits per annum which would generate an income level of over £400,000 in year 1 rising to over £500,000 from year 2 onwards. Once the cost of the new operation has been accounted for, the facility could return a net surplus of £194,094 in year 1 rising to £298,054 by year 5. Once the rental for the investment is taken into account the facility starts to make a net surplus in year 3 of £1,464 rising to £15,620 by year 5. This relatively low surplus can be attributed to the phase 3 build costs (£2,051,776) which not only encompass the direct revenue opportunities of the extreme facility but also include significant improvements to the reception area which whilst having no direct revenue attributed to it does contribute to the overall perception and ambience of the facility.

The overall investment for Deeside Leisure Centre if phase 3 is undertaken is £5,478,035 and by year 2 a return on this investment could be realised to the value of £66,359. Recent investigations have highlighted the need for investment in three specific maintenance aspects of the building; electrical supply; the arena roof and the sports hall floor which does have a potential impact on the global investment of £595,000. There is the opportunity to value engineer some of the potential works - £198,000 having been identified, however the centre can absorb this due to the profiling of the rentals and still make a year on year return. (based on profiling performance and rental s by 12 equal months. With the profiled performance the investment is making a year on year surplus of £19,050 in year 2010/11; £76,680 in year 2011/12 (cumulative £95,729); £2,588 in 2012/13 (cumulative £98,318) and £49,673 in 2013/14 (cumulative of £147,991).

The report is therefore supporting the business case for the development of the Extreme facility as it will contribute a positive return to the centre. Arguably of equal importance, the investment is addressing essential building issues that will need to be addressed if the centre is to have longevity. By March 2014 the centre will have invested between £5.5m - £6m into its infra-structure and returned in excess of £140,000 of new surplus which will leave Deeside Leisure Centre in a strong financial position in the continuation of its provision as not only a local provider of leisure but a regional centre as well.

2. The Extreme Concept

“Skateboarding, inline skating and BMXing are the fastest growing sports in the world. Collectively they involve more young people between the ages of 7 – 20 than any other single sport. Recognition is on the increase with BMX racing featuring in the 2008 Beijing Olympic Games”

(The Superstudy of Sports Participation, ASD)

Background:

- Between 2001 and 2003 regular adult participation has doubled to 5%
- 13.4% of adults have taken part on an occasional basis
- 12% of adults would like to participate in extreme sports (5.8m)

(Adult being 15 – 24 years olds)

- 25% of young people regularly participate in extreme sports
- Government is starting to take notice of the positive benefits these lifestyle sports can accrue – entering policy arena as part of crime prevention
- Presently in the UK there are insufficient facilities for this population

**Sport England commissioned University of Brighton
to study Extreme / lifestyle sport**

User Profile:

- 83% are aged 10 – 24 (95% male)
- 60% male / 40% female (when socialisers & spectators included)
- 53% of users will travel over 30 miles to go to an indoor facility
- Users will use indoor facilities 2 – 3 times per week
- 69.1 % of users wanted a well-run commercial centre that charged entrance fees / 91.1% wanted it indoors

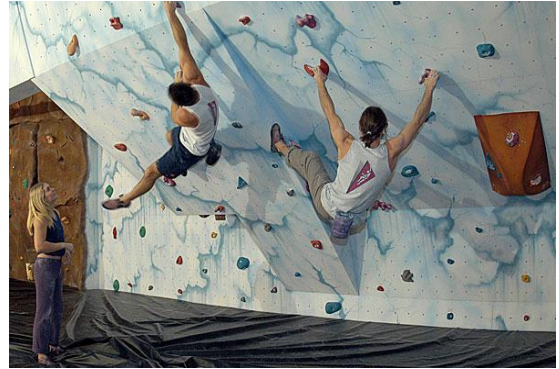
ExPark Consumer Survey



Climbing & Bouldering:

Mintel stated that there were 700,000 climbers in the UK (2003) and it has been documented that climbing is one of the fastest growing sports in the UK. Indoor climbing centres have increased in popularity with many traditional outdoor climbers now frequenting indoor facilities to practice and train. At indoor climbing walls the activities that are participated in are:

- Bouldering: 72%
- Top Rope: 67%
- Lead Climbing: 74%



With the popularity in bouldering clearly evident a number of bouldering only centres have opened up within the last four years. This popularity is due to:

- Ability to take part individually (climbing requires a partner)
- No ropes are required and as it is normally between 2 – 4 metres in height it is deemed a safer activity
- It is great for physical fitness and acts as a training venue for climbers
- Great introduction for children to learn the sport
- It is a recognised sport with pure bouldering competitions now held and a British Team competing around the world.

High Ropes

The market for affordable and accessible high ropes is unquestionably significant and appears to only be constrained by the right offering being made available in the right locations.

Historically the market has been focussed on providing a relatively expensive experience on a linear course where progress is limited by the pace of the slowest user. Moreover age and size constraints and levels of adult supervision required have not allowed usage by children under twelve, thereby alienating the family market.

In addition, the corporate and education offering has been largely constrained by concentrating the offer on the high ropes course alone, rather than including it within a much broader learning and development experience. Integrating the positive individual and team development achieved on a high ropes course with other positive learning opportunities such as climbing, bouldering and wheeled activities provided at DLC will help to ensure that every revenue stream is maximised.



Overall Extreme Outcomes:

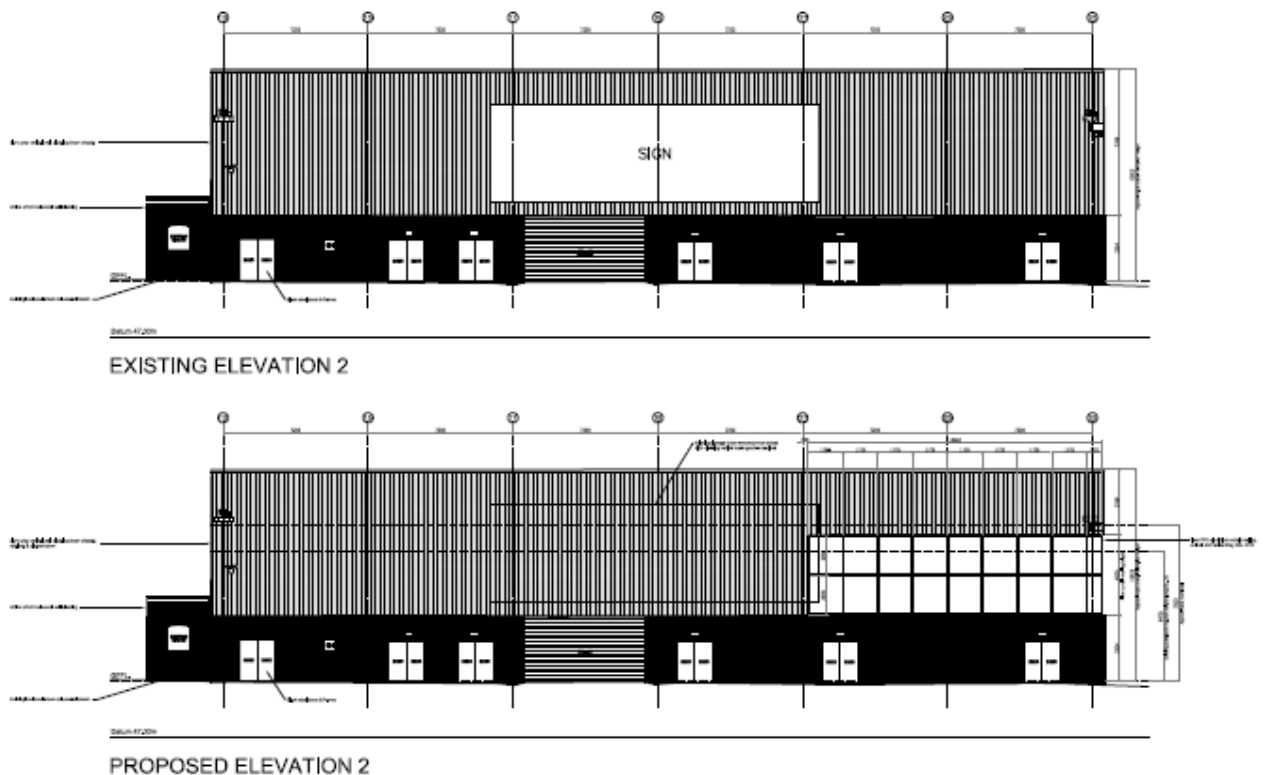
- Provision of relevant facilities that appeal to the younger market
- Provision of relevant recreational facilities for a disenfranchised youth sector
- Contribution to regeneration of communities
- Contribution to crime diversion and community strategies
- Provision of engaging part time and full time employment opportunities
- Contribution to community outreach programmes and activities

3. The Extreme Development Proposal

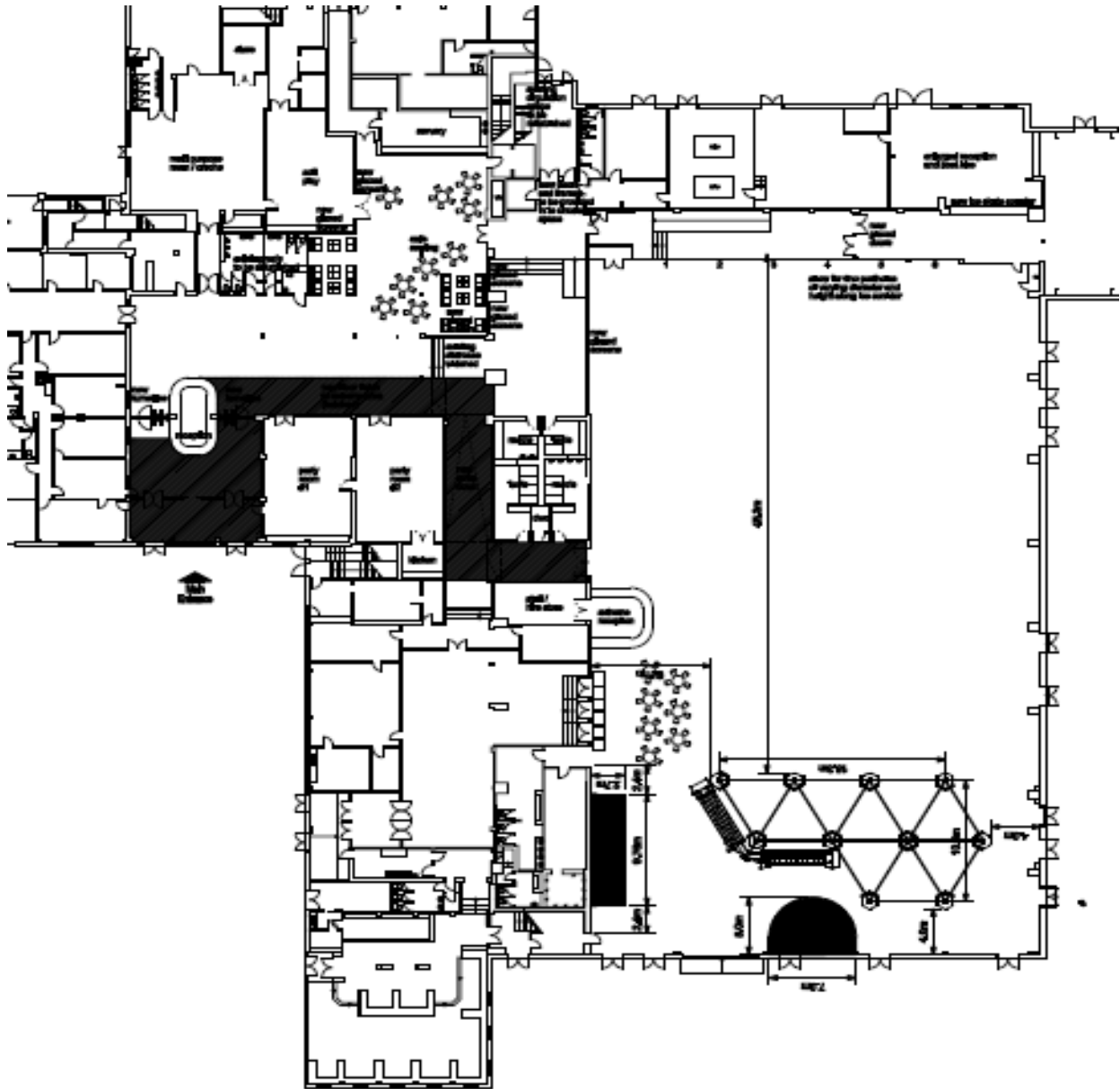
To design and develop the first Welsh indoor Extreme arena within the existing arena (old ice rink) which will comprise of:

- A modernised façade by introducing new curtain wall glazing
- A 1452 sqm wooden skate park with areas designed for both beginners and more competent users in the disciplines of:
 - BMX riders
 - Skateboarders
 - In line skaters
 - Scooters
- A 10 pole 5m high ropes course
- An 80sqm bouldering facility
- A 7m high climbing tower
- 89sqm soft play facility adjacent to a new café
- Refurbished reception area and access to the Extreme arena

New Facade



New reception / Extreme layout



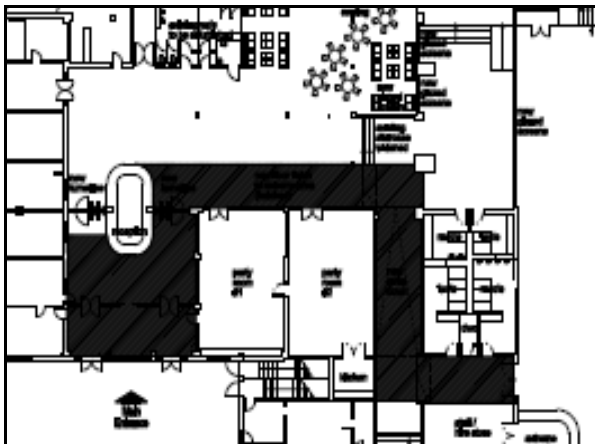
Reception Detail

The scheme is looking to create a new entrance for reception which will be visually more inviting. The design is to split the reception into a double entrance with dry sports, fitness and spa entering the left hand reception area whilst ice and Extreme enter via the right hand side. The reception counter is to be pushed backwards and replaced with a modern functional servery which will allow up to four staff at any one time to serve customers.

The current café is to be refurbished and opened up to be more inviting and visual for the whole centre. Adjacent to this is a small soft play area which will cater for the under 5's market and allow parents / carers to relax with a coffee whilst the toddlers can play. This is also located next to a multi-purpose room to allow birthday party usage.

An area will be created for bikes / skateboarders etc. to use which will lead them directly to the Extreme zone. The Extreme zone will maintain a number of visual areas to ensure all ice users can see the activity and café users can watch the area if they so wish.

The current physio space will be converted into party rooms to ensure that this high income generating activity can be catered for.

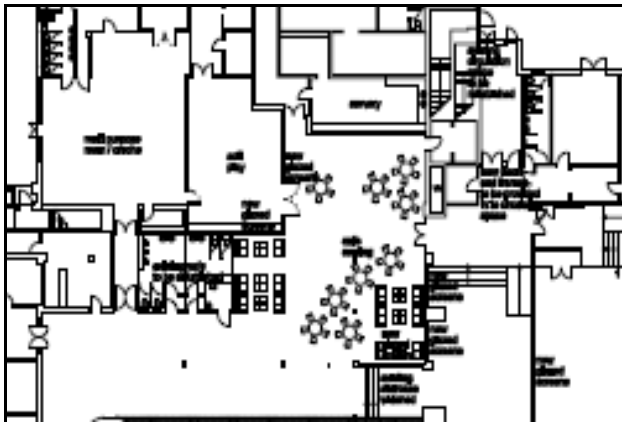


Café & Soft Play

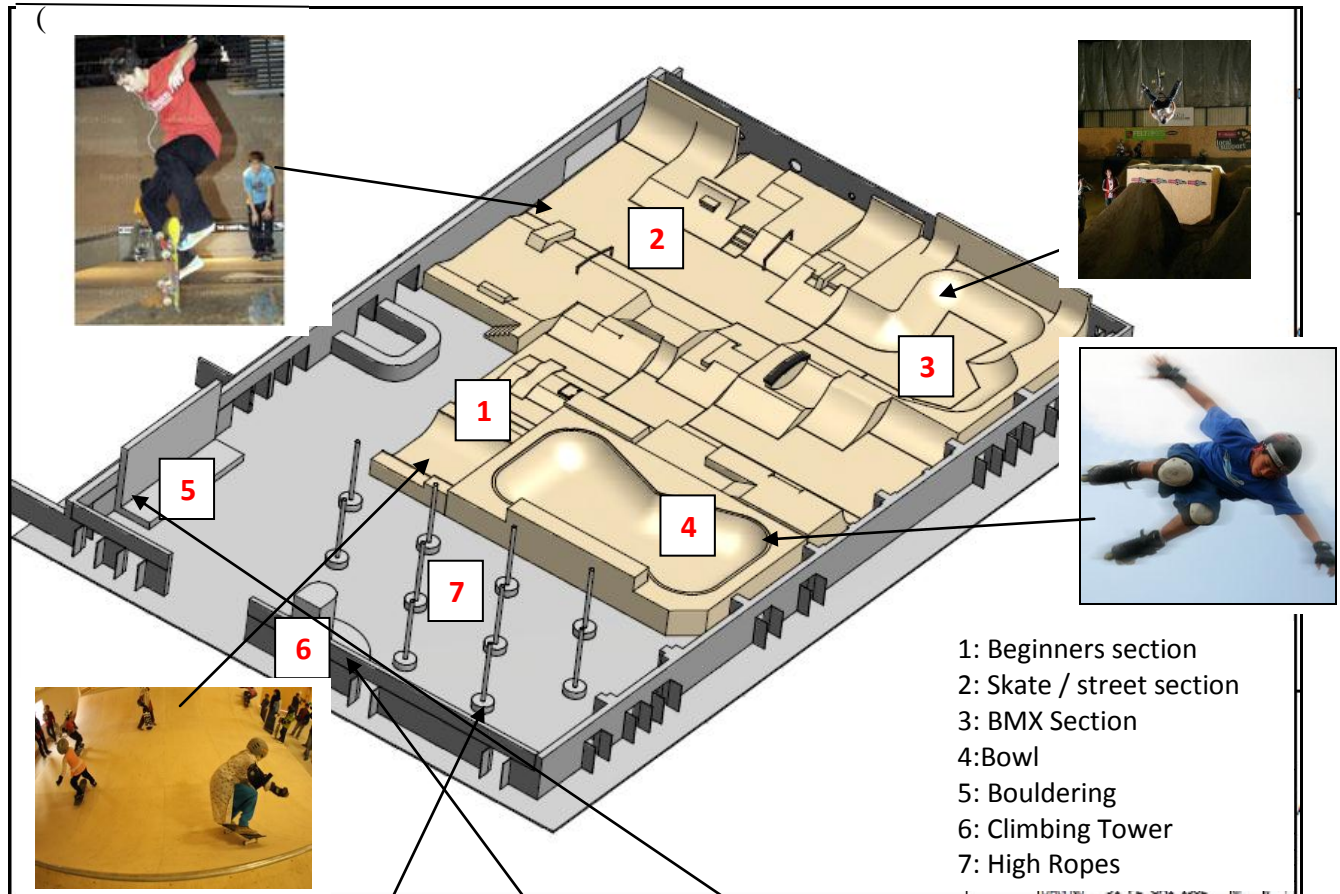
The café facility currently generates a surplus of around £8,000 per annum based on 730,000+ visits per annum. This low return is due to the café infra-structure; its product offer plus its current opening hours and customer mix. With the number of users per annum due to increase by over 250,000 there is a need to invest in the infra-structure of this service.

The current proposal has costed to invest and modernise the existing café , however a number of operational options are currently being explored to try and seek the best option for Deeside Leisure Centre:

- Option 1: To operate the food and beverage facility in-house but buy in specific coffee brands such as Costa / Starbucks
- Option 2: To seek a private operator to both invest in and take over the operation of the food and beverage facility and pay a commercial rent for the space linking performance of the facility into a shared performance contribution/



The Arena



4. Feasibility Report

There are currently circa 2,100 wheeled sports participants within Flintshire who use the counties eight outdoor skate parks. The user profile of these participants is:

- BMX: 42%
- Scooters: 37%
- Skateboarders: 15%
- In-line Skaters: 6%

Recent FCC wheel based 2010 survey stated:

% of boys v girls participating	96% boys / 4% girls
Age of participants	90% under 18 10% over 18
Frequency of participation	34% daily 30% 3 x per week 36% weekly
Where do you participate	Street = 41% Outdoor skate park = 46% Home = 10% Other = 3%
What stops you participating (in order)	1. Weather 2. No facilities 3. Police 4. Angry residents 5. People at skate parks 6. Transport 7. No equipment
Which area of Flintshire needs a skate park	Deeside 46% Mold 13% Holywell 10%
What would you like to see happening for wheeled sports in Flintshire (in order)	1. An indoor skate park 2. More facilities 3. Instruction
Other comments	If wheel based activities are put on at schools they get 100% uptake. When this activity is transferred to outdoor skate parks the uptake drops to 16% Main reason for non- attendance is: <ul style="list-style-type: none"> • Parents unhappy with children going to the park • Known people at the park • Weather – want to participate indoor

Survey total – 204 participants

Potential Market

If the data shown previously is read in conjunction with national statistics (section 2) there appears to be a market for indoor extreme activity. In the county of Flintshire there are over 45,000 young people between the ages of 0 – 24.

Breakdown of young people age

Age range	Total	Males	Females
0 – 4	8914	4555	4359
5 – 9	9582	4861	4721
10 – 14	10077	5220	4857
15 – 19	9213	4799	4414
20 – 24	7848	4104	3744
Total	45634	23,539	22,095

FLINTSHIRE CHILDREN AND YOUNG PEOPLE TODAY (2008)

National Statistics	Flintshire Statistics	Potential Participants
25% of young people regularly participate in extreme sports	17,061 young people aged 15 – 24	4,265 potential users PLUS Under 15's
12% of adults would like to take part in extreme activity	Total population = 150,000 Over 25's = 104,366	12,524 potential adults
83% are aged 10 -24	90% are under 18 10% over 18	83% of 10 – 24 age group = 22,525 in Flintshire
53% of users will travel over 30 miles to go to an indoor facility		This extends the market to neighbouring counties
69.1% of users wish for well-run commercial facilities charging an entrance fee	2,100 active participants	1449 active participants would use a well-run commercial facility
91.1% of users wish for an indoor facility	2,100 active users	1913 active participants would use an indoor facility
Presently the UK has insufficient indoor facilities	North Wales does not have an indoor Extreme facility	
Government starting to take notice of the positive impact lifestyle sports can have on crime prevention	When Flintshire users asked what stops them from participating the third and fourth answers are 'the police' and 'angry residents'.	

With this in mind a business plan has been prepared based on capacity and potential usage.

5. Summary Business Plan & Costings

Deeside Leisure Centre Phase 3

Current Performance		Post Development				
		Year 1	Year 2	Year 3	Year 4	Year 5
Income Soft Play		£30,800	£30,800	£30,800	£30,800	£30,800
Income Skatepark		£148,428	£177,921	£189,268	£196,938	£201,270
Income Bouldering		£39,493	£45,072	£48,150	£48,150	£48,150
Secondary Income		£99,995	£113,019	£120,540	£123,306	£124,045
Income High Ropes		£125,104	£141,453	£156,361	£157,081	£157,081
<i>Combined Extreme Income</i>		<i>£443,820</i>	<i>£508,265</i>	<i>£545,119</i>	<i>£556,275</i>	<i>£561,346</i>
Expenditure		£249,726	£291,388	£295,983	£297,576	£298,054
Net Operating Surplus (Phase 3)		£194,094	£216,877	£249,136	£258,699	£263,292

See Appendix 1 for Summary of feasibility report

The business plan has predicted:

Soft play: Predicted usage at 30% for 50 weeks of the year based on a 10am – 6pm opening at a price of £2.50. This is complimented by 5 parties per week (10 children per party)

Skatepark: Income and usage is broken down into:

- Annual membership (via a monthly DD): £18pm
- Pay and play sessions (£5 for 2hrs / £6.50 for 4 hrs and 12 all day). 30% extra for non- members
- Courses; Ranging from one on one sessions to 5 week courses
- Parties: 2 parties per week with 12 children. Room hire included at £100.(includes hire of equipment)

High ropes: Income and usage is broken down into:

- Annual membership (via a monthly DD): £12pm
- Pay and play sessions (£5)
- Instructional sessions: £8.50 for 2 hrs
- School / youth group bookings: £150 for 30 students
- Parties: 6 parties per week with 12 children. Room hire included at £75.

Bouldering: Income and usage is broken down into:

- Annual membership (via a monthly DD): £18pm
- Pay and play sessions (£5)
- Courses; 5 week courses
- Parties: 4 parties per week with 12 children. Room hire included at £75.

Please see Appendix 2 for operational timetable and staffing requirements

6. Summary of Project Costings

Project Costs:		
Build Cost:		£1,636,727
Project Management:		£60,000
Equipment (High Ropes):		£134,800
Equipment (Climbing tower):		£32,910
Equipment (Bouldering):		£39,500
Equipment (Hire equipment):		£10,000
Equipment (Soft Play):		£24,840
Equipment (Catering furniture):		£30,000
Equipment (Cutlery etc):		£2,000
Equipment (CCTV & Tv's etc):		£10,000
Equipment (Wristband printer):		£1,000
Misc Equipment:		£20,000
Contingency:		£50,000
Total:		£2,051,776

Please see Appendix 3 for summary of ISG costings

Indicative monthly rental

	1 - 10 years	11 - 15 years
Equipment	£6,089	£0.00
Build	£14,551	£14,551
Total	£20,639	£14,551

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

Building work for discussion:

Electrical Supply	Roofing of the arena
<p>Information received on 18/01/2011 has confirmed a new sub-station is required REGARDLESS of any investment.</p> <ul style="list-style-type: none"> Current substation is designed to supply a max of 500kva DLC is declaring a maximum use of 400 kva however research on site by Hensalls has shown actual use is approximately 550 kva. <p><i>So even without our proposed works the centre require more electric than firstly they have authority for and secondly beyond the operating limits of the substation. As a consequence the substation is running too hot and damage has already occurred.</i></p> <p><u>The cost provided below is an estimate as they need to investigate the current cable and size of sub-station required.</u></p>	<p><u>(Hawkins Roofing (12th Jan 11): Main Roof Area Strip and Re Sheet</u></p> <ul style="list-style-type: none"> To provide all required access equipment to carry out the works To install man-safe and debris liner safety netting to the internal areas of the roof To install as required the scaffolding to the roof areas To supply all waste notes for the removal of the asbestos waste To strip the existing asbestos roof and dispose of it. To install new 120mm composite roof sheeting to the new roof area. The specification would be white liner enamel on the inside face and a standard colour on the external face i.e. Goose wing grey. Coating finish in Leather grain. To install new gutter liners to the two number valley gutter positions (I have assumed that this would be done) To clear site of all waste and debris on completion of the works.
Cost of £100,000 (exc building work – if required)	Cost of £315,000 - £345,000
Indicative monthly rental increase of £941 + VAT (15 yrs)	Indicative monthly rental increase of £3,246 + VAT (15 yrs)
<p>Sports hall Floor: The sports hall floor requires replacement at a cost of c£150,000. Indicative monthly rental increase of £1,411 + VAT per month over 15 years</p>	

7. Summary of Performance and Rental with all phases completed

Current Performance		Post Development				
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5
Phase 1 Net AWP Operating Surplus	£0.00	£49,919	£60,581	£71,904	£71,904	£71,904
Phase 2B Fitness Net Operating Surplus	£22,000	-£77,953	£25,697	£58,945	£94,969	£105,938
Phase 2C Spa Net Operating Surplus		£10,116	£10,877	£19,609	£35,321	£35,321
Total net Position after Phase 1 & Phase 2	£22,000	-£17,918	£97,155	£150,458	£202,194	£213,163
Income Soft Play		£30,800	£30,800	£30,800	£30,800	£30,800
Income Skatepark		£148,428	£177,921	£189,268	£196,938	£201,270
Income Bouldering		£39,493	£45,072	£48,150	£48,150	£48,150
Secondary Income		£99,995	£113,019	£120,540	£123,306	£124,045
Income High Ropes		£125,104	£141,453	£156,361	£157,081	£157,081
<i>Combined Extreme Income</i>		<i>£443,820</i>	<i>£508,265</i>	<i>£545,119</i>	<i>£556,275</i>	<i>£561,346</i>
Expenditure		£249,726	£291,388	£295,983	£297,576	£298,054
Net Operating Surplus (Phase 3)		£194,094	£216,877	£249,136	£258,699	£263,292
Alliance Phase 3 Rental		£247,672	£247,672	£247,672	£247,672	£247,672
Net Operating Surplus (Phase 3)		-£53,578	-£30,795	£1,464	£11,027	£15,620
Total (Phase 1 & 2 & 3)		-£71,497	£66,359	£151,921	£213,220	£228,782

NB: Based on a total global investment of £5,478,035

If the electrical upgrade works are added to this investment at an indicative annual rental of £11,292 + VAT over 15 years this would change the global performance of all three phases to:

Rental for electrical upgrade		£11,289	£11,289	£11,289	£11,289	£11,289
Total (Phase 1 & 2 & 3)		-£82,785	£55,071	£140,633	£201,932	£217,494

NB: Based on a total global investment of £5,578,035

If the roof works are added to the investment at an indicative monthly rental of £3,246 + VAT over 15 years this would change the global performance of all three phases to:

Rental for new roof		£38,946	£38,946	£38,946	£38,946	£38,946
Total (Phase 1 & 2 & 3)		-£121,732	£16,124	£101,686	£162,985	£178,547

NB: Based on a total global investment of £5,923,035

If the Sports hall floor replacement works are added to the investment at an indicative rental of £1,411 + VAT over 15 years this would change the global performance of all three phases to:

Sports Hall @ £150,000		£16,933	£16,933	£16,933	£16,933	£16,933
Total (Phase 1 & 2 & 3)		-£138,665	-£809	£84,753	£146,052	£161,614

NB: Based on a total global investment of £6,073,035

The Extreme Facility as a stand-alone operation is predicted to make a net surplus of £190,000 in year 1, however the cost of phase 3 is high as it has absorbed the investment costs of all the reception works into this phase of work. As an overall investment (phase 1 / phase 2b / phase 2c & Phase 3) the facility is still due to make a return from year 2/3 onwards, (even if the roof; electrical and sports hall floor works are undertaken); however Alliance has also proposed a value engineered scheme which reduces some of the initial investment and obviously gives a greater return to FCC.

Value Engineered Scheme:**Exclusions:**

Re-powder coating existing metalwork including sliding doors and glazed screens	£4,500.00
Porthole windows	£ 5,125.00£
Turnstiles	46,794.00
Decorations to internal walls of Extreme area	£28,302.50
Main contractor's discount from M&E	£12,000.00
Multi-Purpose Room (complete works inc M&E)	£30,329.13
Boot Hire (complete works inc M&E)	£21,808.00
Change of specification to hand dryers; Lovair in lieu of Dyson	£3,000.00
Glazed screen & doors in corridor to ice rink (SG07)	£3,037.00
Omit floor, wall and ceiling finishes to corridor GR25 including electrical saving	£10,776.00
Electrics to various rooms	£19,934
	£185,605.63
Plus 7.5% oh&p	
Total Omission	£198,031.00
Revised Cost Plan Total	£1,438,695.90

An investment reduction of £198,031 would reduce the indicative annual rental over 15 years by £22,356. If this is factored into the overall performance of the investment the global performance would be:

Value Engineered Budget savings		£22,355	£22,355	£22,355	£22,355	£22,355
Total (Phase 1 & 2 & 3)		-£116,309	£21,547	£107,109	£168,408	£183,970

NB: Based on a total global investment of £5,875,035

8. Summary of Performance and Rental with all phases completed – (Profiled)

(Profiled – showing when rentals commence for each phase and income / expenditure commence)

2010 / 2011

	April 2010 - March 2011					
Phase 1	Nov	Dec	Jan	Feb	March	Total
Pitches Income	£17,090	£17,090	£17,090	£17,090	£17,090	£85,448
Pitches Expenditure	£5,430	£5,430	£5,430	£5,430	£5,430	£27,148
Alliance Pitch Rental	£7,850	£7,850	£7,850	£7,850	£7,850	£39,250
Operating Surplus	£3,810	£3,810	£3,810	£3,810	£3,810	£19,050

The pitches (phase 1) based on dividing the income / expenditure / rental equally by 12 months should give a positive return of £19, 050 at year end March 2011

2011 / 2012

	2010 / 2011	April 2011 - March 2012												
Phase 1	Total	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	Total
Pitches Income	£85,448	£17,090	£17,090	£17,090	£17,090	£17,090	£17,090	£17,090	£19,814	£19,814	£19,814	£19,814	£19,814	£218,698
Pitches Expenditure	£27,148	£5,430	£5,430	£5,430	£5,430	£5,430	£5,430	£5,430	£5,917	£5,917	£5,917	£5,917	£5,917	£67,594
Alliance Pitch Rental	£39,250	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£94,200
Operating Surplus	£19,050	£3,810	£3,810	£3,810	£3,810	£3,810	£3,810	£3,810	£6,047	£6,047	£6,047	£6,047	£6,047	£56,904
Phase 2														
Combined Fitness & Toning Income							£33,787	£33,787	£33,787	£33,787	£33,787	£33,787	£33,787	£236,511
Fitness & Toning Expenditure							£19,959	£19,959	£19,959	£19,959	£19,959	£19,959	£19,959	£139,710
Combined Spa Income												£19,791	£19,791	£39,582
Spa Expenditure												9,494	£9,494	£18,988
Rental for Fitness & Spa												£25,771	£25,771	£51,542
Rental for Sports hall floor												£1,411	£1,411	£2,822
Operating Surplus							£13,829	£13,829	£13,829	£13,829	£13,829	-£3,056	-£3,056	£63,031
Phase 3														
Combined Extreme Income									£36,985	£36,985	£36,985	£36,985	£36,985	£184,925
Extreme Expenditure									£20,811	£20,811	£20,811	£20,811	£20,811	£104,053
Rental for Extreme									£20,639	£20,639	£20,639	£20,639	£20,639	£103,197
Operating Surplus									-£4,465	-£4,465	-£4,465	-£4,465	-£4,465	-£22,324
Electrics									£941	£941	£941	£941	£941	£4,704
Roof									£3,246	£3,246	£3,246	£3,246	£3,246	£16,228
Operating Surplus									-£8,651	-£8,651	-£8,651	-£8,651	-£8,651	-£43,256
Surplus Position	£19,050						£17,639	£17,639	£11,225	£11,225	£11,225	-£5,661	-£5,661	£76,680
Cumulative Position (Year on year)														£95,729

All phases are expected to complete by the end of March 2012 with income and rentals profiled (income / expenditure / rental equally divided by 12 months) shows an annual return of £76,680 (cumulative inclusive of 2010 / 2011 Of £95,729)

NB: The sports hall floor replacement has been factored into phase 2b/2c works)

Electrical sub- station and roof replacement has been factored into phase 3 works

2012 / 2013

	2011 / 2012	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	Total
Phase 1														
Pitches Income	£218,698	£19,814	£19,814	£19,814	£19,814	£19,814	£19,814	£19,814	£20,857	£20,857	£20,857	£20,857	£20,857	£242,983
Pitches Expenditure	£67,594	£5,917	£5,917	£5,917	£5,917	£5,917	£5,917	£5,917	£5,966	£5,966	£5,966	£5,966	£5,966	£71,249
Alliance Pitch Rental	£94,200	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£94,200
Operating Surplus	£56,904	£6,047	£6,047	£6,047	£6,047	£6,047	£6,047	£6,047	£7,041	£7,041	£7,041	£7,041	£7,041	£77,534
Phase 2														
Combined Fitness & Toning Income	£236,511	£33,787	£33,787	£33,787	£33,787	£33,787	£33,787	£42,583	£42,583	£42,583	£42,583	£42,583	£42,583	£467,018
Fitness & Toning Expenditure	£139,710	£19,959	£19,959	£19,959	£19,959	£19,959	£19,959	£20,765	£20,765	£20,765	£20,765	£20,765	£20,765	£245,149
Combined Spa Income	£39,582	£19,791	£19,791	£19,791	£19,791	£19,791	£19,791	£19,791	£19,791	£19,791	£19,791	£21,625	£21,625	£241,161
Spa Expenditure	£18,988	£9,494	£9,494	£9,494	£9,494	£9,494	£9,494	£9,494	£9,494	£9,494	£9,494	£11,265	£11,265	£117,471
Rental for Fitness & Spa	£51,542	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£309,252
Rental for Sports hall floor	£2,822	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£16,932
Operating Surplus	£63,031	£-3,056	£-3,056	£-3,056	£-3,056	£-3,056	£-3,056	£4,933	£4,933	£4,933	£4,933	£4,996	£4,996	£19,375
Phase 3														
Combined Extreme Income	£184,925	£36,985	£36,985	£36,985	£36,985	£36,985	£36,985	£36,985	£42,355	£42,355	£42,355	£42,355	£42,355	£470,672
Extreme Expenditure	£104,053	£20,811	£20,811	£20,811	£20,811	£20,811	£20,811	£20,811	£24,282	£24,282	£24,282	£24,282	£24,282	£247,672
Rental for Extreme	£103,197	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£247,672
Operating Surplus	£-22,324	£-4,465	£-4,465	£-4,465	£-4,465	£-4,465	£-4,465	£-4,465	£-2,566	£-2,566	£-2,566	£-2,566	£-2,566	£-44,085
Electrics	£4,704	£941	£941	£941	£941	£941	£941	£941	£941	£941	£941	£941	£941	£11,289
Roof	£16,228	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£38,946
Operating Surplus	£-43,256	£-8,651	£-8,651	£-8,651	£-8,651	£-8,651	£-8,651	£-8,651	£-6,753	£-6,753	£-6,753	£-6,753	£-6,753	£-94,320
Surplus Position	£76,680	£-5,661	£-5,661	£-5,661	£-5,661	£-5,661	£-5,661	£2,329	£2,329	£5,221	£5,221	£5,221	£5,285	£2,588
Cumulative Position (Year on year)	£95,729													£98,318

All phases completed by the end of March 2012. If performance and rentals are profiled (income / expenditure / rental equally divided by 12 months) by end of year 2013 there is an annual return of £2,588 (this is due to all rentals being accounted for a full 12 months, however cumulatively the income growth from 2010 – 2013 is £98,318).

2013/2014

		April 2013 - March 2014												
	2012 / 2013	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	2013 / 2014
Phase 1														
Pitches Income	£242,983	£20,857	£20,857	£20,857	£20,857	£20,857	£20,857	£20,857	£20,857	£20,857	£20,857	£20,857	£20,857	£227,862
Pitches Expenditure	£71,249	£5,966	£5,966	£5,966	£5,966	£5,966	£5,966	£5,966	£5,966	£5,966	£5,966	£5,966	£5,966	£65,958
Alliance Pitch Rental	£94,200	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£7,850	£90,000
Operating Surplus	£77,534	£7,041	£7,041	£7,041	£7,041	£7,041	£7,041	£7,041	£7,041	£7,041	£7,041	£7,041	£7,041	£71,904
Phase 2														
Combined Fitness & Toning Income	£467,018	£42,583	£42,583	£42,583	£42,583	£42,583	£42,583	£42,583	£42,583	£42,583	£42,583	£42,583	£42,583	£510,997
Fitness & Toning Expenditure	£245,149	£20,765	£20,765	£20,765	£20,765	£20,765	£20,765	£20,765	£20,765	£20,765	£20,765	£20,765	£20,765	£265,234
Combined Spa Income	£241,161	£21,625	£21,625	£21,625	£21,625	£21,625	£21,625	£21,625	£21,625	£21,625	£21,625	£23,460	£23,460	£263,173
Spa Expenditure	£117,471	£11,265	£11,265	£11,265	£11,265	£11,265	£11,265	£11,265	£11,265	£11,265	£11,265	£12,372	£12,372	£137,393
Rental for Fitness & Spa	£309,252	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£25,771	£309,252
Rental for Sports hall floor	£16,932	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£1,411	£16,932
Operating Surplus	£19,375	£4,996	£4,996	£4,996	£4,996	£4,996	£4,996	£4,996	£4,996	£4,996	£4,996	£5,724	£5,724	£45,358
Phase 3														
Combined Extreme Income	£470,672	£42,355	£42,355	£42,355	£42,355	£42,355	£42,355	£42,355	£45,427	£45,427	£45,427	£45,427	£45,427	£523,621
Extreme Expenditure	£267,085	£24,282	£24,282	£24,282	£24,282	£24,282	£24,282	£24,282	£24,665	£24,665	£24,665	£24,665	£24,665	£293,303
Rental for Extreme	£247,672	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£20,639	£247,672
Operating Surplus	£-44,085	£-2,566	£-2,566	£-2,566	£-2,566	£-2,566	£-2,566	£-2,566	£122	£122	£122	£122	£122	£-17,354
Electrics	£11,289	£941	£941	£941	£941	£941	£941	£941	£941	£941	£941	£941	£941	£11,289
Roof	£38,946	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£3,246	£38,946
Operating Surplus	£-94,320	£-6,753	£-6,753	£-6,753	£-6,753	£-6,753	£-6,753	£-6,753	£-4,064	£-4,064	£-4,064	£-4,064	£-4,064	£-67,589
Surplus Position	£2,588	£5,285	£5,285	£5,285	£5,285	£5,285	£5,285	£5,285	£7,973	£7,973	£7,973	£8,701	£8,701	£49,673
Cumulative Position (Year on year)	£98,318													£147,991

All phases completed by the end of March 2012. If performance and rentals are profiled (income / expenditure / rental equally divided by 12 months) by end of year 2014 there is an annual return of £49,673 (this is due to all rentals being accounted for a full 12 months, however cumulatively the income growth from 2010 – 2014 is £147,991)

NB: All rentals are indicative and based on today's money rates which are likely to change between now and completion.

Appendix 1
Feasibility report



Alliance Leisure
Deeside - Indoor Arena Option

FINANCIAL SUMMARY					
INCOME	YEARS				
	1	2	3	4	5
Soft Play	30,800	30,800	30,800	30,800	30,800
Rentals	0	0	0	0	0
Outdoor Facilities	0	0	0	0	0
BMX and Skating	148,428	177,921	189,268	196,938	201,270
Wet side	39,493	45,072	48,150	48,150	48,150
Secondary (Café, Vending & Equipment Rental)	99,995	113,019	120,540	123,306	124,045
Other Memberships	0	0	0	0	0
High Ropes Climbing & Bouldering	125,104	141,453	156,361	157,081	157,081
TOTAL INCOME	443,820	508,264	545,119	556,275	561,347

EXPENDITURE	YEARS				
	1	2	3	4	5
Staffing Costs					
Salaries and Wages	173,062	200,062	200,062	200,062	200,062
Premises					
Utilities	8,000	8,000	8,000	8,000	8,000
Repairs and Maintenance	8,000	8,000	8,000	8,000	8,000
Grounds Maintenance	800	800	800	800	800
Cleaning	2,000	2,000	2,000	2,000	2,000
National Non-Domestic Rates	0	0	0	0	0
Life-Cycle Costs	0	0	0	0	0
Premises	18,800	18,800	18,800	18,800	18,800
Advertising & Marketing	0	6,353	6,814	6,953	7,017
Administration					
Insurances	0	0	0	0	0
Printing, Postage and Stationery	2,077	2,401	2,401	2,401	2,401
Telephones	1,211	1,400	1,400	1,400	1,400
Other Administration	2,163	2,501	2,501	2,501	2,501
Administration	5,451	6,302	6,302	6,302	6,302
Other supplies and sundry items	13,315	15,248	16,354	16,688	16,840
Cost of Sales - Secondary Income	39,098	44,622	47,651	48,770	49,033
Other Costs					
Central Costs	0	0	0	0	0
Irrecoverable VAT	0	0	0	0	0
Contingency / Profit	0	0	0	0	0
Other Costs	0	0	0	0	0
Total Expenditure	249,726	291,388	295,983	297,576	298,054

NET OPERATING SURPLUS / (COST)	194,094	216,877	249,137	258,699	263,292
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USAGE	YEARS				
	1	2	3	4	5
Dry side	104,160	104,160	104,160	104,160	104,160
Rentals	0	0	0	0	0
Outdoor Facilities	0	0	0	0	0
Health and Fitness	59,542	62,562	69,782	72,546	74,921
Wet side	0	0	0	0	0
Miscellaneous	28,701	35,178	39,255	40,455	40,455
Total Visits	192,403	201,900	213,197	217,161	219,536

Appendix 2

Extreme timetable and staffing requirements

Extreme Timetable						
Term Time						
	10am - 12noon	12noon - 2pm	2pm - 4pm	4pm - 6pm	6pm - 8pm	8pm - 10pm
Monday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Mixed	Mixed	Mixed	Beg	Mixed	Mixed
				BMX Course 1	Skate Inst 2	
	Schools / Private Bookings			High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	
				Party 2		
Tuesday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Mixed	Mixed	Mixed	Beg	Mixed	Mixed
				Skate Inst 2	Skate Inst 2	
	Schools / Private Bookings			High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	
				Instructional 1	Instructional 1	
Wednesday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Mixed	Mixed	Mixed	Beg	Mixed	Int / Advanced
	Schools / Private Bookings			High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	
Thursday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Mixed	Mixed	Mixed	Beg	Mixed	Int / Advanced
	Schools / Private Bookings			High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	
Friday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Mixed	Mixed	Mixed	Beg	Mixed	Int / Advanced
	Schools / Private Bookings			High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	
				Instructional 1		
Saturday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Beg	Beg	Mixed	Mixed	Private Bookings	Private Bookings
	Skate Inst 2		Party 1	BMX Course 1		
	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering		
	Instructional 1					
Sunday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Beg	Beg	Mixed	Mixed	Private Bookings	Private Bookings
	BMX Course 1	Skate Inst 2	Party 1	Party 2		
	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering		
	Instructional 1	Party 2		Instructional 1		
School Holidays						
	10am - 12noon	12noon - 2pm	2pm - 4pm	4pm - 6pm	6pm - 8pm	8pm - 10pm
Monday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Mixed	Mixed	Mixed	Mixed	Int / Advanced	Int / Advanced
	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	
Tuesday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Mixed	Mixed	Mixed	Mixed	Int / Advanced	Int / Advanced
	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	
Wednesday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Beg / Mixed	Beg / Mixed	Beg / Mixed	Beg / Mixed	Int / Advanced	Int / Advanced
	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	
Thursday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Beg / Mixed	Beg / Mixed	Beg / Mixed	Beg / Mixed	Int / Advanced	Int / Advanced
	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	
Friday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Mixed	Mixed	Mixed	Mixed	Mixed	Int / Advanced
	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	
Saturday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Mixed	Mixed	Mixed	Mixed	Private Bookings	Private Bookings
	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering		
Sunday	Ramps	Ramps	Ramps	Ramps	Ramps	Ramps
	Mixed	Mixed	Mixed	Mixed	Private Bookings	Private Bookings
	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering	High Ropes / Climb / Bouldering		

[illegible]

Appendix 3

ISG Costings

Alliance Leisure Services Ltd
24 Angel Crescent
Bridgwater
Somerset
TA6 3EW

Our Ref: DOB/Ph3

18th January 2010

For the attention Julia Goddard

Dear Julia

**Re: Refurbishment of Deeside Leisure Centre for Flintshire County Council
Phase 3, Extreme.**

Following our various meetings and design development work over the previous months our price for the First floor Spa Area and Treatment Rooms is **£1,636,726.90 (One million, six hundred and thirty six thousand, seven hundred and twenty six pounds and ninety pence)**. All as summarised in the attached Contract Sum Analysis. (Note: This sum includes £30,000.00 as part payment for pre-construction services)

Phase 3 has been priced to run concurrently with phases 2B and 2C and the pricing of the preliminaries reflects this.

Our costs have been based upon the documents noted in the attached Contractors Proposals document. This document also contains our clarifications and assumptions made whilst preparing our costs.

For clarity we note below the list of documents accompanying this letter:

- Contractors Proposals, design clarifications / confirmations dated 12th January 2011.
- Contract Sum Analysis dated 17th January 2011.
- Room data sheets dated 14th December 2011. (Note, the room data sheets currently attached do not have the mechanical and electrical element completed. The complete room data sheets will be forwarded under separate cover).
- Architects and Engineers drawings as schedule noted on page 10 of the Contractors Proposals document.
- Programme for Phase 3 ref B06035 TP Phase 3 dated 17th January 2011.

As the previous phase, we have not allowed for Building Control fees, although we have allowed a nominal sum for liaison with Building Control.

Given the above, and assuming Flintshire County Council's sign off of this potential expenditure, we now await your instruction to confirm how you may wish us to proceed.

For and On Behalf of ISG Regions Ltd
Yours Sincerely


Denis O'Brien
Senior Surveyor

cc: Jane Bryant Savernake Property Consultants

end:



ISG Regions Limited registered office Building 1, Exchange Quay, Salford Quays, M5 3EA.
(Regd. in England no. 480103)



ISG Regions Limited
Building 1
Exchange Quay
Salford Quays M5 3EA
T 0161 836 1800
F 0161 836 1801
enquiry@isgplc.com
www.isgplc.com

New build
Refurbishment
Fit out

Equipment, project management and contingency is added to this to give a current total of £2,051,776

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 19

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **SCHOOL ADMISSION ARRANGEMENTS 2012/13**

1.00 PURPOSE OF REPORT

- 1.01 To advise members of the outcome of the statutory consultation exercise on the admission arrangements for September 2012 and to recommend submission to County Council for approval.

2.00 BACKGROUND

- 2.01 Members will be aware that the local authority is required each year to undertake a statutory consultation exercise on its admission arrangements for the following year. For September 2012, the authority must have determined its arrangements by 15 April 2011 and the consultation must be concluded by 1 March 2011. Statutory consultees are the governing bodies of all schools, admission authorities for all other maintained schools in the area, the diocesan authorities and neighbouring authorities.
- 2.02 Consultation must cover the full admission arrangements, including the admissions policy, oversubscription criteria, and the timetable for admissions. This is attached as Appendix 1. Consultation must also include Admission Numbers, which are derived from the capacity of a school, and these are attached as Appendix 2.
- 2.03 The Council's policy regarding nursery admissions was amended by the Council last year to enable parents to express a preference for the nursery of their choice, with oversubscription criteria applied if necessary if there were more applications than there were places available. This took effect for the first time in respect of nursery admissions in September 2010 and the change of policy was monitored in terms of its impact on nursery numbers. At its meeting on 16 September 2010, the Scrutiny Committee noted that the change in policy had minimal effect and that further monitoring will be carried out for September 2011 nursery admissions.

3.00 CONSIDERATIONS

- 3.01 The current admission arrangements have been in place since 2003 and the vast majority of parental preferences continue to be met. The number of admission appeals in Flintshire is low. In the 2009/10 academic year, there were 38 (0.43%) secondary appeals in total and 18 (0.15%) primary, of which 26 (1.5%) and 12 (0.7%) respectively originated from preferences not met in

Date: 10/02/2011

the main admissions round, ie September 2009. For September 2010 admissions, there were 30 (1.75%) appeals for secondary school (Year 7) and 5 (0.3%) for primary (Reception Class). The total number of appeals for the 2010/11 academic year is anticipated to be slightly less than last year.

- 3.02 There are no changes proposed to the current admissions policy or oversubscription criteria. In order to explain clearly how preferences expressed by parents are considered, particularly if a school is oversubscribed, it is proposed that further details be included in the admission arrangements regarding "equal preferences" (included on page 2 of Appendix 1).
- 3.03 The admission arrangements include the proposed admissions timetable for 2012/13 (page 2 of Appendix 1), which has been drawn up in consultation with neighbouring authorities and takes in to account factors such as allowing parents sufficient time to visit schools and express their preferences, the time needed to process applications and chase up late forms, etc. Comments were received during the consultation period from two secondary schools, expressing concern about the proposed date of 1 March 2012 to notify parents/pupils of the outcome of their applications to secondary schools. This date is 4 weeks later than in the past. The objections are on the grounds that Headteachers need to know their Year 7 pupil numbers as early as possible in order to plan the curriculum and budget, organise staffing and to plan for any possible redundancies. In addition, one comment pointed out that an earlier notification date would help alleviate the anxiety for parents/pupils that would be extended by 4 weeks during the admissions process, and that arrangements for transition are required to be organised as early as possible.
- 3.04 The comments received in relation to the draft timetable were considered in detail by the School Admission Forum on 14 January 2011 and the importance of complying with the Welsh Assembly School Admissions Code in terms of agreeing a common date for admissions with other admissions authorities was noted. Regarding budget planning, it was noted that it had recently been agreed with secondary school Headteachers to base budgets for the new academic year in future on the actual intake for the previous September, and for primary schools on an estimate of pupil numbers for the following September. Consequently the proposed date of 1 March will not impact on budget planning. It is also proposed that, acknowledging the need for Headteachers to be aware of their pupil numbers as early as possible, an indication of provisional numbers be shared with schools at an early stage. Although these numbers could change, they should not do so significantly and would enable Headteachers to begin planning for the new academic year.
- 3.05 There are two minor changes proposed to school Admission Numbers (AN) to reflect re-calculations in capacity as a result of reorganising the use of teaching space within the schools concerned. These are Ysgol Glan Aber,

Bagillt, with an increase in AN from 13 to 15 and at Ysgol Rhos Helyg, Rhosesmor, an increase from 20 to 24. These have been agreed with the Headteachers concerned.

4.00 RECOMMENDATIONS

- 4.01 That the proposed admission arrangements for September 2012 be approved by the Executive for onward submission to the County Council.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The capacity assessments for schools ensure that the use of teaching space and other rooms is accurately and consistently calculated and provide useful information relating to surplus spaces or oversubscription.

8.00 EQUALITIES IMPACT

- 8.01 All parents have an opportunity to express a preference for a particular school and all applications are dealt with in an open and transparent manner in accordance with the criteria.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None.

10.00 CONSULTATION REQUIRED

- 10.01 No further consultation is required.

11.00 CONSULTATION UNDERTAKEN

- 11.01 All schools were consulted about their capacity assessments and admission numbers in 2007/8. Any proposed changes to capacity have been agreed with schools. All statutory consultees have been consulted regarding the admission arrangements for 2012/13 and all members of the Council have been consulted about the proposed admissions timetable. The Lifelong Learning Overview and Scrutiny Committee have been consulted and recommended the proposed admission arrangements be approved.

12.00 APPENDICES

- 12.01 Appendix 1 - Admission Arrangements September 2012
Appendix 2 - Admission Numbers

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

Welsh School Admissions Code

Contact Officer: Gill Yates
Telephone: 01352 704187
E-Mail: gill_yates@flintshire.gov.uk

ADMISSION ARRANGEMENTS SEPTEMBER 2012/3
(extract from “Guide to Education Services”)

Policy and Process for Admissions to Schools

The County Council, as the Local Authority, is responsible for determining the arrangements for admissions, and for admissions to all Community Primary, Secondary and Special Schools and Voluntary Controlled Schools. The LA will consult annually with school Governing Bodies and the Diocesan Education Authorities in relation to admissions.

The LA will comply with statutory requirements and will give full recognition to the expression of parental preference, and, in the case of sixth form admissions, to the expression of a preference by a young person, in the context of its duty to ensure the provision of effective education and the efficient use of education resources. The LA will admit pupils up to the Admission Number and will not refuse applicants for a particular school unless that school has reached its Admission Number.

The Admission Number for each school relates to the number of children that can be admitted to each year group during the school year. The Admission Number for each school is indicated on the ‘Schools List’.

The LA will not, however, expand a school to meet demand which does not comply with the admissions criteria.

Admissions Procedure

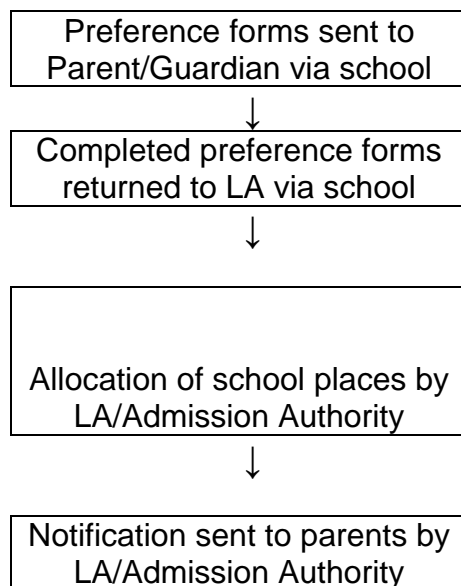
The annual admissions procedure applicable to the relevant age group will include the following stages:

- Publication of the ‘Guide to Education Services’.
- Arrangements to enable parents to express a preference for a school they wish their child/children to attend, and, in the case of sixth form admissions, expression of a preference by a young person.
- Consideration of preferences in accordance with the admissions criteria, up to the Admission Number for each school.

Please Note

Expressing a preference does not guarantee a place at your chosen school if that school is oversubscribed. If more parents apply for places at the school than the number of places available, the Authority will apply the oversubscription criteria for allocating places as set out in this Guide.

Admissions Process September 2012



For entry to school in 2012 children must have reached the required age for each sector as set out below by 31st August 2012.

Nursery – 3yrs Reception – 4yrs Junior – 7yrs Secondary – 11yrs

Admissions Timetable

Admission Stages	Admission forms available to parents by:	Parental consideration period:	Parents return completed forms by closing date:	Allocation of places period:	LEA to inform parents by:
Secondary	05.09.11	05.09.11 - 31.10.11	31.10.11	01.11.11 – 03.02.12	01.03.12
Reception, Infants to Juniors	05.09.11	05.09.11 – 31.10.11	31.10.11	01.11.11 – 09.03.12	23.03.12
Nursery	04.01.12	04.01.12 – 20.02.12	20.02.12	21.02.11 – 05.04.12	20.04.12

All applications received by the closing date will be considered collectively and assessed against the Authority's criteria. All preferences will be considered on the basis of "equal preferences". This means that all preferences will initially be considered without reference to the preference ranking. If, potentially, a place can be offered at more than one of the preferences, (for example, because a preferred school is undersubscribed or because the application has a high enough priority for an oversubscribed school in accordance with the oversubscription criteria, or because the school receives the same number of applications as the number of places available), the single offer will be for the school ranked highest on the application form.

Late applications received before offers of places are made will be considered using the same published criteria. However, should a school be over-subscribed then any late applications will be considered after those received by the cut off date, unless the Local Authority considers that there are good reasons for the application being late, which must be stated at the time of the application, i.e. exceptional medical reasons preventing an earlier application, recent move into the area, etc. Supporting documentation must be provided. This means that you may have less opportunity to be allocated to your preferred school if you send your form after the closing date.

Please note administration dates of neighbouring counties may be different to those above but Flintshire LA will work closely with neighbouring LAs to coordinate admission arrangements. If the school, for which you wish to express a preference, is in another county, please contact the respective LA to ensure you do not miss the closing date.

Denbighshire County Council
Directorate of Lifelong Learning
Council Offices
Wynnstay Road
Ruthin
Denbighshire
LL15 1AT
Tel: 01824 712621

Wrexham County Borough Council
Children and Young People Service
16 Lord Street
Wrexham
LL11 1LG
Tel: 01978 298810 / 298812/ 298813

Cheshire West & Chester Authority
Children and Young People's Services
School Admissions
Wyvern House, The Drummer
Winsford, Cheshire CW7 1AH
Tel: 0300 123 7039

Admissions Criteria

The LA will comply with its duty to ensure the provision of effective education and the efficient use of resources. In so doing, the LA will have regard to the total resources, including accommodation and staffing, available to each school and any constraints imposed by the school organisation and curriculum. It will also consider the resource implications for the authority and impact on other education policies.

Should the number of applications for a place at the school be greater than the Admission Number of the year group, then the application will be considered in a priority order as set out below.

Admissions Policy for Early Entitlement to Education

A part-time education place is available for every child the term after his/her third birthday.

Children born in...	Entitled to...
Autumn Term	2 terms of educational provision (Spring and Summer)
Spring Term	1 term of educational provision (Summer)

Children born in the Summer term receive their education entitlement in the school nursery classes in the Autumn term after their 3rd birthday. Parents may state a preference for an approved setting which may be a pre school playgroup (English or Welsh), a private day nursery, a 'network' childminder or school nursery class. Application for a place is made directly to the setting. Forms are available all year.

Notes:

- 1. Admission to an Early Entitlement setting at a particular school does not guarantee subsequent admission to nursery at that school.**
- 2. No transport is provided.**

For further information on approved settings please contact:
The Early Years Advisor, Tel: 01352 704104.

Nursery

Criteria to be applied by the Authority for Nursery Admissions

A child becomes eligible for a place at a nursery class in the September following the child's 3rd birthday. Nursery education is not compulsory and parents have no right of appeal regarding nursery admissions under the School Standards and Framework Act 1998.

Nursery schooling in all schools/units will be provided on the basis of 5 x 2.5 hour sessions per week for each child.

Parents may express a preference for any nursery irrespective of where the child's home is in relation to the school. However, expressing a preference does not guarantee a place at that nursery.

In the event of oversubscription, applications for nursery places will be dealt with by applying the admissions criteria in respect of primary schools as set out in this Guide.

When making the decision about the 'nearest suitable school' the Authority will accept only the pupil's home address and not that, for example, of childminder or grandparents. Parents will be asked to provide official documentation showing home address. Parents are

advised that a school place may be lawfully withdrawn if the information given on their application form is fraudulent or misleading.

Application forms for nursery school admission are available from headteachers at all nursery/infant/primary schools. The forms will be available according to Admissions timetable as set out in this Guide.

Notes:

- 1. Admission to a nursery class at a particular Infant or Primary School does not guarantee subsequent admission to reception class at that school.**
- 2. No transport is provided.**

Primary

Admission to Primary Schools in Flintshire

The Authority will admit a child to a maintained infant/primary school at the beginning of the school year if the child has achieved his/her 4th birthday on or before August 31st of that calendar year.

Admission is the responsibility of the Director of Lifelong Learning and will be based on the criteria listed below.

For pupils transferring from infant to junior school a parental preference form will be sent to each parent/guardian. Parents may express a preference for their nearest junior school or may insert the name of another school should they prefer that school.

In accordance with legislation, infant class sizes (Reception, Year 1 and Year 2) are restricted to a limit of no more than 30 per school teacher. In respect of junior classes (Year 3 to Year 6), the target is no more than 30 per school teacher.

Criteria to be applied in order of priority by the Authority for admission to Nursery, Infant, Junior or Primary Schools:

Nursery, Infant and Primary Schools:

- a) the LA will consider the needs of a 'looked after child' (child in care) and pupils with a statement of special educational needs which includes a named school
- b) pupils for whom the preferred school is the nearest appropriate school to the pupil's home address

- c) pupils who have expressed a preference for a school which is not the nearest to their home address will be admitted if they have a sister or brother attending the preferred school
- d) pupils for whom the preferred school is not the nearest to their home address

If there are more applicants than places in any of the above categories, priority will be given to applicants living nearest the school, measured from the child's home address to the recognised main entrance of the school.

Junior School

Parents of pupils transferring from Infant to Junior School will be given the opportunity to express a preference and places will be allocated using the following criteria:

- a) the LA will consider the needs of a 'looked after child' (child in care) and pupils with a statement of special educational needs which includes a named school
- b) pupils for whom the preferred school is the nearest appropriate school to the pupil's home address
- c) pupils who have attended the 'feeder' infant school and for whom the preferred school is the nearest appropriate school
- d) pupils who have expressed a preference for a school which is not the nearest to their home address will be admitted if they have a sister or brother attending the preferred school
- e) pupils who attend the 'feeder' infant school but for whom the preferred school is not the nearest to their home address
- f) pupils for whom the preferred school is not the nearest to their home address

Secondary

Admission to a Secondary School in Flintshire

Pupils will normally be transferred from a primary to a secondary school in the September following their eleventh birthday.

The Director of Lifelong Learning will invite parents to express their preference for a secondary school for their child. A Parental Preference Form will be sent to each parent, and parents are invited to express a preference for one or more schools and may give a reason for the preference/s. However, where a school is oversubscribed, places will be allocated up to the Admission Number in accordance with the admissions criteria set out in

priority order as described below.

It should be noted that transport will only be provided in accordance with the Transport Policy set out in this Guide.

Criteria to be applied in order of priority by the Authority for admissions to Secondary Schools:

For entry into a designated **secondary** school, the following specific arrangements will apply:

- a) the LA will consider the needs of a 'looked after child' (child in care) and pupils with a statement of special educational needs which includes a named school
- b) pupils for whom the preferred school is the nearest appropriate school to the pupil's home address
- c) where a preference is expressed for a school other than the nearest to a pupil's home address, where an older brother or sister is registered and will still be attending when the younger sibling will be starting, the younger sibling will be admitted to that school. The 'sibling rule' will only be applied for the statutory period of education i.e. between the Years 7-11 to enable the Local Authority to plan the provision of school places. Where an older sibling is continuing to attend the same secondary school for their Post-16 courses, the Authority will look to apply the 'sibling rule' in the case of the younger child
- d) where a preference has been expressed for a school other than the nearest to a pupil's home address and there is no brother or sister attending that school, pupils will be admitted in order of proximity to that alternative school and up to its Admission Number.

If there are more applicants than places in any of the above categories, priority will be given to applicants living nearest the school, measured from the child's home address to the recognised main entrance of the school.

The nearest appropriate school is interpreted as:

- (a) the school nearest to the child's home measured from child's home address to the recognised main entrance of the school.**
- (b) the nearest Welsh medium school where parents wish their children to receive their education through the medium of Welsh.**
- (c) the nearest Denominational school where parents wish to have their children educated in a denominational school.**

The Council uses Routefinder, a network analysis system fully

integrated into the Geographical Information System (GIS) software, to calculate home to school distance in miles. The shortest route is calculated from an applicant's home address to the recognised main entrance of the school.

Sibling (brother/sister)

A sibling is defined as a full, half, step or foster brother or sister living together as one household at the same address and where the elder sibling is of statutory school age and will still be registered at the preferred school (or, in the case of an infant school, attending the partner junior school) when the younger child is eligible to attend.

Admissions to schools other than those maintained by the LA

Parents wishing to express a preference for a school in another county other than Flintshire should still use the Flintshire LA preference form and it will be passed to the relevant neighbouring Authority, with the exception of Cheshire West and Chester Council who request you contact them directly. Please be aware of each Authority's admission timetable and closing dates.

Accepting or Declining Places Offered

Parents will be required to accept or decline the school place offered by returning a proforma by a set deadline. The Local Authority reserves the right to withdraw places not accepted by the deadline.

Waiting Lists

If a parent is refused a place for their child at their preferred school during the normal admissions round, the LA will, in agreement with the parent, place the child's name on a waiting list until 31 August in the school year in which they apply. If additional places become available while the waiting list is in operation, and before any appeals are heard, they will be allocated to applicants on the waiting list in accordance with the oversubscription criteria and not according to the date the application was submitted. Placing a name on a waiting list, however, is not a guarantee of an eventual place at the school applied for and also does not affect the parent's right of appeal.

Admission of Pupils from outside Flintshire

Children residing outside Flintshire will only be admitted in accordance with the stated criteria. See 'Admissions Criteria'.

Change of School within Flintshire at times other than normal transfer points

Schools in Flintshire have an agreed protocol for transfers from one nominated school to another other than at the normal transition point. A parent seeking such a transfer should initially speak to the headteacher of

the child's current school to discuss the reasons for that transfer. If, following this discussion, the parent wishes to continue the process, contact should then be made with the headteacher of the new school. Headteachers will refer parents to an officer of the Local Authority, particularly in cases where pupil numbers in the new school have exceeded the Admission Number in the appropriate year group. In such circumstances admission to the new school may be refused. Parents who are dissatisfied with this may give notice of appeal, as outlined below.

Admissions other than at normal entry point

For pupils moving into the area at times other than the normal admission round (September of each year), the LA will endeavour to meet parental preferences as far as possible. However, where it is deemed to be prejudicial to the efficient and effective use of resources, parents will be offered a place at an alternative school. The parent may then accept the alternative placement, or may give notice of appeal.

Appeals Procedure

If the Authority is unable to comply with the parental preference then the parent will be offered a place at another school. The parent may then accept the alternative placement, or may give notice of appeal. Further details about the appeals process will be made available to parents by contacting the Access Officer (01352 704068).

Appeals must be made in writing giving reasons, and sent to the Director of Lifelong Learning. The Authority will initiate the appeals procedure in accordance with the School Standards and Framework Act 1998. The parents, or parent accompanied by a friend if desired, will be given an opportunity to appear before an independent Appeal Panel. The decision of the Independent Appeal Panel will be final and binding on all parties. Details describing the appeals procedure is outlined in a leaflet which is available on request.

Provision for Children with Additional Needs

The Authority, with the schools it maintains, makes appropriate and relevant provision for pupils with additional needs. Schools will have regard to the Code of Practice for Special Educational Needs when identifying, assessing and providing for children who have these needs. Some children may require special educational provision which is over and above that which a mainstream school could reasonably be expected to provide. The Authority will assess the needs of such pupils in accordance with the guidelines laid down by the Code of Practice. Where the assessment indicates this to be necessary, it will arrange for extra provision to be made for them. This provision will be included in a statement of special educational need for the child concerned. This document is negotiated with parents and schools. It states the child's needs and how and where those needs will be met.

Source: Number on Roll (NOR) 2010

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SECONDARY CAPACITY AND ADMISSION NUMBERS

APPENDIX 2 (page 2)

LEA No 664
LEA Name Flintshire

1									
School Number	School Name	Type of School	Age Range	NOR Yr 7 -11	NOR Yr 12 - 13	TOTAL NOR	Capacity	Admission Number	
4012	Holywell High School		11-18	631	94	725	1075	186	
4011	Elfed High School		11-18	624	95	719	1037	175	
4018	Ysgol Maes Garmon	Welsh	11-18	464	82	546	711	120	
4019	John Summers High School		11-18	390	50	440	565	104	
4021	Flint High School		11-18	622	79	701	797	143	
4022	Connah's Quay High School		11-18	914	100	1014	1102	198	
4013	St. David's High School		11-18	563	78	641	687	117	
4600	St. Richard Gwyn High School	R.C.	11-18	812	127	939	1000	173	
4000	Hawarden High School		11-18	930	178	1108	1145	195	
4006	Alun High School		11-18	1201	534	1735	1768	250	
4017	Castell Alun High School		11-18	1018	217	1235	1240	211	
4042	Argoed High School		11-16	579	0	579	580	116	
						10382	11707		

Number on Roll based on Jan 2010

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 20

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **ROAD CLOSURES FOR SPECIAL EVENTS**

1.00 PURPOSE OF REPORT

- 1.01 With the forthcoming celebrations for the Royal Wedding in April 2011, it is necessary to identify a policy with regard to the holding of celebratory parties on public highways, as occurred with the Queen's Jubilee.

2.00 BACKGROUND

- 2.01 The Royal Wedding celebrations take place over the extended weekend starting Friday 29th April 2011.
- 2.02 Where works in the public highway are undertaken which require closure of the public highway, this is currently put in place using Section 14 of the Road Traffic Regulations Act 1984. Those responsible for carrying out the works meet the costs of both the preparation of the Traffic Order and any subsequent traffic management costs, such as advanced signing and diversionary route signing.
- 2.03 Where events which may be generally described as gatherings of members of the public occur on public highways, and those events require the public highway to be closed, such closures are put in place using an order under Town Police Closures Act 1847. The Highway Authority cannot make charges for any work involved in the preparation of an order under this Act.
- 2.04 Currently there are 11 events, run annually, that require traffic management in the form of a road closure (see Appendix A). Historically, the Authority has covered the cost of the closures.
- 2.05 There is a direct cost annually of approximately £5600 for the regularly held events with a possible further £500 for occasional charity events. These charges cover the cost of the provision of advance warning signs, road closed and diversion signs and the siting on site of the signs and collection afterwards.
- 2.06 These charges do not include the indirect staff costs for preparing each legal order, as there is no mechanism in place that allows the Authority to charge. A fee of £335 would normally be charged for a similar order for a road closure for road works (see 2.02)

Date: 10/02/2011

2.07 For the Millennium celebrations and Queens Jubilee parties, closures were arranged at the cost of the applicants.

2.08 For these the Authority adopted the following policy:-

That organisations should, as far as possible, be persuaded to utilise public amenity areas, school grounds (with permission) and/or public buildings in preference to using public highway.

Where this is not feasible, only cul-de-sacs and very minor roads would be considered, with some flexibility dependant on organisations being willing to cover necessary traffic management costs.

2.09 For previous celebratory events, whether on public highway or not, advice on health and safety matters was made available by a leaflet issued by the Authority's Safety Advisory Group which is run by Don Norris.

2.10 Should organisers of events want alcohol to be sold as part of any event or if music or other similar entertainment is required, contact should be made with Licensing in Public Protection as it is likely a Temporary Event Notice would be required.

3.00 CONSIDERATIONS

3.01 General

3.01.1 All closures for Royal Wedding Celebrations to be held on public highways will require Highway Authority authorisation.

3.01.2 The health and safety of members of the public at events is of prime concern. The leaflet issued for previous events can be re-issued for Royal Wedding Parties.

3.02 Events requiring road closures

3.02.1 Where events need closures requiring substantial signing and the organisers do not want to use Streetscene Services to erect the signage, as an alternative, it is possible for them to obtain the necessary signs from approved sign manufacturers and erect them themselves.

3.02.2 Where road closures are implemented with organisers being responsible for erecting the required signs, the organisers must be required to obtain £5 million public liability insurance to indemnify the Council against claims for any accident, injury or damage caused by the erection of the signs.

3.02.3 Members need to consider the continuation of funding road closures for the established events shown in Appendix A and other occasional charity events that occur.

- 3.02.4 It would be possible to reduce the overall charge in 2.05 by approx £4750, those organising these events have 3rd party insurance to £5 million and hire the signs from Streetscene Services and erect them themselves (as in 3.02.1).
- 3.02.5 This would require staff time to identify the location for all the necessary signs for each event, as well as in-depth discussions with the organisers to ensure they are properly prepared and aware of their responsibilities.
- 3.02.6 It may be impractical for the organisers of the larger regular events to organise sufficient manpower and suitable vehicles to put up the signs themselves (e.g. Buckley Jubilee).
- 3.02.7 The Council requires the minimum of twenty eight days notice in order to be able to process applications for Road Closures for events on the Highway.

4.00 RECOMMENDATIONS

- 4.01 That road closures for events on the public highway should be limited to locations on cul-de-sacs and minor roads with the exception of the established events shown in Appendix A.
- 4.02 Where the required signing is provided by Streetscene Services the costs are to be charged to the organisers.
- 4.03 Where organisers hire the signs for erection by themselves, the organisers must indemnify the County Council to the value of £5 million against claims for accident, injury or damage.
- 4.04 Where events are requested on locations requiring diversion signing, these are only approved should the organisers undertake to fund all traffic management as required by the Highway Authority.
- 4.05 That the Council continues to fund the road closures for the established events shown in Appendix A and the occasional charity event at Directorate discretion.

5.00 FINANCIAL IMPLICATIONS

- 5.01 No additional costs will be incurred from the approval of the above recommendations

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 None

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

Appendix A - Town Police Clauses Closures

Appendix A

TOWN POLICE CLAUSES CLOSURES

<u>Organisation</u>	<u>Event</u>	<u>Total Cost</u>	<u>Labour Cost</u>
Sychdyn Playing Field Ass	Carnival	£ 262	£ 229
Buckley Jubilee Committee	Jubilee Celebrations	£2163	£1860
Royal National Lifeboat Inst	Firework Display	£ 324	£ 253
Buckley Fire Service	Firework Display	£ 457	£ 368
Buckley Town Council	Christmas Celebrations	£ 80(est)	£ 75
Flint Town Council	Christmas Celebrations	£ 324	£ 253
Mold Town Council	Christmas Celebrations	£ 479	£ 403
Holywell Town Council	Christmas Celebrations	£ 82	£ 82
Saltney Town Council	Christmas Celebrations	£ 534	£ 460
Northop Community Council	Christmas Celebrations	£ 163	£ 130
Holywell	Religious Festival	<u>£ 766</u>	<u>£ 644</u>
		<u>£5634</u>	<u>£4757</u>

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

Advice and Guidance Notes for organisers of events within Flintshire

Contact Officer: Garry Hughes
 Telephone: 01352 704806
 E-Mail: garry_hughes@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 21

REPORT TO: **EXECUTIVE**
DATE : **15 FEBRUARY 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **COUNTY COUNCIL DIARY OF MEETINGS 2011/12**

1.00 PURPOSE OF REPORT

- 1.01 To consider the diary of meetings for 2011/12 as set out in the attached schedule and to recommend approval of the diary to County Council.

2.00 BACKGROUND

- 2.01 Following a decision of County Council in March 2010, the diary of meetings is based on a 10 week cycle.

3.00 CONSIDERATIONS

- 3.01 In addition to the meetings on a 10 weekly cycle there are additional meetings scheduled for the Statement of Accounts, the Budget and the Annual meeting. In total, there are 9 meetings scheduled.
- 3.02 There are 4 reserved slots in the diary should any special meetings need to be called.
- 3.03 Overview and Scrutiny Committees are scheduled to meet on a monthly basis. This enables more timely reporting for budget and performance reports, with performance reporting dates being identified throughout the diary.
- 3.04 In addition and where possible, meetings have been avoided in the main school holidays.

4.00 RECOMMENDATIONS

- 4.01 That the draft diary of meeting 2011/12 be recommended for adoption by County Council.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

Date: 10/02/2011

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 None.

11.00 CONSULTATION UNDERTAKEN

11.01 Corporate Management Team, Policy, Performance & Partnerships Team and Overview & Scrutiny.

12.00 APPENDICES

12.01 Draft diary of meetings 2011/12

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None.

Contact Officer: Nicola Gittins
Telephone: 01352 702345
E-Mail: nicola_gittins@flintshire.gov.uk

DIARY 2011/12

<u>WEEK</u>	<u>DAY / DATE</u>	<u>10.00AM</u>	<u>2.00PM</u>
End of 2010/11 Diary			
7	4 July 2011 (Mon)		
	5 July 2011 (Tues)		
	6 July 2011 (Wed)		
	7 July 2011 (Thurs)	Schools Budget Forum (9.30am)	
8	11 July 2011 (Mon)	Planning site visits	Standards Committee (6pm)
	12 July 2011 (Tues)	Licensing	
	13 July 2011 (Wed)	Audit	Planning
	14 July 2011 (Thurs)		
9	18 July 2011 (Mon)		
	19 July 2011 (Tues)	Executive (9.30am) SCHOOLS CLOSED	
	20 July 2011 (Wed)	Licensing SCHOOLS CLOSED	Reserved Slot
	21 July 2011 (Thurs)	Corporate Resources O&S SCHOOLS CLOSED	
10	25 July 2011 (Mon)	Licensing Sub- Committee SCHOOLS CLOSED	
	26 July 2011 (Tues)	SCHOOLS CLOSED	
	27 July 2011 (Wed)	SCHOOLS CLOSED	
	28 July 2011 (Thurs)	SCHOOLS CLOSED	
	29 July 2011 (Fri)	Planning Protocol Working Group SCHOOLS CLOSED	
Start of New Diary 2011/12			
		<u>AUGUST RECESS</u> SCHOOLS CLOSED	

1	1 September 2011 (Thurs)	SCHOOLS CLOSED	
2	5 September 2011 (Mon)	Planning Site Visits	Standards Committee (6pm)
	6 September 2011 (Tues)		
	7 September 2011 (Wed)		Planning & Development Control Committee
	8 September 2011 (Thurs)		
3	12 September 2011 (Mon)	Licensing Sub-Committee	
	13 September 2011 (Tues)		County Council
	14 September 2011 (Wed)	Housing O&S (Performance Reporting)	Children's Services Forum (4.30p.m)
	15 September 2011 (Thurs)	Corporate Resources O&S (Performance Reporting)	Social & Health O&S (Performance Reporting)
4	19 September 2011 (Mon)	Community Profile and Partnerships O&S (Performance Reporting)	
	20 September 2011 (Tues)	Executive (9.30am)	
	21 September 2011 (Wed)	Environment O&S (Performance Reporting)	
	22 September 2011 (Thurs)	O&S Co-ordinating Committee	Lifelong Learning O&S (Performance Reporting)
5	26 September 2011 (Mon)		
	27 September 2011 (Tues)		
	28 September 2011 (Wed)	Audit Committee (Statement of Accounts)	County Council (Statement of Accounts)
	29 September 2011 (Thurs)		
	30 September 2011 (Fri)	Planning Protocol Working Group	
6	3 October 2011 (Mon)	Planning Site Visits	
	4 October 2011 (Tues)		
	5 October 2011 (Wed)	Housing O&S	Planning & Development Control Committee
	6 October 2011 (Thurs)		Social and Health Care O&S

7	10 October 2011 (Mon)	Licensing Sub-Committee	Standards Committee (6pm)
	11 October 2011 (Tues)		Reserved Slot
	12 October 2011 (Wed)		
	13 October 2011 (Thurs)	Corporate Resources O&S	
8	17 October 2011 (Mon)	Community Profile and Partnerships O&S	
	18 October 2011 (Tues)	Executive (9.30am)	
	19 October 2011 (Wed)	Constitution Committee	Environment O&S
	20 October 2011 (Thurs)		Lifelong Learning O&S
9	24 October 2011 (Mon)	SCHOOLS CLOSED	
	25 October 2011 (Tues)	SCHOOLS CLOSED	
	26 October 2011 (Wed)	SCHOOLS CLOSED	
	27 October 2011 (Thurs)	SCHOOLS CLOSED	
10	31 October 2011 (Mon)	Planning Site Visits	
	1 November 2011 (Tues)		
	2 November 2011 (Wed)	Housing O&S	Planning & Development Control Committee
	3 November 2011 (Thurs)		Social and Health Care O&S
1	7 November 2011 (Mon)	Licensing Sub-Committee	JCC
	8 November 2011 (Tues)		
	9 November 2011 (Wed)	Licensing Committee	FCC TCC
	10 November 2011 (Thurs)	Corporate Resources O&S	
	11 November 2011 (Fri)	KEEP FREE	KEEP FREE
2	14 November 2011 (Mon)	Community Profile and Partnerships O&S	Standards Committee (6pm)
	15 November 2011 (Tues)	Executive (9.30am)	
	16 November 2011 (Wed)	Environment O&S	SACRE

	17 November 2011 (Thurs)		Lifelong Learning O&S
	18 November 2011 (Fri)	Planning Protocol Working Group	
3	21 November 2011 (Mon)		
	22 November 2011 (Tues)		County Council
	23 November 2011 (Wed)		Children's Services Forum (4.30pm)
	24 November 2011 (Thurs)		
4	28 November 2011 (Mon)		
	29 November 2011 (Tues)		
	30 November 2011 (Wed)		
	1 December 2011 (Thurs)		
	5 December 2011 (Mon)	Planning Site Visits	
5	6 December 2011 (Tues)		
	7 December 2011 (Wed)	Housing O&S (Performance Reporting)	Planning & Development Control Committee
	8 December 2011 (Thurs)	Corporate Resources O&S (Performance Reporting)	Social and Health Care O&S (Performance Reporting)
6	12 December 2011 (Mon)	Licensing Sub-Committee	Standards Committee (6pm)
	13 December 2011 (Tues)	Executive (9.30am)	
	14 December 2011 (Wed)	Environment O&S (Performance Reporting)	Audit Committee
	15 December 2011 (Thurs)	O&S Co-ordinating Committee	Lifelong Learning O&S (Performance Reporting)
7	19 December 2011 (Mon)	Community Profile and Partnerships O&S SCHOOLS CLOSED	
	20 December 2011 (Tues)	Executive (Provisional Budget) 9.30am SCHOOLS CLOSED	Reserved slot
	21 December 2011 (Wed)	SCHOOLS CLOSED	
	22 December 2011 (Thurs)	SCHOOLS CLOSED	

	CHRISTMAS RECESS	SCHOOLS CLOSED	
8	2 January 2012 (Mon)	SCHOOLS CLOSED	
	3 January 2012 (Tues)	SCHOOLS CLOSED	
	4 January 2012 (Wed)	Housing O&S	
	5 January 2012 (Thurs)		Social and Health Care O&S
9	9 January 2012 (Mon)	Planning Site Visits	
	10 January 2012 (Tues)		
	11 January 2012 (Wed)		Planning & Development Control Committee
	12 January 2012 (Thurs)		
	16 January 2012 (Mon)	Licensing Sub-Committee	O&S Budget Standards Committee (6pm)
10	17 January 2012 (Tues)		O&S Budget
	18 January 2012 (Wed)	Environment O&S	Constitution Committee
	19 January 2012 (Thurs)	Corporate Resources O&S	Lifelong Learning O&S
	20 January 2012 (Fri)	O&S Budget	O&S Budget
1	23 January 2012 (Mon)	O&S Budget	O&S Budget
	24 January 2012 (Tues)	Executive (9.30am)	O&S Budget
	25 January 2012 (Wed)		OSC Budget Children's Services Forum (4.30pm)
	26 January 2012 (Thurs)		O&S Budget
	27 January 2012 (Fri)	Planning Protocol Working Group	
2	30 January 2012 (Mon)	Audit Committee	Community Profile and Partnerships O&S
	31 January 2012 (Tues)		County Council
	1 February 2012 (Wed)	Housing O&S	

	2 February 2012 (Thurs)		Social and Health Care O&S
3	6 February 2012 (Mon)	Planning Site Visits	
	7 February 2012 (Tues)		
	8 February 2012 (Wed)		Planning & Development Control Committee
	9 February 2012 (Thurs)		
4	13 February 2012 (Mon)	SCHOOLS CLOSED	
	14 February 2012 (Tues)	SCHOOLS CLOSED	
	15 February 2012 (Wed)	SCHOOLS CLOSED	
	16 February 2012 (Thurs)	SCHOOLS CLOSED	
5	20 February 2012 (Mon)	Licensing Sub-Committee	Corporate Resources O&S Standards Committee (6pm)
	21 February 2012 (Tues)	Executive (9.30am)	
	22 February 2012 (Wed)	Environment O&S	FCC TCC
	23 February 2012 (Thurs)		Lifelong Learning O&S
6	27 February 2012 (Monday)		JCC
	28 February 2012 (Tues)		Reserved Slot
	29 February 2012 (Wed)	Licensing Committee	
	1 March 2012 (Thurs)		
7	5 March 2012 (Mon)	Community Profile and Partnerships O&S	
	6 March 2012 (Tues)		County Council (Budget)
	7 March 2012 (Wed)	Housing O&S	
	8 March 2012 (Thurs)	O&S Co-ordinating	Social and Health Care O&S
8	12 March 2012 (Mon)	Planning Site Visits	Standards Committee (6pm)
	13 March 2012 (Tues)		

	14 March 2012 (Wed)		Planning & Development Control Committee
	15 March 2012 (Thurs)		
9	19 March 2012 (Mon)	Licensing Sub-Committee	
	20 March 2012 (Tues)		
	21 March 2012 (Wed)	Environment O&S (Performance Reporting)	SACRE
	22 March 2012 (Thurs)	Corporate Resources O&S (Performance Reporting)	Lifelong Learning O&S (Performance Reporting)
	23 March 2012 (Fri)	Planning Protocol Working Group	
10	26 March 2012 (Mon)	Audit Committee	
	27 March 2012 (Tues)	Executive (9.30am)	
	28 March 2012 (Wed)	Constitution Committee	Children's Services Forum (4.30pm)
	29 March 2012 (Thurs)	Community Profile and Partnerships O&S (Performance Reporting)	Social and Health Care O&S (Performance Reporting)
1	2 April 2012 (Mon)	SCHOOLS CLOSED	
	3 April 2012 (Tues)	SCHOOLS CLOSED	
	4 April 2012 (Wed)	SCHOOLS CLOSED	
	5 April 2012 (Thurs)	SCHOOLS CLOSED	
	6 April 2012 (Fri)	Good Friday SCHOOLS CLOSED	
2	9 April 2012 (Mon)	Easter Monday SCHOOLS CLOSED	
	10 April 2012 (Tues)	SCHOOLS CLOSED	
	11 April 2012 (Wed)	SCHOOLS CLOSED	
	12 April 2012 (Thurs)	SCHOOLS CLOSED	
3	16 April 2012 (Mon)	Planning Site Visits SCHOOLS CLOSED	Standards Committee (6pm)
	17 April 2012 (Tues)	Licensing Sub-Committee	County Council
	18 April 2012 (Wed)	Housing O&S (Performance Reporting)	Planning & Development Control Committee

	19 April 2012 (Thurs)	Corporate Resources O&S	Lifelong Learning O&S
4	23 April 2012 (Mon)		
	24 April 2012 (Tues)	Executive (9.30am)	
	25 April 2012 (Wed)		
	26 April 2012 (Thurs)		
5	30 April 2012 (Mon)		
	1 May 2012 (Tues)		
	2 May 2012 (Wed)		
	3 May 2012 (Thurs)	COUNTY COUNCIL ELECTIONS	
6	7 May 2012 (Mon)	Bank Holiday SCHOOLS CLOSED	
	8 May 2012 (Tues)		
	9 May 2012 (Wed)		
	10 May 2012 (Thurs)		
7	14 May 2012 (Mon)		
	15 May 2012 (Tues)	11am County Council – Annual Meeting	
	16 May 2012 (Wed)		
	17 May 2012 (Thurs)		
8	21 May 2012 (Mon)	Planning Site Visits	
	22 May 2012 (Tues)		Reserved Slot
	23 May 2012 (Wed)	Environment O&S	Planning & Development Control Committee
	24 May 2012 (Thurs)		Social and Health Care O&S
	25 May 2012 (Fri)	Planning Protocol Working Group	

9	28 May 2012 (Mon)	Community Profile and Partnerships O&S	JCC
	29 May 2012 (Tues)		
	30 May 2012 (Wed)	Housing O&S (Performance Reporting)	Licensing Committee Children's Services (4.30pm)
	31 May 2012 (Thurs)		
10	4 June 2012 (Mon)	Bank Holiday SCHOOLS CLOSED	
	5 June 2012 (Tues)	Bank Holiday SCHOOLS CLOSED	
	6 June 2012 (Wed)	SCHOOLS CLOSED	
	7 June 2012 (Thurs)	SCHOOLS CLOSED	
	11 June 2012 (Mon)	Licensing Sub-Committee	Corporate Resources O&S Standards Committee (6pm)
1	12 June 2012 (Tues)	Executive (9.30am)	
	13 June 2012 (Wed)	Environment O&S (Performance Reporting)	SACRE
	14 June 2012 (Thurs)	O&S Co-ordinating Committee	Lifelong Learning O&S (Performance Reporting)
2	18 June 2012 (Mon)	Planning Site Visits	
	19 June 2012 (Tues)		County Council
	20 June 2012 (Wed)		Planning & Development Control Committee
	21 June 2012 (Thurs)		
3	25 June 2012 (Mon)	Community Profile and Partnerships O&S (Performance Reporting)	Audit Committee
	26 June 2012 (Tues)		
	27 June 2012 (Wed)	Housing O&S	FCC TCC
	28 June 2012 (Thurs)		Social and Health Care O&S (Performance Reporting)
	2 July 2012 (Mon)		

4	3 July 2012 (Tues)		
	4 July 2012 (Wed)	Constitution Committee	
	5 July 2012 (Thurs)	Corporate Resources O&S (Performance Reporting)	
5	9 July 2012 (Mon)	Licensing Sub-Committee	Standards Committee (6pm)
	10 July 2012 (Tues)	Executive (9.30am)	
	11 July 2012 (Wed)	Environment O&S	
	12 July 2012 (Thurs)		Lifelong Learning O&S
6	16 July 2012 (Mon)	Community Profile and Partnerships O&S	JCC
	17 July 2012 (Tues)	Audit Committee (Statement of Accounts)	County Council (Statement of Accounts)
	18 July 2012 (Wed)		Children's Services Forum (4.30pm)
	19 July 2012 (Thurs)		
7	23 July 2012 (Mon)	Planning Site Visits SCHOOLS CLOSED	
	24 July 2012 (Tues)	SCHOOLS CLOSED Licensing Committee	
	25 July 2012 (Wed)	Housing O&S SCHOOLS CLOSED	Planning & Development Control Committee
	26 July 2012 (Thurs)	SCHOOLS CLOSED	Social and Health Care O&S
	27 July 2012 (Fri)	Planning Protocol Working Group SCHOOLS CLOSED	
8	30 July 2012 (Mon)	SCHOOLS CLOSED	
	31 July 2012 (Tues)	SCHOOLS CLOSED	
		<u>AUGUST RECESS</u> SCHOOLS CLOSED	

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE

DATE: 15 FEBRUARY, 2011

REPORT BY: CHIEF EXECUTIVE

SUBJECT: EXERCISE OF DELEGATED POWERS

1.00 PURPOSE OF REPORT

1.01 To inform Members of action taken under delegated powers.

2.00 BACKGROUND

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

3.00 RECOMMENDATION

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

4.00 FINANCIAL IMPLICATIONS

4.01 As detailed in each report.

5.00 ANTI-POVERTY IMPACT

5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT

6.01 As detailed in each report.

7.00 EQUALITIES IMPACT

7.01 As detailed in each report.

8.00 PERSONNEL IMPLICATIONS

8.01 As detailed in each report

9.00 CONSULTATION REQUIRED

9.01 Not applicable

10.00 CONSULTATION UNDERTAKEN

10.01 Not applicable

11.00 APPENDICES

11.01 Summary of Decisions taken under Delegated Powers.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background documents: See individual report.

Contact Officer: Detailed on the individual reports.

APPENDIX 1

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Directorate

Subject

Community Services

Housing estate rent write off

Environment

Unresolved objections received on proposed traffic restrictions in Bistre Close, Buckley

Lifelong Learning

Disposal of two plots of land at Flint High School

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

EXECUTIVE MEETING DATES

FORWARD WORK PROGRAMME ITEMS – NOVEMBER 2010 – APRIL 2011

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE (Strategic/Operational)	PORTFOLIO
15 February 2011	Chief Executive	➤ Single Equality Duty	Strategic	Corporate Management
	Human Resources & Organisational Development	➤ Workforce Information Quarter 3 2010/11	Operational	Corporate Management
	ICT & Customer Services	➤ Customer Services Strategy Update	Strategic	Corporate Management
	Finance	➤ 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 Leisure & Public Protection
15 March 2011	Chief Executive	<ul style="list-style-type: none"> ➤ Quarter 3 Performance Reporting 	Operational	Corporate Management
	Human Resources & Organisational Development	<ul style="list-style-type: none"> ➤ People Strategy Update 	Strategic	Corporate Management
	ICT & Customer Services	<ul style="list-style-type: none"> ➤ ICT Strategy Update 	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 Operational	Finance & Asset Mngt Finance & Asset Mngt Finance & Asset Mngt Finance & Asset Mngt
	Community Services	<ul style="list-style-type: none"> ➤ White Paper – The Future of Social Services in Wales 	Strategic	Social Services

		<ul style="list-style-type: none"> ➤ Housing Ballot ➤ Charging Policy – Social Services for Adults 	Operational 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

As part of the Flintshire Futures Programme, regular reports will be submitted to Executive.