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Pennaeth Gwasanaethau Cyfreithiol a
Democrataidd



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

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

Your Ref /
Eich Cyf

ur Ref / Ein Cyf ^{ST 0}

Date / Dyddiad 06/04/2011

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 **CLWYD COMMITTEE ROOM,
COUNTY HALL, MOLD** on **TUESDAY, 12 APRIL 2011** at **09:30** to consider the
following items.

Yours faithfully

Democracy and Governance Manager

AGENDA

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on
15/03/2011 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. **STRUCTURE OF FORMAL CONSULTATION DOCUMENT (CHOICES
DOCUMENT)**

Report of the Chief Executive - Portfolio of the Executive Member for
Housing

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

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

5. REVIEW OF THE COUNCIL'S HOUSEHOLD RECYCLING CENTRE PROVISION
Report of the Director of Environment - Portfolio of the Executive Member for Waste Management
6. INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) STRATEGY - UPDATE
Report of the Head of ICT and Customer Services - Portfolio of the Executive Member for Corporate Management

OPERATIONAL REPORTS

7. OUTCOME AGREEMENT WITH WELSH ASSEMBLY GOVERNMENT (WAG)
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
8. CHANGES TO THE NATIONAL PERFORMANCE MEASUREMENT FRAMEWORK FOR 2011/12
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
9. REVENUE BUDGET MONITORING 2010/11 (MONTH 10)
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
10. SCHOOL CAPITAL REPAIRS PROGRAMME 2010-2011
Report of the Director of Lifelong Learning and Director of Environment - Portfolio of the Executive Member for Education
11. TRANSFORMING EDUCATION: NORTH WALES REGIONAL COLLABORATION PROJECT FOR THE PROVISION OF SCHOOL IMPROVEMENT SERVICES - PROGRESS REPORT MARCH 2011
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education
12. EXERCISE OF DELEGATED POWERS
Report of the Chief Executive enclosed
13. FORWARD WORK PROGRAMME
A copy of the Executive Forward Work Programme (Month 04/11) is enclosed. Also enclosed is the Executive Forward Work Programme for the period May 2011 to October 2011

EXECUTIVE
15 MARCH 2011

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 15 March 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: K. Armstrong-Braun, J. B. Attridge, F. Gillmore, R. G. Hampson, G. Hardcastle, D. I. Mackie, E. Owen A. P. Shotton and C. A. Thomas

IN ATTENDANCE:

Chief Executive, Director of Environment, Director of Lifelong Learning, Head of Legal and Democratic Services, Head of Finance, Head of Development & Resources and Head of Housing

Following the recent tragic events in Japan, Councillor L. A. Sharps offered his sincere sympathies to those affected. It was agreed that the Chief Executive would contact the Deputy First Minister, MP's and AM's to indicate that Flintshire County Council would offer any assistance it could to companies in Japan and Japanese companies in Flintshire who were affected by the events. Also, sympathies were to be sent to those involved in the Japanese Youth Exchange.

231. MINUTES

The minutes of the meeting held on 15 February 2011 were confirmed as a correct record.

232. DECLARATIONS OF INTEREST

Councillor N. Phillips declared a personal and prejudicial interest in agenda item number 15 (Closure of the Applied Behavioural Analysis (ABA) Resource at Westwood Community School.

233. SUSTAINABLE SOCIAL SERVICES FOR WALES: A FRAMEWORK FOR ACTION

The Executive Member for Social Services introduced the report which informed Members of the Welsh Assembly Government (WAG) "White" paper on Sustainable Social Services for Wales: A Framework for Action.

To make the strategic change effective, the paper stated that a number of high level "game changing" actions were needed which were set out in the report.

The Chief Executive added that the Framework for Action was WAG's response to the "From Vision to Action" report from the Independent Commission on Social Services which was produced in November 2010.

The "White Paper" was a statement of policy intent and the policy aspirations of WAG needed to be realistic, feasible and affordable.

The WAG paper made recommendations for change where change was already underway, such as regional collaboration where North Wales was the most progressive region in Wales on collaborative working. Also recommended in the paper was the aspiration for new investment in workforce development at a time when national funding for training and development was being reduced.

The Executive Member for Social Services suggested that Flintshire County Council should write to WAG with its own response to the "White Paper", which was agreed.

RESOLVED:

- (a) That the report be received; and
- (b) Flintshire County Council write to WAG with its own response to the "White Paper"

234. NORTH WALES PARTNERSHIP REVIEW

The Executive Member for Corporate Strategy introduced the report on the final proposals and timescale for implementation of the outcomes of the North Wales Partnership Review. Information on the input made to the review by Flintshire, which reflected the preferred position for regional partnerships, was provided.

The Chief Executive explained that the Review had concluded and the outcomes and timetable were being reported to the respective partner organisations. Councils and partner organisations would be asked to endorse the review proposals between January and March 2011 with implementation of the proposals from April 2011.

The proposals made from the Review transformed the present partnership structure, thereby achieving efficiencies, reducing complexities and improving outcomes for the citizen.

Potential efficiencies that complemented the review had already been highlighted locally. For example, the Community Safety Partnership, the Local Safeguarding Children's Board and the Youth Offending Team as shared partnerships across both Flintshire and Wrexham.

RESOLVED

- (a) That the final proposals and timescale for implementation of the outcomes of the North Wales Partnership Review be endorsed; and
- (b) That the input made to the review by Flintshire to reflect the preferred position for regional partnerships be noted.

235. WORKFORCE COST REDUCTION MEASURES – WELSH LOCAL GOVERNMENT MEMORANDUM OF UNDERSTANDING

The Executive Member for Corporate Strategy introduced the report which informed Members of the draft Memorandum of Understanding (MOU) on workforce cost reduction measures. Formal endorsement was invited of the Memorandum as a Corporate Signatory.

The Chief Executive said the MOU constituted an all Wales Framework within which local authorities and Trades Unions could work together on a range of acceptable workforce cost reduction measures.

The framework did not place an obligation on local authorities to adopt any or all of the cost reduction measures. However the parties to the MOU agreed that each measure identified could be considered for adoption locally. One of the key aims of the MOU was to protect, to the maximum extent possible, the local government workforce in Wales from compulsory redundancies.

RESOLVED

That the Memorandum as a corporate signatory be endorsed.

236. GOOD HEALTH, GOOD CARE IN FLINTSHIRE STRATEGY 2011-2014

The Executive Member for Social Services introduced the report on the Flintshire Good Health, Good Care Strategy 2011-2014.

Flintshire County Council and Betsi Cadwaladr University Local Health Board held joint responsibility for the development and implementation of a Health, Social Care and Well-being Strategy for the local population. The current strategy, Good Health, Good Care 2008-2011, expired at the end of March 2011 and this third strategy built upon and responded to lessons learned during the implementation of the previous strategies.

RESOLVED

- (a) That the final draft Good Health, Good Care in Flintshire Strategy 2011-14 be approved; and
- (b) That the proposals for developing regional/sub regional Health Social Care and Well Being Partnership Board(s) be noted.

237. CHARGING POLICY FOR NON-RESIDENTIAL SOCIAL SERVICES FOR ADULTS

The Executive Member for Social Services introduced the report which sought approval to open a full review of the Charging Policy and eligibility criteria for transport as commissioned by County Council and for interim changes to the Policy and the proposed rates for 2011/12.

The first part of the Welsh Assembly Government (WAG) Social Care Charges (Wales) Measure 2010 would come into force on 11 April 2011 and would make provision for and in connection with the imposition and recovery of charges for the provision of non residential social care services.

The Chief Executive added that the Council would formally ask WAG to reconsider the transport exemption under the Measure and to give Councils the option to charge.

RESOLVED

- (a) That the interim charges to the Charging Policy for Non-residential Social Services for Adults be approved; and
- (b) That a review of the Charging Policy be commissioned and the eligibility criteria for transport to include the following:
- All social care services for adults and children
 - Housing related support
 - Eligibility for transport, including needs assessment, independent alternatives and ability to pay
 - Methods of transport provision by the Council
 - Comparison with neighbouring councils; and
 - The outcomes of the regional fleet management review

The review to be concluded and reported back to Executive by July 2011, following consultation with all stakeholders and the completion of an equalities impact assessment.

238. 'DEESIDE MOVING FORWARD – TURNING THE TIDE' – A STRATEGIC APPROACH TO REGENERATING DEESIDE

The Executive Member for Regeneration and Tourism introduced the report which set out proposals for a strategic approach to regenerating Deeside which focused Flintshire's regeneration priorities on the area of the county that demonstrated not only the greatest regeneration need but also the greatest economic opportunity currently available in Flintshire and the wider North Wales region.

The Director of Environment said the Deeside proposal represented the greatest concentration of multiple deprivation in Flintshire and was one of the largest areas of employment in North Wales. It was considered that the area fully met the Welsh Assembly Government's (WAG) key designation criteria,

at the same time as offering a major opportunity and challenge for both Flintshire and the wider North Wales region. Within the proposed area there were a number of committed and emerging programmes in place, within both the public and private sectors which were detailed in the appendix to the report.

The proposed approach represented a major opportunity to tackle deprivation in Deeside and co-ordination of physical investment works with actions to meet the needs of the local community could bring significant additional benefits such as employment and regeneration of town centres.

It was a major, wide ranging and ambitious programme, however some parts were already in place and significant private sector commitment had already been secured.

A case would need to be developed for 'Deeside Moving Forward – Turning the Tide', based on wide ranging support from national, regional and local representatives, community organisations, the private sector and other partners. It was recommended that those discussions commence nationally, regionally and locally.

In response to comments from the Executive Member for Environment, the Chief Executive said it was important that Flintshire's priorities were recognised in the Spatial Plan which would strengthen any applications for European funding. He said he would take on board the comments made on who would lead the project on behalf of the County Council.

RESOLVED

That support be given, in principle, for the development of a case for 'Deeside Moving Forward – Turning the Tide'. This will involve formal discussions at a National/Regional/Local level.

239. QUARTER 3 PERFORMANCE REVIEW 2010/11

The Executive Member for Corporate Strategy introduced the report which detailed the Quarter 3 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The update of the Strategic Assessment of Risks and Challenges (SARC) summary was contained within the performance reports.

The Chief Executive explained that Appendix 1 to the report contained a schedule of all of the Improvement Targets which were reported on a quarterly basis. This was in line with the revised list of Improvement Targets endorsed by Executive on 18 January 2011.

RESOLVED

That specific issues for consideration be referred for management action and/or referral to the appropriate Overview and Scrutiny Committee.

240. CAPITAL PROGRAMME 2010/11 (MONTH 9)

The Leader and Executive Member for Finance and Asset Management introduced the report which provided the latest capital programme information for 2010/11.

The Head of Finance explained that the previously reported programme total of £36.317M had increased to £37.241M, details of which were provided in the report.

The latest budget monitoring information indicated that a Council Fund total of £0.681M funded by way of general (non-specific) financing resources (unhypothecated supported borrowing/general capital grant/capital receipts) could be released for alternative scheme purposes and had been included in the total available funding resources for 2011/12 Capital Programme.

The Leader and Executive Member for Finance and Asset Management said only 40% of the capital spend had been spent at this time and more worryingly it was 8% less than the previous year. The Director of Environment explained that the Corporate Asset Management Group (CAMG) recognised the programme slippage during the year and that the same had happened in 2009/10. CAMG were in the process of developing proposals to hopefully ensure all Directorates managed their elements of the Programme more effectively in the future.

The Chief Executive explained the difference between the various capital funding regimes, including the Council's own receipts, saying that most of the Programme could be carried forward into the 2011/12 financial year if it remained unspent in 2010/11.

RESOLVED

That the report be noted and approved.

241. REVENUE BUDGET MONITORING 2010/11 (MONTH 9)

The Leader and Executive Member for Finance and Asset Management introduced the report which provided Members with the most up to date revenue budget monitoring information (Month 9) for the Council Fund and the Housing Revenue Account in 2010/11.

The Head of Finance explained that the projected year end position was estimated at Month 9 as a net overspend of £0.460M (overspend of £0.717M at Month 8) on the Council Fund and a net overspend of £0.033M (underspend of £0.092M at Month 8) on the Housing Revenue Account.

The 2009/10 final outturn reported to Executive on 10 August showed un earmarked reserves at 31 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.

The movements to date on unearmarked reserves and the estimated level of contingency sum were detailed in the appendix to the report. As a result of those movements currently projected, the net amount available in the Contingency Reserve was £0.988M, of which £0.440M was ringfenced for Flintshire Futures organisational change costs.

Detailed in the appendix to the report were the reasons for significant variances to date on the Housing Revenue Account and the actions planned to deal with them. The net effect of the revised balance brought forward, the additional allocations from balances and the projected overspend of £0.033M was that there would be balances in hand at the end of the year of £1.024M which at 4.2% of budgeted expenditure was greater than the minimum level of 3% recommended by the Head of Finance. The projected year end balance was £0.227M less than the £1.251M that was projected when the 2011/12 HRA budget was approved at the Council meeting on 15 February 2011.

RESOLVED

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

242. HOUSEHOLD WASTE COLLECTION POLICY

The Executive Member for Waste Management introduced the report which sought approval of the Household Waste Collection Policy developed by Members of the Streetscene Task and Finish Group in order to support the introduction of the new Managed Weekly Collection service.

The introduction of a Managed Weekly Collection service was one of the key actions listed in the approved Municipal Waste Strategy and would change the way the Council collected domestic waste by introducing a wheelie bin for residual waste, replacing the black sacks currently provided to residents.

The Director of Environment confirmed that weekly residual waste collections would take place over the Christmas period to take account of additional waste during that time.

Members were reminded of the assistance that could be given to help elderly and disabled residents.

RESOLVED

That the Household Waste Collection Policy be approved.

243. INTRODUCING ALTERNATIVE WORKING PATTERNS INTO THE STREETSCENE SERVICE

The Executive Member for Waste Management introduced the report which sought approval for the introduction of an alternative working pattern for the staff in the Streetscene service in order to maximise the efficiency of the service.

Whilst the Streetscene service currently operated Monday-Friday there was a requirement for some services to be delivered over the weekend/evening period. Currently this requirement was staffed by volunteers and paid for at overtime rates. The alternative working pattern would cover all of the planned service functions required to be delivered by Streetscene, consolidating them into the standard working week for the service.

By introducing a 6 day week for specific Streetscene service areas the service would operate for 55.5 hours each week with Streetscene staff working on a fixed rota working 37 hours over 4 days of every week.

The Director of Environment added that the new arrangements would require a smaller fleet size which would reduce the overall leasing cost of the Streetscene vehicles. Due to lease agreements the full saving from the service would be generated over a period of 4 years, with savings being accrued as vehicles reached the end of their lease and not being replaced.

The Chief Executive added that by reducing the number of operational staff in the depot during any single shift, the required depot footprint would be significantly reduced. This would allow the Streetscene service to be rationalised into a single depot without extensive land purchases.

RESOLVED

That the proposed changes set out in the report for consultation be approved and delegated authority be granted to the Director of Environment and Head of Human Resources and Organisational Development in consultation with the associated Executive Members, to consider any representations made by the Trades Unions or staff and agree and implement the new working patterns, noting that any revised terms and conditions will be consistent with those to be recommended as a Part 3 Agreement alongside the eventual Single Status Agreement.

244. CLOSURE OF THE APPLIED BEHAVIOURAL ANALYSIS (ABA) RESOURCE AT WESTWOOD COMMUNITY SCHOOL

Councillor N. Phillips left the room during discussion of this item (minute number 232).

The Executive Member for Education introduced the report which sought approval to begin the Notice of Closure on the Applied Behavioural Analysis (ABA) Resource at Westwood Community School.

The ABA Resource was a joint commissioned provision between Wrexham and Flintshire local authorities and provided Key Stage (KS) 1 pupils with Autistic Spectrum Disorder (ASD). Lead officers from both local authorities were in agreement with the proposal to close the provision from September 2011.

The Director of Lifelong Learning said whilst the provision had been successful, there had been limited opportunity for integration into mainstream education. The school did not consider itself to be in a position to increase integration due to the complex needs of the pupils.

The provision currently supported 6 children with projected numbers for the next academic year being 2. The Authority recognised that the Centre had skilled and experienced staff; every attempt would be made to redeploy the existing staff but there was the possibility of staff redundancies or retirement was an option for some staff.

RESOLVED

That approval be given to begin the Notice of Closure of the ABA Resource.

245. FIELDS IN TRUST: QUEEN ELIZABETH II FIELDS CHALLENGE

The Director of Lifelong Learning introduced the report which advised Members of the Queen Elizabeth II Fields Challenge Programme.

Fields in Trust (F.I.T) was the operating name used by the National Playing Fields Association (NPFA) and to mark the Queen's Diamond Jubilee in 2012, F.I.T had launched a new initiative to identify and then protect 2012 recreation grounds across the United Kingdom.

In support of the programme, it was recommended that all Town and Community Councils be contacted and invited to nominate a recreation ground within their community in the ownership of the County Council or Town/Community Council which they would like to see protected. These nominations would be returned to the County Council for discussion with F.I.T prior to further consideration by Members for determination.

RESOLVED

That the principle of this new programme be supported and nominations from Town/Community Councils be invited prior to a further report back to Executive.

246. THE PAVILLION, FLINT: PROPOSED RE-DEVELOPMENT

The Executive Member for Leisure Services and Public Protection introduced the report which outlined re-development proposals received for The Pavillion, Flint.

Alliance Leisure Services had been invited to examine investment opportunities, in particular, to explore the potential to incorporate new leisure provision. The potential opportunities were identified as 8-lane ten pin bowling, 4-rink indoor bowling, soft play and cafeteria with party rooms, studio space and refurbishment of the fitness suite to mirror the enhanced provision at Deeside.

The proposals for the re-development of the Sports Hall would require the relocation of some activities, principally badminton. Many of the activities would be accommodated on site with the provision of studio/multi-activity rooms with the benefits of retaining that proportion of sports hall income. Some activities would need to be re-located within the town to the sports facilities at Flint High School. The proposal included refurbishment work of changing facilities at Flint High School.

The Chief Executive said Deeside Leisure Centre and The Pavillion, Flint were priorities for re-development as they offered a commercial return to subsidise other leisure facilities and services. Any future re-development of dual use centres would require funding through 21st Century Schools and prudential borrowing.

RESOLVED

That the re-development proposals for The Pavillion, Flint be approved and officers be authorised to conclude a works contract.

247. HOUSING ALLOCATIONS POLICY

The Executive Member for Housing introduced the report which outlined the proposed revised Allocations Policy following consultation with stakeholders and customers over the last three months.

On the wide ranging Welfare Reform proposals, some of the changes take effect earlier than others. Provision for the impact of the known changes should be addressed within the current Housing Allocations Policy to enable the Council to plan ahead and best manage the allocation of housing stock for the future. A preventative approach could be adopted whilst the policy was under review.

The Head of Housing explained that the policy could require further review once the outcome of the Welsh Assembly Government (WAG) consultation was known but officers had tried to pre-empt what some of that might be in this policy review.

RESOLVED

That the final proposed changes to the Allocations Policy following the Statutory consultation and consideration of the impact of planned Welfare Reform Changes be supported.

248. DURATION OF MEETING

The meeting commenced at 9.30a.m. and ended at 11.00a.m.

249. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were 2 members of the press and 5 members of the public in attendance.

.....
Chairman

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

EXECUTIVE	DATE: 15 MARCH 2011
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MEMBER	ITEM	MIN. NO. REFERS
N. Phillips	Closure of the Applied Behavioural Analysis (ABA) Resource at Westwood Community School	232

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **12 APRIL 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **STRUCTURE OF FORMAL CONSULTATION DOCUMENT**
(CHOICES DOCUMENT)

1.00 PURPOSE OF REPORT

1.01 This report seeks the approval of the Executive to the proposed draft structure of the Formal Consultation Document prior to consultation with the Welsh Assembly Government.

2.00 BACKGROUND

2.01 This report sets out the process for the formal consultation, the Welsh Assembly Government's requirements for the Formal Consultation Document (Choices Document) and sets out the proposed structure of Flintshire's Formal Consultation Document.

2.02 The Housing Project Board met on the 14th of March 2011 to consider the report on the proposed structure of the Formal Consultation Document.

3.00 CONSIDERATIONS

3.01 Stage 1 notice

3.02 The formal consultation commences with the issue of the stage 1 notice. The stage 1 notice is issued to tenants with a formal consultation document. Approval must be obtained from the Welsh Assembly Government in order to commence formal consultation.

3.03 The aim of the formal consultation process is to seek tenants' views on the terms of the proposed transfer. It should not start until the local authority has made a detailed provisional calculation of the valuation of the properties and has a clear understanding of the nature of the services to be provided by the acquiring landlord.

3.04 This will to ensure that information given to tenants and commitments made regarding future policy for rents and repairs, and levels of service, are well-founded. The requirements for formal consultation are set out in Schedule 3A to the Housing Act 1985 (as amended by section 6 of and Schedule 1 to the Housing and Planning Act 1986). The process falls into two stages:

3.05 Stage 1 Notice – the issue of the formal consultation document

Date: 06/04/2011

- 3.06 (Para 3(2) of Schedule 3A of the 1985 Act – further amended by the Housing Act 1996 (Consequential Amendments) Order 1997 (SI 1997/74)): the local authority is required to serve a notice on its secure tenants and those with an introductory tenancy setting out the following details:
- details of the proposal, including the identity of the prospective new landlord(s);
 - the likely consequences of the disposal for the tenant; and
 - the effect of the provisions of Schedule 3A and the provisions inserted by section 8 of the 1986 Act (the Preserved Right To Buy).
- 3.07 The notice must invite representations within a reasonable period. The Assembly Government requires a period of at least 28 days between the service of the notice and the close of consultation. The local authority is required to consider any representations made within that period and may need to revise their proposals accordingly. The Welsh Assembly Government will need to see evidence of this.
- 3.08 The Formal Consultation Document – ‘Choices Document’ – is sent to tenants with the stage 1 notice. Once the consultation responses on the Choices Document have been considered and any amendments made, which must be agreed by the Assembly Government, a Stage 2 notice is issued to tenants.
- 3.09 Stage 2 Notice**
- 3.10 (Para 3(3) of Schedule 3A of the 1985 Act): the local authority is required to serve a further written notice on tenants known as the Stage 2 notice:
- describing any significant changes in the proposal;
 - saying that objections may be made to the Assembly Government within 28 days or a specified longer period; and
 - drawing attention to the fact that the Assembly Government cannot give consent to a transfer if it appears that the majority of tenants who vote in a ballot are opposed to the transfer.
- 3.11 Members should be aware that the Choices Document is a legally binding contract and that all commitments contained in the offer document must be kept by the new landlord. It is therefore essential that there are sufficient funds built into the new landlord business plan to deliver the commitments made.
- 3.12 Members should be aware that there can be no material changes to the Choices Document or tenancy agreement after the Ballot has been conducted. There may be some exceptional circumstances whereby minor

amendments are acceptable but this is subject to prior approval by the Assembly Government and only if these changes are beneficial to tenants.

3.13 It is the responsibility of the Council to ensure that the version tenants vote upon is both legally and factually accurate and that there is no doubt as to what tenants are actually voting on.

3.14 In general, authorities normally conduct the ballot of tenants immediately after the service of the Stage 2 notice.

3.15 Proposed structure of the Choices Formal Consultation

Welsh Assembly Government requirements

3.16 The Welsh Assembly Government's requirements for the formal consultation document are very prescriptive and the draft document will have to be approved by the Deputy Minister for Housing and Regeneration. The Council will have to clearly demonstrate in the formal consultation document that a transfer proposal is being made and that tenants are clear about the nature and detail of every aspect of the transfer proposal.

3.17 The Assembly Government require that the formal consultation document sets out clearly the terms of the proposed transfer including tenants' rights under the assured tenancy regime. It should compare those rights with the rights of secure tenants. The document should explain specifically, and in detail, any changes to tenants' statutory and contractual rights which will apply following transfer. Any commitments made at the informal consultation stage should be incorporated into the formal consultation material. The information should also explain fully the consequences of staying with the local authority and of transferring both now and in the future.

3.18 The document must contain a copy of the proposed assured tenancy agreement that will be offered to transferring tenants by the new landlord. Tenants who transfer will have the preserved right to buy (PRTB) and this must be reflected in the Offer document.

3.19 The issues which the Assembly Government expect the Council to cover in the formal consultation document are set out at **Appendix 1**. This list of issues to be covered by the document clearly requires the Council to frame the document as a transfer proposal. Members are asked to note that this is a legal consultation which could be subject to legal challenge. Tenants have to be absolutely clear that they are voting to either accept a transfer proposal or reject it, and must have clear information on the proposal prior to casting their votes.

3.20 The Deputy Minister has confirmed that the standard question must be posed in the Choice Document and on the ballot paper without amendment and that this is not negotiable. This was accepted by the Flintshire delegation

at the meeting in September 2010. The standard question is 'do you support your Council's proposal to transfer your home to..... (name of acquiring landlord)'.

Proposed structure of Choices Document

- 3.21 Taking account of the prescribed Welsh Assembly Government's requirements and the fact that it is a legal requirement to provide details of the proposal including the identity of the prospective new landlord and the likely consequences of the disposal for the tenants; it is proposed that the Choices Document will be structured as set out at **Appendix 2**.
- 3.22 The Housing Project Board as an advisory body, was asked to provide any initial comments on the structure prior to it being presented to the Executive and discussed with the Welsh Assembly Government.
- 3.23 The structure envisages the following chapters:
- Opening statement;
 - The housing transfer proposal;
 - The rent and other charges you would pay;
 - Delivering local services;
 - Improving and repairing your home;
 - Services for older people and the sheltered housing service;
 - Involving you in the running of the Council and Dee Housing;
 - Your rights;
 - About the Council and Dee Housing;
 - Community and economic regeneration;
 - The next steps – legal requirements for tenant consultation;
 - Other useful information and contacts;
 - The proposed Tenancy Agreement.
- 3.24 Each chapter includes a number of proposed sub-headings and questions that the text will answer. Other sub-headings and questions may be included in order to ensure that the document responds to issues and questions raised by tenants during the consultation.
- 3.25 The opening statement will set the scene, explain the purpose of the document, set out how the Council arrived at balloting tenants and set out clearly that it's the tenants' choice and that the Council is not seeking to promote a particular result.

- 3.26 The second chapter – the housing transfer proposal – is an executive summary of the proposal and includes key aspects of the proposal from later chapters. The Welsh Assembly Government will require this chapter to be included as some tenants may not read the document beyond this point and this chapter gives an overall summary of the proposal.
- 3.27 The remaining chapters are more service/issue specific.
- 3.28 Throughout the proposed document questions and tables have been included so that tenants can easily compare and contrast what is on offer under the transfer proposal with what the Council can provide. It is clear from the WAG Guidance that tenants have to have all the information about the transfer proposal and also be made aware of the implications of rejecting a transfer proposal, particularly in terms of the resources available to meet the Welsh Housing Quality Standard (WHQS).

3.29 Decision-making

- 3.30 Stages 1 and 2 of the consultation are legal requirements. The formal consultation document has to be agreed through the Council's formal decision-making processes. Subject to agreement with the Welsh Assembly Government, the formal consultation document will be presented to the Executive for consideration, will be subject to scrutiny and will be approved by the full Council.

4.00 RECOMMENDATIONS

- 4.01 The Executive is asked to approve the proposed draft structure of the Formal Consultation Document (Choices Document) as set out in this report and for the Welsh Assembly Government to be consulted on the draft structure.

5.00 FINANCIAL IMPLICATIONS

- 5.01 No Financial Implications at this stage. The full costs of the production of the Formal Consultation Document are included in the Housing Ballot Project budget.

6.00 ANTI POVERTY IMPACT

- 6.01 No Anti Poverty Impact at this stage.

7.00 ENVIRONMENTAL IMPACT

- 7.01 No Environmental Impact at this stage.

8.00 EQUALITIES IMPACT

- 8.01 No Equalities Impact at this stage.

9.00 PERSONNEL IMPLICATIONS

9.01 No Personnel Impact at this stage.

10.00 CONSULTATION REQUIRED

10.01 Consultation required with the Welsh Assembly Government.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation undertaken with the Housing Project Board at it's meeting on 14th March 2011.

12.00 APPENDICES

Appendix 1 - WAG Formal Consultation Document Requirement.
Appendix 2 - Choices Document Headings and Sub-headings for Choices Document.

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

As listed in the appendices

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Appendix 1 - WAG Formal Consultation Document Requirements

Paragraph 2.2.80 of the Housing Transfer Guidance 2009

“The issues which are expected to be covered in the Offer Document are listed below:”

- a. the reasons for proposing transfer of stock;
- b. the nature of the transfer e.g. a freehold sale to a new registered social landlord;
- c. the statutory consultation requirements;
- d. the mandate required by the local authority from the tenants to proceed with transfer and, in the case of split transfers, a clear indication of what the local authority intends to do if one ballot goes in favour of transfer and the other goes against;
- e. details of the prospective purchaser(s) including its objectives and status as a registered social landlord, the composition of its governing body (naming members), its staffing, and its track record if appropriate;
- f. the method used to value the housing as social rented housing including a brief explanation of tenanted market value;
- g. an outline of the proposed funding arrangements of the prospective purchaser, including information to demonstrate capital and revenue viability;
- h. initial rent levels. If a rent guarantee is proposed it should be fully explained and agreed with the Assembly Government;
- i. future rents, including how they will be determined for transferring or new tenants, when increases will be implemented and how tenants will be consulted on rents and changes in future rent policy. It should be made clear how rents are likely to rise for transferring tenants once any rent guarantee has expired, and for new tenants;
- j. the transfer landlord’s policy on rent arrears;
- k. proposals for service and other charges, including those applicable to leaseholders;
- l. proposals for routine repairs and maintenance including service performance targets;

- m. the purchaser's capital expenditure programme including catch-up repairs and improvements;
- n. the organisational structure of the transfer landlord, including arrangements for staffing, decentralisation and how tenants may access services and register complaints;
- o. environmental maintenance, security and other services including information on who would be responsible for the provision of environmental maintenance services such as mowing lawns and provision of specialist services such as care lines for the elderly and disabled. The consultation material should also indicate proposals for adoption of roads, drains and other communal areas;
- p. the proposed management arrangements for sheltered housing and supported housing projects, including proposals for physical adaptations;
- q. performance targets should be included where appropriate;
- r. proposed management arrangements including any key performance targets and indicators, the location of offices, methods available for the payment of rent, and arrangements for any existing or developing Tenant Management Organisation;
- s. terms of assured tenancies including exactly what rights tenants will have under the new assured tenancy regime as compared to secure tenancies, their contractual rights and any changes which will arise from their new tenancy agreement. In particular, the Preserved Right to Buy and the Right to Acquire should be fully explained;
- t. the new landlord's allocations policy both for waiting list applicants and transfers. The new landlord should indicate its policy on tenant transfers within the stock and on its involvement with tenant mobility or transfer schemes over a wider area;
- u. tenant participation in the new landlord's organisation including a statement of policy and procedures on tenant representation, consultation and participation;
- v. details of existing local authority and new landlord's proposed tenant participation strategy. A clear explanation should be provided where it is not feasible or sensible to continue with the existing strategy;
- w. a copy of the proposed tenancy agreement; and
- x. Details of social and economic regeneration opportunities.

Appendix 2 – Choices Document Chapter Headings and Key Sub-Headings for Choices Document

OPENING STATEMENT

Formal Consultation on a proposal to transfer the Council’s homes to Dee Housing

Dear Tenant

PROPOSED TRANSFER OF YOUR HOME TO DEE HOUSING

Statement from the Chief Executive.

This statement has several purposes:

- **Introduces the document and it’s purpose**
- **Sets out how the Council arrived at balloting tenants**
- **How the document has been developed**
- **Sets out that the Council is not seeking to promote a particular result**

Contents Page

Part A: The housing transfer proposal	page x
Part B: The rent and other charges you would pay	page x
Part C: Delivering local services	page x
Part D: Improving and repairing your home	page x
Part E: Services for older people and the sheltered housing service	page x
Part F: Involving you in the running of the Council and Dee Housing.....	page x
Part G: Your rights.....	page x
Part H: About the Council and Dee Housing	page x
Part I: Community and economic regeneration.....	page x
Part J: The next steps - legal requirements for tenant consultation	page x
Part K: Other useful information and contacts	page x
Part L: The proposed Tenancy Agreement	page x

Part A: The housing transfer proposal

Why is the Council consulting you on a transfer?

What needs to be done to meet the Welsh Housing Quality Standard?

How much would the improvements cost?

What is Dee Housing?

Why is the Council asking you to consider this change?

How does transfer to Dee Housing compare to staying with the Council?

	The Council	Dee Housing
Type of improvement	Approximate number of properties getting improvement in the first five years after the ballot	Approximate number of properties getting improvement in the first five years after the transfer
New and upgraded kitchens		
New and upgraded bathrooms		
Showers		
Double glazed windows		
New central heating boilers		
And so on.....		

Why can't the Council keep our homes and pay for WHQS?

If the Council can't afford to meet WHQS, how would Dee Housing be able to?

Money paid to the Treasury	
The Council	Dee Housing

Borrowing	
The Council	Dee Housing
Income from Right to Buy Sales	
The Council	Dee Housing
Housing debt	
The Council	Dee Housing
Grant from the Welsh Assembly Government	
The Council	Dee Housing

Do the rules on funding favour registered social landlords like Dee Housing over council's like Flintshire?

Would Dee Housing be able to deliver any additional services?

Who will provide the housing service and what would happen to existing staff?

What improvements would there be to services for older people and sheltered schemes?

What will happen to your rents?

Will tenants be asked to move from their existing homes?

Would my rights be protected?

What are the wider benefits of transfer?

Will the people running Dee Housing profit from their positions?

Are there set up costs?

Will the Council receive money from Dee Housing for our homes?

What role will the Council have if the transfer goes ahead?

Can my Councillor still act on my behalf with Dee Housing?

What would happen if transfer does not go ahead?

Planned Maintenance and Improvements	
The Council	Dee Housing
Services	
Communal Areas	
Services for Older People & Sheltered Housing	
Tenants' Aspirations	
Rents	
Investment	

How have your views helped to shape this proposal?

How can I comment on this proposal?

Part B: The rent and other charges you would pay

60 second summary

What would happen to your rent with Dee Housing?

What would happen to your rent if homes stay with the Council?

Rent Year	Estimated average rent with the Council for existing tenants £ p/w	Estimated average rent with Dee Housing for existing tenants £ p/w
2012-13		
2013-14		
2014-15		
2015-16		
2016-17		
2017-18		
2018-19		
2019- 20		
2020-21		
2021-22		

Would I still be able to claim Housing Benefit?

Would you still have the rent free weeks?

Would I pay any extra when my home is improved to the Welsh Housing Quality Standard?

Would there be charges for support services and would we need to pay for these?

What about charges in sheltered housing schemes?

What would happen to your garages?

Would water rates be collected by Dee housing with the rent?

Would I be able to pay for contents insurance with my rent?

What methods could you use to pay your rent?

What rents would new tenants pay?

PART C: Delivering local services

60 second summary

How will the Council and Dee Housing improve the housing service?

How would the Council and Dee Housing improve the local environment?

How would the Council and Dee Housing make sure services are accessible?

How would the Council and Dee Housing improve their services to you?

What is Dee Housing commitment to tackling nuisance and anti-social behaviour?

How would the Council and Dee Housing deal with anti-social behaviour and breaches of tenancy?

How would the new tenancy agreement help tackle anti-social behaviour?

What would the Council and Dee Housing do to help prevent anti-social behaviour?

How would the Council and Dee Housing make me feel more secure in my home?

Part D: Improving and repairing your home

60 second summary

Why are repairs and improvements needed?

What is the Welsh Housing Quality Standard?

How do we know what work is needed?

What did the independent stock condition survey show?

What have tenants said they want?

What repairs and improvements would Dee Housing plan to undertake over the next five years and how does this compare with Council plans?

Type of improvement	Staying with the Council	Transferring to Dee Housing
	Approximate number of properties	Approximate number of properties
New and upgraded kitchens		
New and upgraded bathrooms		
Showers		
Double glazed windows		
New central heating boilers		
And so on.....		

What improvements and maintenance would the Council and Dee Housing carry out?

Planned Maintenance and Improvements	
Windows and external doors	
The Council	Dee Housing

Kitchens	
The Council	Dee Housing
Heating	
The Council	Dee Housing
Bathrooms	
The Council	Dee Housing

Roofs	
The Council	Dee Housing
Electrical Systems	
The Council	Dee Housing
Security	
The Council	Dee Housing
Disabled Adaptations	
The Council	Dee Housing
Fencing and Gates	
The Council	Dee Housing

Environmental Improvements	
The Council	Dee Housing
Services for older people and sheltered housing	
The Council	Dee Housing

What would happen once the Welsh Housing Quality Standard is achieved?

How will the Council and Dee Housing make estates pleasant, attractive and safe places to live?

Will you be consulted about work to your homes?

Would you pay extra for these improvement works?

Who would do the improvement works?

What are the Council's and Dee Housing's plans for the repairs service?

Will there be planned maintenance programmes?

PART E: Services for older people and sheltered housing services

60 second summary

What does transfer mean for older tenants?

What would happen to the sheltered housing service with the Council and if there was a transfer to Dee Housing?

What service improvements can the Council and Dee Housing provide for older people?

What else would the Council and Dee Housing offer older people?

What optional services would the Council and Dee Housing be able to offer?

What other improvements would be made to sheltered schemes by the Council and Dee Housing?

How could we be involved and consulted?

What would happen to our Scheme Managers?

What about rents and service charges?

How would the Council and Dee Housing work with other organisations?

What would happen to the emergency alarm service?

Would you still be entitled to claim Supporting People financial help?

Would Dee Housing and the Council carry out adaptations to homes to help disabled people?

PART F: Involving you in the running of the Council and Dee Housing

60 second summary

How would the Council continue to involve you in the running of the housing service?

How could tenants and residents get involved in Dee Housing?

How would the Council and Dee Housing encourage involvement and make sure there are enough resources to get tenants and communities involved?

In what ways can tenants influence the housing service, either with the Council or with Dee Housing?

What communications and engagement would the Council and Dee Housing provide for individual tenants?

Regardless of the ballot outcome, what if we want to take over local management or ownership of our homes?

Complaints

Tenants' Handbook

PART G: Your Rights

60 second summary

**How would your rights be affected if the transfer goes ahead
What rights would you lose?**

What if we want to take over local management or ownership of our homes?

How would your rights be protected?

Would you still be able to buy your home?

How would your rights compare with those you currently have as a Council tenant?

How is the Council proposing to improve the existing Secure Tenancy Agreement?

What about transfers or exchanges?

Would you still be able to take in lodgers and sublet part of your home?

Would Dee Housing have more rights to obtain possession of transferring tenants' homes than the Council currently has?

Would you still have a right to have repairs carried out?

Would Dee Housing consult you in the same way as the Council?

Would you have any additional rights?

Changes to the tenancy agreement

What about new tenants coming in after transfer?

PART H: About the Council and Dee Housing

60 second summary

How does the Council currently make decisions about Council housing?

What are the core values and objectives of the Council's housing service?

Who are the Elected Members who make decisions about Council housing and how were they chosen?

How does the Council involve tenants in decision-making about the Council housing service?

Do the County Councillors making decisions about Council housing get remuneration?

Who regulates and inspects Council housing?

What type of organisation is Dee Housing?

How does Dee Housing differ from how my home is currently owned and managed?

What are the core values and the objectives of Dee Housing?

Who is on the board of Dee Housing and what do they do?

How were the shadow board members chosen?

Who are the shadow board members?

Tenants:

Council nominees:

Independent persons:

Do board members get paid?

If transfer goes ahead, how would board members be chosen in the future?

Who would provide the service and what would happen to the existing staff?

Who would regulate and inspect Dee Housing?

Working closely with the Council

What about Dee Housings' staff?

PART I: Community and Economic Regeneration

60 second summary

How would staying with the Council benefit the economy of Flintshire?

How would the Council make this happen?

How would the economy of Flintshire benefit from transfer?

How would Dee Housing make this happen?

PART J: The next steps - The legal requirements for tenant consultation

60 second summary

Part K: Other useful information and contacts

60 second summary

Part L: The Proposed Tenancy Agreement

60 second summary

What is in this Part?

Who will receive the new tenancy agreement

Assured (non-shorthold) tenancy agreement

AN AGREEMENT made on200.....

BETWEEN

Dee Housing Limited of [] ('your Landlord')

Your Landlord is registered with the Welsh Assembly Government under Section 3 of the Housing Act 1996

and

[Insert full

name(s) and

addresses(es)

of ALL tenant(s)]

Then full copy of Assured Tenancy Agreement.....

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **12 APRIL 2011**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **REVIEW OF THE COUNCIL'S HOUSEHOLD RECYCLING CENTRE PROVISION**

1.00 PURPOSE OF REPORT

1.01 To seek Member approval to carry out a full review of the Household Recycling Centre (HRC) service across the County.

2.00 BACKGROUND

2.01 Flintshire County Council operates 8 HRC sites at the following locations across the County:

- Greenfield
- Flint
- Mold
- Hope
- Connahs Quay
- Queensferry
- Buckley
- Saltney

2.02 In recent years and in line with the Councils Waste Management Strategy, the emphasis at the sites has changed from a simple tipping facility to one which allows the Council to recycle the majority of material that residents take to the sites.

2.03 This change has been driven by the targets set by Welsh Assembly Government (WAG) for the amount of municipal waste recycled by each Council in Wales. Failure to meet the targets will result in financial penalties, which in turn will have a significant impact on future Council budgets.

2.04 Approximately 30% of the total domestic waste currently produced in Flintshire is collected at the HRC sites and the average recycling rate achieved at the sites is approximately 58%.

2.05 Whilst some of the existing sites are large enough to safely accommodate both the growing number of vehicles using the site and the ever increasing numbers of containers required for the recyclable material, many do not and the sites are often congested. This results in a poor user experience for the residents visiting the sites.

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- 2.06 The Councils Waste Management Strategy 2009 - 2025 requires that a full review of the service is carried out. The review should consider the number, location and size of the HRC facilities and ensure that the Council continues to provide a cost effective and safe service, which is easy to use and maximises the recycling opportunity available on all of the sites.

3.00 CONSIDERATIONS

- 3.01 It is proposed that the review is undertaken in conjunction with the Environment Overview and Scrutiny Committee and that a Member Task and Finish Group is set up to consider the future of the HRC service and all of the issues highlighted in this report. A further report will then be presented to the Executive together with an options appraisal and recommendations for the future delivery of the service. As many of the existing sites have been in existence for a number of years and any changes to the service will impact on the local community, consultation will take place with Members, Town and Community Councils with their comments included in the final report.

- 3.02 The existing sites have a number of issues that should be considered as part of the review

- The smaller sites i.e. Hope and Saltney are required to close temporarily to allow skips to be emptied during the day. This causes frustration for users and the review will take in account the available space and number of people using the site as its important that we provide a user friendly service, which is unrestricted and most importantly provides safe access for all residents.
- Most of the sites require the user to climb temporary staircases to access the skips. This makes the sites more difficult to access for some user groups e.g. older people, and whilst assistance is provided at the site, this often results in a delay at peak times.

- 3.03 The review will look at best practise for HRC sites in Wales and the UK in terms of the following:

- The optimum number of HRC sites per head of population
- The optimum size of future HRC sites for the safety of both user and operator
- Delivering facilities which maximises the recycling opportunity and reduces the amount of residual waste sent to landfill
- Delivering an excellent user experience on all HRC sites operated by the Council
- Optimising the travelling distance to the sites from all areas of the County

- 3.04 A new purpose built facility has been constructed by the Council at Greenfield, with the site providing safe and easy access and receiving excellent satisfaction feedback from users. The site has been constructed in line with current best practise and could form the template for any future HRC sites developed in the County. These larger sites commonly achieve greater levels of recycling than the smaller sites in the County.

The recycling rates/tonnage of material received in 2009/10 at each site are as follows:

Site	Recycling Rate	Total tonnage
Saltney	100% (Recycling only site)	219
Mold	65.3%	4388
Greenfield	61.9%	4365
Buckley	58.4%	6675
Flint	56.7%	2034
Hope	54.8%	1542
Queensferry	54.6%	4070
Connahs Quay	48.8%	2578

- 3.05 Material is also taken to the HRC sites by people living outside of the County and the cost of disposing of this waste is then carried by Flintshire County Council. There are now techniques available to restrict access to the HRC sites to residents of Flintshire only and options to introduce these arrangements to some or all of the new sites, will be considered as part of the review.
- 3.06 Introducing what would be a 'residents only' policy will impact on neighbouring Council's in that residents from these Councils will be unable to access the Flintshire sites in future. A full process of consultation will take place with Officers from our neighbouring Councils before any recommendation is made, in order to ensure that we continue to offer a joined up service across the region
- 3.07 In addition to the HRC sites the Council also operates 23 'Bring Sites' which allow residents to recycle locally. By the Summer 2011 the Council will offer a full weekly kerbside recycling service to all Flintshire residents and the continued provision of the Bring Site service will also be considered as an element of the review.
- 3.08 A report dated 16th September 2008 was approved by the Executive to purchase land at Sandycroft, in order to construct a large purpose built HRC to replace the Queensferry site, which was due to close to facilitate a proposed road improvement. Further grant funding has also been received from WAG through the Regional Capital Access Fund (RCAF) to both purchase the land and help to help to develop the site.

3.09 It is anticipated that construction work will commence on the HRC at Sandycroft in 2011, after completion of this review, with the impact of this site on the smaller sites in close proximity to it being considered as part of the review process.

3.10 There is currently a permit scheme in place that allows commercially owned vans and large trailers to use the HRC's for the disposal of commercial waste. The effectiveness of the scheme will also be considered as part of the HRC review.

4.00 RECOMMENDATIONS

4.01 That a full review of the HRC service is undertaken in conjunction with the Environment Overview and Scrutiny Committee, as set out in the report.

4.02 That a report providing both an options appraisal and recommendations for the future delivery of the service is presented to the Executive after the review is complete.

4.02 That full consultation take place with Members and Town and Community Councils on the proposals and that feed back from the consultation is included in the proposed Executive report.

4.03 That options to introduce a 'residents only' policy at the Councils HRC sites are considered in the report.

4.05 That the future provision of local 'Bring Sites' are considered in the report.

4.06 That the current permit scheme for vans and large trailers at HRC sites are considered in the report

5.00 FINANCIAL IMPLICATIONS

5.01 The service operates from the existing budgets within Streetscene and any implications on that budget would be dependent on the outcome of the review and the financial consequences will be detailed as part of the option appraisal.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 The future service will encourage more residents to use the new sites, improving recycling rates and reducing the amount of fly tipping in the County.

7.02 The diversion of waste from landfill meets the wider sustainability agenda of WAG and also contributes to the carbon reduction of Flintshire County Council.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 Dependant on the outcome of the review. Any staff changes will be accommodated from within the Streetscene wider operational staff resource.

10.00 CONSULTATION REQUIRED

10.01 Consultation is required with Members, Town and Community Councils and Residents.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: EXECUTIVE
DATE : 12 APRIL 2011
REPORT BY: HEAD OF ICT AND CUSTOMER SERVICES
SUBJECT : INFORMATION AND COMMUNICATIONS TECHNOLOGY
(ICT) STRATEGY - UPDATE

1.00 PURPOSE OF REPORT

1.01 To provide Executive with an update on progress with the implementation of the corporate Information and Communications Technology (ICT) Strategy.

2.00 BACKGROUND

2.01 The Council's ICT Strategy is a four year strategy which defines the use of ICT to support the Council's priorities and services. The strategy is supported by an action plan with key milestones and allocated lead officer responsibility. The annual ICT service plan is informed by (i) the published strategy, (ii) the annual strategic and operational assessment of risks and challenges which sets out the Council's priorities for action and (iii) corporate change projects and service review outcomes.

2.02 Progress in implementing the strategy is overseen by the Corporate Management Team and the Member/Officer ICT Panel. Regular update reports are provided to the Executive.

2.03 Under the Council's business planning arrangements the ICT Strategy is a fundamental element of the Governance Framework and supports the priorities of the Council and directorate service plans.

3.00 CONSIDERATIONS

3.01 Since the last update report to Executive considerable progress has been made in the implementation of the strategy.

Notable milestones include:

- Electronic Content Management (ECM) – we will shortly be procuring the Civica ECM solution through a framework agreement put in place by Denbighshire County Council. This will provide us with a corporate system to deal with the storage, retrieval and processing of electronic documents and other data, which is a key enabler to change and modernisation particularly in relation to agile working and effective asset management as part of the Flintshire Futures programme. Wrexham, and Conwy are also considering the same system which opens up

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opportunities for collaboration on implementation, support and development.

- Masterpiece FM4 upgrade – work is underway to upgrade the Masterpiece financial systems which will enhance functionality and prepare for the implementation of our Purchase to Pay (P2P) electronic procurement solution.
- We have now formally signed up to the Welsh national electronic trading hub *xchangewales*. The hub will provide electronic catalogues, supplier details, tendering and on-line auction facilities. Linked to this hub will be our new Purchase to Pay system which automates the procurement process from order raising to payment; streamlining the process and strengthening controls in relation to supplier choice, budget coding and authorisation. The procurement of the new system has been undertaken in collaboration with Wrexham and we have both selected the same supplier, which is also the same as Denbighshire already use. This provides collaboration opportunities in relation to implementation and on-going system support.
- Mobile Working – WAG Invest to Save Bid – Implementation of mobile working in the following areas:
 - Housing Maintenance - mobile working to around 100 operatives (plumbers, electricians, bricklayers, inspectors etc). Devices have been procured and are currently being set up and tested. Back office business system, Open Housing, has been upgraded to a new version to accommodate mobile working. The system is being configured to introduce workflow based on the outcome of the relevant LEAN reviews that have been undertaken in Housing. Live roll-out to begin April through to July 2011.
 - Building Control – Work on the mobile solution is progressing well. Options for device procurement are in final stages. LEAN work is being scheduled in order to ensure maximum efficiencies are identified and delivered.
 - Planning - Enforcement and Development Control. LEAN work is complete with feedback to Head of Service delivered on 15th March. Device selection and procurement is at the same stage as Building Control.
- Flintshire Website – the annual Society of IT Management (Socitm) “Better Connected” report which reviews all Local Authority websites across the UK has seen the website rating improve from 1 to 2 stars. Subsequent to the review being undertaken a new version of the website has been launched incorporating new corporate branding and a range of other improvements based on customer feedback. A new web strategy and associated action plan are being developed to incorporate “Better Connected” feedback, and to meet the requirements of the Council in relation to the Flintshire Futures customer access projects.

- A text messaging service has been developed for the Housing Repairs service to inform tenants of planned calls and appointments, and has proved successful. We are currently engaging with Housing to see where use could be extended, to add value to the service and its customers.
- Customer Relationship Management (CRM) System – a system has been developed in-house to support the Street Scene service in terms of customer contact. The system will take customer contacts from all channels whether this be face to face, telephone or electronic, pass to the relevant service and back office system and monitor progress. Contact not dealt with will be flagged and escalated as required. As well as providing improved performance management information the system will provide a customer view of calls, service requests and progress.
- Infrastructure – Implementation of a major upgrade to our data storage systems and the corporate data backup solution, to cope with the huge year on year increases in the data we hold.
- The Flintshire Futures Printers and Printing rationalisation project is well underway and over 100 printers have been removed so far.
- Citrix Password Manager Self Service Password reset solution has been successfully implemented across the organisation reducing Helpdesk calls relating to password resets.
- The new telephone system is now being piloted in ICT & Customer Services as well as within a small group of staff at the Flint offices before general roll-out commences later this year.

3.02 In the last the report to Executive in September 2010 we were awaiting the results of the Socitm benchmarking exercise, which we participate in every 3 years with 20 Welsh councils and other UK public sector organisations. The results show an improvement on 3 years ago and we continue to perform well above average and in many cases in the top quartile across the full range of Key Performance Indicators.

3.03 The North Wales Heads of ICT have identified several areas where there is considerable potential for collaboration within their service area. These include:

- Standardisation of hardware and software
- Joint procurement of ICT goods and services
- Potential of open source products, such as the use of Open Office and Google Apps
- Sharing of data centres - hosting, disaster recovery, shared infrastructure

Progress has been made in some areas particularly in system standardisation and joint procurement as referred to in 3.01 above. However progress in other areas has been slow. The North Wales Support Services Collaboration Board has recently agreed to fund a project manager to take

forward ICT collaboration which should see an increase in the pace of work over the next 12 months.

4.00 RECOMMENDATIONS

4.01 That Executive note the progress being made in the implementation of the Council's ICT Strategy.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly from this report.

6.00 ANTI POVERTY IMPACT

6.01 None directly from this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly from this report.

8.00 EQUALITIES IMPACT

8.01 None directly from this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly from this report.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None.

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: **EXECUTIVE**
DATE : **12 APRIL 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **OUTCOME AGREEMENT WITH WELSH ASSEMBLY
GOVERNMENT (WAG)**

1.00 PURPOSE OF REPORT

1.01 To note the final Outcome Agreement as agreed by the Welsh Assembly Government (WAG).

2.00 BACKGROUND

2.01 The Outcome Agreement has been developed with the Welsh Assembly Government (WAG) and has replaced the Improvement Agreement which had its final year of performance-related grant during 2010/11. The Outcome Agreement will attract similar levels of funding over three years i.e. £1.47M. Receipt of the full Improvement Agreement Grant was recently confirmed by WAG.

2.02 WAG introduced the Outcome Agreement to promote outcomes for local people to meet the Government's national priorities. Outcome Agreements are required to show collaboration and partnership working. The development of Outcome Agreements with local authorities is an interim step towards establishing Outcome Agreements across the public services.

2.03 The Outcome Agreement is a three year agreement based on ten strategic themes; with one broad outcome selected from within each theme. The themes and outcomes have been considered by Executive and supported by Overview and Scrutiny Committees. Subsequently they were endorsed by the Local Service Board.

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

2.05 The Local Service Board's role meets the collaborative part of the agreement which covers: -

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

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- Areas for improvement working in collaboration with other sectors (locally);
or
- Areas for improvement working in collaboration with other sectors (regionally).

3.00 CONSIDERATIONS

- 3.01 The final draft of the Outcome Agreement (as reported to Executive 14 December 2010) was submitted to WAG at the end of December 2010 for consideration by the Minister for Social Justice and Local Government. In January 2011 the Council Leader received a letter from the Minister confirming that the process was complete and that he was content with the Agreement (a copy of the letter is attached at Appendix 1). The Leader responded to this letter as requested to confirm that he is also content with the Outcome Agreement.
- 3.02 The final Outcome Agreement is available for viewing in the Members' Library. The Council will monitor action plans which contain the targets and milestones within the Agreement through the Quarterly Performance Reports produced at Head of Service level.

4.00 RECOMMENDATIONS

- 4.01 To note the final Outcome Agreement as agreed by the Welsh Assembly Government (WAG).

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

- 7.01 The Outcome Agreement has two environmental themes within it.

8.00 EQUALITIES IMPACT

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

9.00 PERSONNEL IMPLICATIONS

- 9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

10.01 Consultation with key partners and relevant officers was undertaken to finalise the Outcome Agreement.

11.00 CONSULTATION UNDERTAKEN

11.01 Corporate Management Team and Executive considered the approach to developing the Outcome Agreement.

11.01 Executive approved the final draft of the Outcome Agreement at its meeting 14 December 2010.

11.03 The Local Service Board were consulted on their role and the endorsed the outcomes selected under each of the ten strategic themes.

12.00 APPENDICES

12.01 Appendix 1: Copy of the letter received from the Minister for Social Justice and Local Government.

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

WAG: Prospectus for Local Authority Outcome Agreements
Report to Executive 10 August 2010
Report to Executive 14 December 2010

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Telephone: 01352 701457
E-Mail: vicki_c_robarts@flintshire.gov.uk

Carl Sargeant AC/AM
Y Gweinidog dros Gyfiawnder Cymdeithasol a Llywodraeth
Leol
Minister for Social Justice and Local Government



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Eich cyf/Your ref
Ein cyf/Our ref

Cllr Arnold Woolley
Leader
Flintshire County Council
County Hall
Mold
CH7 6NB

27 January 2011

Your officers and mine have been working closely over the past few months to conclude an outcome agreement between Flintshire County Council and the Welsh Assembly Government covering the period from 2010-11 to 2012-13.

I am very pleased to say that I believe this process is now complete. I am content with the agreement that I have attached to this letter, and I would be grateful for your confirmation that you are too.

The agreement describes many improvements that you and your partners aim to make over the next few years. I welcome the ambition and commitment that this demonstrates, and wish you well in delivering the contents of the agreement.

I am copying this letter to Colin Everett.

Yours sincerely,

Carl Sargeant AM/AC

Bae Caerdydd • Cardiff Bay
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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **12 APRIL 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **CHANGES TO THE NATIONAL PERFORMANCE
MEASUREMENT FRAMEWORK FOR 2011/12**

1.00 PURPOSE OF REPORT

1.01 To advise Members of the changes to the National Performance Measurement Framework for 2011/12.

2.00 BACKGROUND

2.01 The current performance measurement framework (PMF) was introduced in 2005-06. Whilst it has been kept under regular review with a number of minor technical updates since, it is increasingly criticised for being overly focused on process rather than outcomes.

2.02 Whilst the Welsh Assembly Government is still responsible for setting a limited number of National Strategic Indicators, responsibility for the remaining core set has been passed to local government to manage and develop. The coverage and content of the indicator set will be for authorities, inspectors and regulators to agree.

2.03 Need for change

In recent years there has been widespread recognition amongst authorities, the Assembly Government and regulators of the need to demonstrate outcomes. Many authorities have been developing outcome measures, and have started to embed approaches such as Results Based Accountability (RBA). Similarly, many authorities have been implementing business process reviews, systems thinking and lean thinking, which has also challenged the use of some of the established process oriented Performance Indicators (PIs).

2.04 During the same period, improvement work at both a national and regional level has benefited from the use of service specific data between and across authorities.

2.05 It has been recognised that changes to the current PMF need to ensure that future performance measurement focuses more on outcomes and cover local government's contributions to any agreed national outcomes for citizens.

2.06 The way forward

Date: 06/04/2011

The Welsh Local Government Assembly's (WLGA) Coordinating Committee agreed that the PMF should be reviewed to ensure it is fit for purpose. However, the review should seek to:

- Minimise impact on local authorities. A wholesale review of the PMF would create significant turbulence as many existing PIs are used as part of ongoing business improvement or accountability processes.
- Enable retention of current local approaches. As noted above, many authorities have developed their own local performance indicators based on local circumstances, processes and priorities.
- Be in place for April 2011.

3.00 CONSIDERATIONS

3.01 The new approach to the national PMF has been agreed by leaders and the Society of Local Authority Chief Executives (SOLACE) and seeks to minimise the impact on local authorities whilst allowing current local approaches to be retained. The new approach in particular seeks to move towards better outcome focussed measurement and to reduce the current data burden on local authorities.

3.02 The national PMF will effectively be split in two: a small set of (outcome focussed) public accountability measures; and the remainder retained, as appropriate and where valued by authorities and professional groups, as service improvement data: -

- **Public Accountability Measures** - A small set of "outcome focussed" indicators (25), selected from within the existing national PMF, reflecting those aspects of local authority work which authorities agree are important in terms of public accountability. This information, along with the Assembly Government's National Strategic Indicators (NSIs), would be required, reported and published nationally on an annual basis. Whilst it is recognised that many existing PIs are not pure 'outcome based' indicators, a number can be used as proxies for outcomes. This national set may then be reviewed and revised over time to develop better outcome indicators based on emerging practice in authorities, and incorporated within a wider Public Service Performance Measurement Framework should this become reality.

- **Service Improvement Data** – A broader set of data from within the wider PMF developed for use locally on a voluntary basis by local authorities as they plan and deliver services. The make-up of this data set would be defined by local authorities according to need and value, and would be collated centrally and shared within the local government community to support service improvement. If particular data was not regarded as relevant or valuable then authorities can choose to stop collecting and sharing it.

3.03 The approach allows for some continuity and minimal disruption for authorities as the existing PIs largely remain but could be used for different

purposes. It also allows local authorities and managers to retain the data deemed most valuable for local accountability arrangements and business management locally or for use in comparison with colleagues in other authorities. In addition it provides scope for a wider refinement or wholesale review of specific sets of PIs throughout 2011-12 and on an ongoing basis. The Local Government Data Unit (LGDU) will be working directly with services during 2011-12 (through existing networks/professional groups) to further refine the Service Improvement Data.

- 3.04 The 25 Public Accountability Measures (attached at Appendix 1) recently endorsed by SOLACE and the WLGA Improvement Board, were based on an analysis of the PIs currently most used by local authorities including those used by internal management teams and / or in Improvement Objectives and Outcome Agreements.
- 3.05 Local authorities will still be expected to collect, use and report on the Assembly Government's statutory National Strategic Indicators (NSIs). Over time these may develop and merge with local government's emerging Public Accountability Measures (PAMs). As noted above, this may form part of a wider programme of work with regulators and the Assembly Government in designing an outcome focussed public service performance framework for Wales. Appendix 2 lists the indicators (NSIs and PAMs) that local authorities in Wales will need to collect, use and report for 2011-12.
- 3.06 At a local level the Council will collect performance information across the full set of data as deemed appropriate for service planning, improvement target monitoring and the retention of data sets for regional benchmarking.

4.00 RECOMMENDATIONS

- 4.01 Members to note the changes to the National Performance Measurement Framework for 2011/12.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no specific financial implications within this report.

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

- 7.01 There are no specific environmental impacts within this report.

8.00 EQUALITIES IMPACT

- 8.01 There are no specific equality impacts within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

10.01 Consultation will be undertaken with key officers, partners and Members as appropriate to promote the new approach and develop the service improvement data.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation has been undertaken with the Performance Lead Officers to advise them of the new approach and reporting requirements for 2011-12.

12.00 APPENDICES

12.01 Appendix 1 - Public Accountability Measures for 2011-12.
Appendix 2 - Lists the indicators (NSIs and PAMs) that local authorities in Wales will need to collect, use and report for 2011-12.

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

None

Contact Officer: Vicki C Robarts
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Public Accountability Measures for 2011-12

Affordable and Appropriate Housing

1. The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months (NSI - HHA/013)
2. The average number of calendar days taken to deliver a Disabled Facilities Grant (NSI - PSR/002)
3. The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year (NSI - PLA/006)

Sustainable Futures

4. Percentage change in carbon dioxide emissions in the non domestic public building stock (NSI - EEF/002)
5. The percentage of municipal wastes sent to landfill (NSI - WMT/004)
6. The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way (NSI - WMT/009)

A Clean and Safe Environment

7. The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness (CSI - STS/005b)
8. Percentage of principal (A) and non-principal/classified (B) roads that are in overall poor condition (Aggregation of CSIs THS/011a and THS011b)
9. The percentage of food establishments which are 'broadly compliant' with food hygiene standards (CSI - PPN/009)

Supporting Safe and Independent Lives

10. The percentage of adult clients who are supported in the community during the year (Aggregation of CSIs SCA/003a and SCA/003b)
11. The percentage of adult clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year (CSI - SCA/007)
12. The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year (CSI - SCA/018a)
13. The percentage of adult protection referrals completed where the risk has been managed (CSI - SCA/019)

Safeguarding Children

14. The percentage of first placements of looked after children during the year that began with a care plan in place (CSI - SCC/001a)
15. The percentage of children looked after on 31 March who have had three or more placements during the year (CSI - SCC/004)
16. The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker (CSI - SCC/011a)
17. The percentage of reviews carried out in accordance with the statutory timetable (Aggregation of CSIs SCC/016, SCC/021 and SCC/034)
18. The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations (CSI - SCC/025)
19. The percentage of young carers known to Social Services who were assessed (CSI - SCC/030a)

Educating Children

20. The percentage of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave education, training or work based learning without an approved external qualification (NSI - EDU/002i)
21. The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment (CSI - EDU/003)
22. The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment (CSI - EDU/004)
23. The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority (NSI - EDU/011)
24. Percentage of pupil attendance in primary schools (CSI - EDU/016a)
25. Percentage of pupil attendance in secondary schools (CSI - EDU/016b)

Indicators required from local authorities in Wales for 2011-12.

Local authorities are expected to collect, use and report on the following indicators for 2011-12.

Social Care - Adults

<i>Reference</i>	<i>Indicator</i>	<i>PAM</i>	<i>NSI</i>
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over		✓
SCA/002	The rate of: a) older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March; b) older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March		✓
Aggregation of SCA/003a and SCA/003b	The percentage of adult clients who are supported in the community during the year	✓	
SCA/007	The percentage of adult clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	✓	
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	✓	
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	✓	

Social Care - Children

<i>Reference</i>	<i>Indicator</i>	<i>PAM</i>	<i>NSI</i>
SCC/001a	The percentage of first placements of looked after children during the year that began with a care plan in place	✓	
SCC/002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March		✓
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year	✓	
SCC/011a	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	✓	

Aggregation of SCC/016, SCC/021 and SCC/034	The percentage of reviews carried out in accordance with the statutory timetable	✓	
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	✓	
SCC/030a	The percentage of young carers known to Social Services who were assessed	✓	
SCC/037	The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting		✓
SCC/033	The percentage of: a) young people formerly looked after with whom the authority is in contact at the age of 19; b) young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19; c) of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19		✓

Education

<i>Reference</i>	<i>Indicator</i>	<i>PAM</i>	<i>NSI</i>
EDU/002	The percentage of: i) All pupils (including those in local authority care), and Pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification. ii)		✓
EDU/002i	The percentage of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave education, training or work based learning without an approved external qualification	✓	✓
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	✓	
EDU/004	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	✓	
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	✓	✓

EDU/015	The percentage of final statements of special education need issued within 26 weeks: a) Including exceptions; and b) Excluding exceptions		✓
EDU/016a	Percentage of pupil attendance in primary schools	✓	
EDU/016b	Percentage of pupil attendance in secondary schools	✓	

Housing

<i>Reference</i>	<i>Indicator</i>	<i>PAM</i>	<i>NSI</i>
HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	✓	✓
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	✓	✓
PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.		✓

Planning and Building Control

<i>Reference</i>	<i>Indicator</i>	<i>PAM</i>	<i>NSI</i>
PLA/006	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	✓	✓

Waste Management

<i>Reference</i>	<i>Indicator</i>	<i>PAM</i>	<i>NSI</i>
WMT/009	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	✓	✓
WMT/004	The percentage of municipal waste collected by local authorities sent to landfill	✓	✓

Transport and Highways

<i>Reference</i>	<i>Indicator</i>	<i>PAM</i>	<i>NSI</i>
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass		✓
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	✓	
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days		✓
Aggregation of THS/011a and THS/011b	Percentage of principal (A) and non-principal/classified (B) roads that are in overall poor condition	✓	

Energy Efficiency

<i>Reference</i>	<i>Indicator</i>	<i>PAM</i>	<i>NSI</i>
EEF/002	The percentage change in carbon dioxide emissions in the non domestic public building stock	✓	✓

Public Protection

<i>Reference</i>	<i>Indicator</i>	<i>PAM</i>	<i>NSI</i>
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	✓	

Leisure and Culture

<i>Reference</i>	<i>Indicator</i>	<i>PAM</i>	<i>NSI</i>
LCS/002	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity		✓
LCL/001	The number of visits to Public Libraries during the year, per 1,000 population		✓

Housing Benefit and Council Tax Benefit

<i>Reference</i>	<i>Indicator</i>	<i>PAM</i>	<i>NSI</i>
BNF/004	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events		√
BNF/005	The number of changes of circumstances which affect customers' entitlement to Housing Benefit (HB) or Council Tax Benefit (CTB) within the year		√

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **12 APRIL 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **REVENUE BUDGET MONITORING 2010/11 (MONTH 10)**

1.00 PURPOSE OF REPORT

1.01 To provide members with the most up to date revenue budget monitoring information (Month 10) for the 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
Paragraph 3.10-3.14	Requests for Carry Forward
Section 4	Non Standard Inflation / Central Contingencies
Section 5	Unearmarked Reserves
Section 6	Housing Revenue Account
Appendix 1	Council Fund - Movement in Variances from Month 9
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 10 which is :

- Council Fund - Net overspend of £0.389m (Overspend of £0.460m at Month 9)
- Housing Revenue Account - Net underspend of £0.055m (Overspend of £0.033m at Month 9)

3.00 CONSIDERATIONS

COUNCIL FUND

3.01 The table below shows a projected in-year overspend of £0.389m.

Date: 06/04/2011

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 9	Month 10	Month 9	Month 10	Month 9	Month 10
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	54.996	54.532	0.559	0.285	0.479	0.255	0.080	0.030
Environment	33.527	33.132	0.131	0.043	0.131	0.043	-	-
Lifelong Learning	109.598	109.143	1.461	1.923	0.622	1.084	0.839	0.839
Corporate Services	17.872	17.525	(0.156)	(0.172)	(0.156)	(0.172)		
Total Directorates	215.993	214.332	1.995	2.079	1.076	1.210	0.919	0.869
Central and Corporate Finance	25.897	27.558	(1.535)	(1.690)	(1.535)	(1.690)		
Total	241.890	241.890	0.460	0.389	(0.459)	(0.480)	0.919	0.869

- 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 The overall in-year projected variances to date are detailed in Appendices 2 - 6 (Council Fund), and Appendix 8 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided.
- 3.04 The overall projected overspend of £0.389m represents a decrease of £0.071m on the position at month 9. Details of this change are detailed in Appendix 1. The net overspend of £0.389m comprises £2.079m on services (of which £1.333m relates to out of county placements and £0.746m on other services) offset by a contribution of £1.690m from Central and Corporate Finance.
- 3.05 Included within the projection for the Lifelong Learning Directorate is £0.509m which relates to costs associated with the scheme operated with schools as a locally managed "insurance" fund to meet the additional costs incurred by individual schools to provide maternity cover. The scheme has operated for many years producing small surpluses in some years and small shortfalls in others. However, the scheme in its current format is now unviable. The shortfall in 2009/10 of £0.267m cannot be recovered in 2010/11 as there is an estimated £0.242m shortfall in this year as well. It is recommended that the costs in these years is met by the Council Fund and that urgent work is undertaken within the review of school funding to consider options on the scheme for the future. The Education Funding Review Board has had its first meeting and a project brief has been prepared. Schools have been advised of the need for a review of options for the future and that any deficit from April 2011 onwards is met directly by schools.
- 3.06 It can be seen from Appendix 1 that significant savings are being reported across departments and corporate finance which result from the ongoing

management action being taken to minimise the impact on the Council's overall financial position.

- 3.07 The Out of County Placement budget projected overspend (ring-fenced) of £1.333m forms a large part of Community Services and Lifelong Learning's total overspend (£0.494m and £0.839m respectively) and is still the largest area of overspend across the total budget. Senior Officers are continuing to meet regularly to review actions aimed at reducing the budget pressure within this service. In particular, the results of the review of current providers, placements and subsequent renegotiations of contracts are ongoing. It is hoped this work will have a positive impact on next year's projection.

RISKS / ASSUMPTIONS

- 3.08 Although we have now actually passed the end of the financial year the figures in this report reflect the projected position based on information at the end of Month 10. Whilst every effort is being made to project forward to the final position the final outturn is still subject to the impact of the following risks and assumptions

1. Community Services

- Social Services for Adults
 - Projections based on current client numbers / care packages
 - Demand led services susceptible to changes outside the Directorate's control e.g. severity of winter, flu epidemics
 - Local Health Board income cannot be guaranteed at the levels assumed
- Development & Resources
 - Domiciliary and Property client income is dependent on individual client circumstances.
- Social Services for Children - Out of County Placements
 - Length of current placements uncertain - court led timeframes
 - Number of new placements difficult to predict - needs led
 - High cost of any new placements can have an adverse impact on outturn
 - Uncertainty of income level from Local Health Board
- Social Services for Children - Family Placement
 - Service dependent on sufficient numbers of carers being attracted and retained

2. Environment

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

3. Lifelong Learning

- Out of County Placements
 - Uncertainty of lengths of current placements
 - Difficult to predict number of new placements
 - High cost of any new placements can have an adverse impact on outturn
 - Varying income levels from Local Health Board
- Youth Service
 - Delay to deletion of a post to achieve previous year efficiency saving budget
- Inclusion Service
 - Reductions in available grant streams and reserves has resulted in a risk of overspend on providing pupil support to schools. This risk has been actively reduced through the year due to positive management actions.

3.09 At this point in the financial year it is usual to consider requests for carry forward of resources for items that cannot be completed within the current financial year. The requests identified at this stage are detailed in sections 3.10 to 3.14 below.

REQUEST FOR CARRY FORWARD - CORPORATE SERVICES

3.10 An amount of £0.019m is currently held for Employee Consultation which is completed every two years. Permission is sought to carry forward the funding into 2011/12 to carry out this work.

REQUEST FOR CARRY FORWARD - CORPORATE SERVICES

3.11 An amount of £0.040m is currently held in reserves for Windows licence upgrades across the organisation. Permission is sought to carry forward the funding into 2011/12 to carry out this work.

REQUEST FOR CARRY FORWARD - CORPORATE SERVICES

3.12 An amount of £0.176m has been allocated to further the Electronic Content Management project (Electronic Document and Records Management System - EDRMS). Payments will only be made as and when each milestone

on the contract has been implemented. Permission is sought to carry forward the funding into 2011/12 to continue funding the committed expenditure.

REQUEST FOR CARRY FORWARD - CORPORATE SERVICES

- 3.13 An amount of £0.087m has been allocated as Flintshire's contribution towards the Agile Working invest-to-save scheme. Permission is sought to carry forward the funding into 2011/12 to continue funding the scheme which will be used to create further efficiencies across the council.

REQUEST FOR CARRY FORWARD - LIFELONG LEARNING

- 3.14 An amount of £0.020m has been allocated towards an invest to save initiative within Museums storage, however the projected expenditure has now been delayed until 2011/12. The savings were approved when the 2011/12 budget was set and amount to £0.009m on an ongoing basis. Permission is sought to carry forward the funding into 2011/12 in order to fund the delayed expenditure.

4.00 NON STANDARD INFLATION/CENTRAL CONTINGENCIES

NON STANDARD INFLATION

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

CENTRAL CONTINGENCIES

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

5.00 UNEARMARKED RESERVES

- 5.01 The 2009/10 final outturn reported to Executive on 10th August showed unearmarked reserves at 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, the estimated amount currently projected in the Contingency Reserve is £0.619m. This is £0.328m more than the £0.291m anticipated when the 2011/12 budget was set.

- 5.03 The Flintshire Futures Ringfenced Reserve of £1.952m has now been fully committed (see Appendix 7). Commitments of £1.512m have been actioned through delegated powers as reported at Month 9. The remaining £0.440m

was committed when the 2011/12 budget was set to fund one-off exit costs related to Flintshire Futures organisational change projects.

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 £0.055m is that there would be balances in hand at the end of the year of £1.112m which at 4.6% of budgeted expenditure is greater than the minimum level of 3% recommended by the Head of Finance. The projected year end balance is £0.139m less than the £1.251m that was projected when the 2011/12 HRA budget was approved at the Council meeting on 15th February 2011.

7.00 RECOMMENDATIONS

- 7.01 Members are recommended to:-
- a) Note the overall report.
 - b) Approve the carry forward requests included in the report (para 3.10 to 3.14).
 - c) Approve that the overspend on the schools' maternity "insurance" scheme is met by the Council Fund and that urgent work is undertaken within the review of school funding to consider options on the scheme for the future (para 3.05).
 - d) Note that schools have been advised of the need for a review of options for the future and that any deficit from April 2011 onwards is met directly by schools (para 3.05).
 - e) Note the estimated Council Fund Contingency Sum as at 31st March 2011. (Section 5).
 - f) 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 9 - 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 10 Monitoring Papers

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

**Budget Monitoring (Month 10)
Summary of Movement from Month 9**

	£M	£M
Month 9		
Out of County Ringfenced Budget	1.350	
Service Directorates	0.645	
Central and Corporate Finance	(1.535)	
Variance as per Executive Report		0.460
Month 10		
Out of County Ringfenced Budget	1.333	
Service Directorates	0.746	
Central and Corporate Finance	(1.690)	
Variance as per Directorate Returns		0.389
Change Requiring Explanation		<u>(0.071)</u>
<u>Community Services</u>		
Professional Support (Physical Disability and Sensory Impairment) -		
• additional expenditure required to meet an increase in the waiting list for OT assessment and support	0.051	
Community Living (Learning Disabilities Service) - additional vacancy savings		
• as well as reductions in expenditure projections on transport, supplies and services and third party payments following review of commitments.	(0.101)	
• Family Placement (Children's Services) - Increase in the number of foster care places within the service.	0.028	
Professional Support (Children's Services) - Partly as a result of management action to reduce the overall Directorate overspend by reducing spend on		
• transport, supplies and services and third party payments. Additionally the service have received confirmation that a Health Service charge will not be made this year.	(0.077)	
• Ringfenced Homelessness (Housing Services) - Reductions in Bed and Breakfast projections and in costs for rent advances to landlords.	(0.034)	
• Family Support and Prevention Support (Children's Services) - Reduction in projection following review of commitments.	(0.033)	
• Residential Services (Physical Disability and Sensory Impairment) - Reduction in projection following review of commitments.	(0.023)	
• Grants (Mental Health Services) - grant to MIND returned as not required	(0.018)	
• Other minor changes of less than £20k	(0.067)	
		<u>(0.274)</u>

Environment

• Planning Control - Reduction in number of applications being received from housing developers and the minerals sector	0.030
• Waste Disposal - Reduction in net landfill tax gains from reduced tonnages	0.055
• Design Services & Corporate Property Maintenance - Additional fee income from Corporate Property Maintenance related projects	(0.059)
• Environmental Maintenance - Revised income projections for Cemeteries contract and Trunk Road Agency related work	(0.034)
• Other variances (aggregate) - Minor variances including reductions in the projections following review of commitments for Traffic Works (£17k) and Routine Maintenance (£35k)	(0.052)
• Other variations less than £15k	(0.028)
	(0.088)

Lifelong Learning

• Primary and Secondary Non-delegated - The movement relates to overspends relating to the locally run Maternity funding scheme for schools for both 2009/10 (£0.267m) and 2010/11 (£0.242m) (in year position identified as a risk at period 9 - see Section 3.05 and Appendix 4 for further details)	0.509
• Inclusion Services - The movement relates to a revised decision by WAG to award the SEN Post 16 Special Grant on 100% of need basis.	(0.037)
• Other minor changes of less than £20k	(0.010)
	0.462

Corporate Services

• Chief Executive - Reduction in projected outturn within Corporate Communications, Publications and Policy, Performance and Partnerships and Community Strategy following review of commitments.	(0.035)
• Finance - Additional costs of software and software maintenance due to legislative changes	0.012
• Other Variances less than £5k	0.007
	(0.016)

Central and Corporate

• Financing and Funding (insurance, banking etc) - Increased windfall income due to additional Net Rateable Value reductions.	(0.075)
• Corporate - (Other) - Underspend on 1st and 2nd tier officer appraisal review budget	(0.050)
• Corporate - (Other) - Other minor changes	(0.030)
	(0.155)

Total changes

(0.071)

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Domiciliary Support (Services for Older People)	7.478	7.960	0.482	0.484	<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 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Living Well (Services for Older People)	0.118	0.075	(0.043)	0.000	<ul style="list-style-type: none"> Reduced staffing levels due to maternity leave and vacancy also resulted in corresponding saving on staff transport costs 	<ul style="list-style-type: none"> Not recurring once maternity leave over and vacancy filled.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Residential Services (Services for Older People)	8.403	8.628	0.225	0.215	<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	0.128	0.048	0.048	<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 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Physical Disability and Sensory Impairment)	1.500	1.313	(0.187)	0.000	<ul style="list-style-type: none"> The majority of the movement in period 10 relates to additional costs required to meet an increase in the waiting list for OT assessment and support. 	<ul style="list-style-type: none"> Continue to keep under review
Community Living (Learning Disability Services)	8.665	8.611	(0.054)	0.047	<ul style="list-style-type: none"> The projected underspend is mainly due to vacant posts across the Service but particularly within Administration and Care Management, as well as in Day Opportunities. The underspend is offset by overspends across most other expenditure categories and has also reduced due to Health withdrawing CHC funding for previously joint funded clients. The change in period 10 reflects additional vacancy savings as well as reductions in expenditure projections on transport, supplies and services and third party payments. 	<ul style="list-style-type: none"> Continue work on the identification of new clients to move into supported living service. Continual review of care to existing clients. Continued monitoring and negotiation with Health of CHC packages. In dispute with Health on funding of some care packages.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Substance Misuse (Mental Health Services)	0.241	0.194	(0.047)	(0.042)	<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	0.512	(0.333)	(0.334)	<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)	(2.510)	(0.040)	(0.062)	<ul style="list-style-type: none"> Revised projection based on current client contributions has led to a reduction in the projected outturn as at period 10. 	<ul style="list-style-type: none"> Keep under review – the income is dependant on client numbers and financial circumstances.
Good Health (Development & Resources)	0.699	0.656	(0.043)	0.000	<ul style="list-style-type: none"> Some staffing costs externally funded within 10/11. 	<ul style="list-style-type: none"> Non recurring - External funding will end in 10/11.
Management & Support (Development and Resources)	0.532	0.586	0.054	0.054	<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	0.131	(0.111)	(0.111)	<ul style="list-style-type: none"> Projected underspend is due to grant maximisation and reserve utilisation 	<ul style="list-style-type: none"> None Required

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Public Information & Planning (Development & Resources)	0.437	0.383	(0.054)	(0.038)	<ul style="list-style-type: none"> The underspend is mainly due to established posts being funded by the PMDF grant. The movement in period 10 is due to a post becoming vacant. 	<ul style="list-style-type: none"> Not recurrent
Family Placement (Children's Services)	1.773	1.855	0.082	0.054	<ul style="list-style-type: none"> Increase in the number of foster care places within the service. The reduction within period 9 mainly reflects the application of grant income following a review of grant conditions by the Head of Service. 	<ul style="list-style-type: none"> The increase in foster care places reflects a positive outcome which should in time reduce expenditure in other budgets. Family placement has worked on a proposal paper for an invest to save initiative and the Head of Service has sent this to the Director of Lifelong Learning for consideration.
Other Residential (Children's Services)	0.546	0.403	(0.143)	(0.143)	<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

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
						being taken, reflecting the decision for incremental expansion.
Professional Support (Children's Services)	5.215	5.141	(0.074)	0.003	The variance from period 8 reflects unanticipated legal costs as well as agency costs arising from the need to ensure adequate resourcing.	<ul style="list-style-type: none"> The process for notification of legal costs has been revised. Staffing resources are continually reviewed to ensure that the use of agency staff is minimised.
Out of County Pooled Budget (Children's Services)	3.525	4.019	0.494	0.511	<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.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Ringfenced Homelessness (Housing Services)	0.189	0.092	(0.097)	(0.097)	<ul style="list-style-type: none"> Reflects improvements made to service provision and preventative measures. The increased underspend in period 10 was due to increased reductions in BB and associated costs together with a reduction in costs for rent advances to landlords. 	<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.
Other variances (aggregate)	16.514	16.640	0.126	(0.030)	<ul style="list-style-type: none"> Various minor variances including a reduction of £23k in projected spend for Residential Services (PDSI), £18k grant to MIND returned as not spent (MH), £33k across Family Support and Prevention and Support (Children Services). 	<ul style="list-style-type: none"> Continue to review but not expected to be recurrent.
Total :	54.532	54.817	0.285	0.559		

ENVIRONMENT

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Transportation	1.614	1.503	(0.111)	(0.113)	<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. 	Bus Operator payments for Bus Subsidies and potential fuel rebates will be closely monitored.
Car Parks	0.030	0.070	0.040	0.041	<ul style="list-style-type: none"> Shortfall of £0.050m in car park fee income 	Monitor income closely. Uncommitted Maintenance Works of £20k have been used to reduce under recovery.
Engineering Design Consultancy	(0.022)	(0.017)	0.005	0.011	<ul style="list-style-type: none"> Income shortfall due to a reduced number of schemes resulting from the current economic climate 	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 	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 	Assist with financing the fee income shortfall below

ENVIRONMENT

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Environment & Conservation	0.314	0.214	(0.100)	(0.110)	<ul style="list-style-type: none"> Vacancy savings in Planning Service Area 	Assist with financing the fee income shortfall below
Planning Control	0.290	0.535	0.245	0.215	<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. 	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	1.667	1.562	(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	4.757	(0.064)	(0.118)	<ul style="list-style-type: none"> Net landfill tax gains from reduced tonnages. 	

ENVIRONMENT

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Waste Collection	2.858	2.810	(0.048)	(0.044)	<ul style="list-style-type: none"> Impact of reduced Domestic Property numbers following update from Local Land & Property Gazetteer (LLPG) in November 2010 totalling £0.031m 	
Waste Trading Account	(0.335)	(0.295)	0.040	0.040	<ul style="list-style-type: none"> Adjustment of Domestic Property numbers correcting an overcharge on Waste Collection client account 	Reduce amount of agency costs incurred. Benefit of adjusted properties noted in Waste Collection account.
Civic Amenity Sites	1.905	1.992	0.087	0.087	<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 	Following AD Waste coming in-house, the management charge was reviewed to reduce its impact
Property Holdings	0.116	0.185	0.069	0.069	<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 	Maximise usage of vacant properties

ENVIRONMENT

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Design Services & Corporate Property Maintenance	2.419	2.475	0.056	0.115	<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 £143k are included in the net variance. 	<p>Continue to monitor the fee earning position and update the financial situation regarding the trading account.</p> <p>Incorporate the projected Capital Programme figures into the Organisational Review being undertaken to influence its conclusions. Historically, trends would suggest that the position can be improved.</p> <p>£50k budget introduced from Directorate Support.</p>
Industrial Units	(1.742)	(1.656)	0.086	0.090	<ul style="list-style-type: none"> Westbridge (Period 6) & Belfield Units (Period 7) – leases renegotiated at reduced rates due to economic climate Loss of income from Unit 5 Catheralls – vacated by Social Services Road and drain repairs to Greenfield Business Park 	<p>Monitor closely the cost of NNDR to determine if any reductions can be made</p> <p>Reduction in Bad Debt Provision by £0.025m improved Period 6 variance</p>

ENVIRONMENT

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Valuation & Estates	0.493	0.425	(0.068)	(0.067)	<ul style="list-style-type: none"> Vacancy Savings 	
Administrative Buildings	1.004	1.136	0.132	0.132	<ul style="list-style-type: none"> Overspend on cleaning services following a review of charges 	Review of specification for Cleaning Contract required to determine value for money. Energy cost projections reduced.
Economic Development	0.542	0.492	(0.050)	(0.050)	<ul style="list-style-type: none"> Cease expenditure on any uncommitted supplies and services 	This will negate the adverse variances on Markets and Business Centres
Markets	(0.116)	(0.087)	0.029	0.036	<ul style="list-style-type: none"> Reduction in smaller markets income based on current economic climate Employment of agency cover for sickness absence 	Income levels to be monitored closely together with initiatives for maximising income for larger markets e.g. Mold
Environmental Maintenance	2.465	2.471	0.006	0.040	<ul style="list-style-type: none"> £40k loss on Tenants Garden contract. Income is insufficient to meet cost base. Improved income position from Cemeteries Contract and Trunk Road related work 	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 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Winter, Routine and Structural Maintenance	4.225	4.225	0.000	0.000	<ul style="list-style-type: none"> Confirmation was received in February 2011 of Road Maintenance Grant additional revenue funding totalling £0.721m for future salt acquisition and unplanned maintenance works which maintain the serviceability or structural integrity of roads i.e. revenue funding. £0.371m of this funding is earmarked for additional Structural Maintenance works with the remaining £0.350m of additional revenue funding being used to purchase further salt stocks to hold as resilience against severe periods of winter weather in the future. This is in accordance with the guidelines for the grant funding. The presentation and narrative now reflect how the three service areas are inter 	<ul style="list-style-type: none"> There was an inevitable diversion of reactive Routine Maintenance work to Winter Maintenance following the sustained period of winter weather during November and December, with a corresponding impact on expenditure on those service areas. Ensure all grant funded works are completed in line with the terms and conditions of the grant.

ENVIRONMENT

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					related based on the grant funding from WAG <ul style="list-style-type: none"> Overall, it is anticipated that there will be no variance at year end across these service areas. 	
Trading Standards	0.623	0.598	(0.025)	(0.010)	<ul style="list-style-type: none"> Non filling of vacancies 	
Health & Safety	0.574	0.509	(0.065)	(0.065)	<ul style="list-style-type: none"> Non filling of vacancies ahead of the proposed new structure 	
Other variances (aggregate)	8.769	8.733	(0.036)	0.017	<ul style="list-style-type: none"> A number of variances of no more than £25k individually relating in the main to income shortfalls under Flintshire Business Services (£7k), Pollution Control (£20k) and Recycling (£12k) 	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	33.175	0.043	0.131		

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County Pooled Budget (Special Education)	2.251	3.090	0.839	0.839	<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. • Early indications are that in 2011/12 the grant available is approximately 90% of the estimate. To date there has been no confirmation of the 2011/12 allocation. 	<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. • Revised “lean” option appraisal and placement authorization procedures have been introduced.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
						<ul style="list-style-type: none"> • Consideration is being given to create a North Wales Consortium for commissioning/ procurement of childrens' high cost placements similar to the SEWIC consortium in South Wales. • 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. We await details of the outcomes of this report.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
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. Approval for a carry forward of £20k is requested to enable an Invest to Save Initiative within Museums storage which is included in next years budget book. £9k of savings will be realised each year each year. It is anticipated that the service should be able to achieve this £20k above the £70k expected underspend listed.
Leisure Centres and Pools	2.415	2.754	0.339	0.343	<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 	<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

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>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.</p> <ul style="list-style-type: none"> £101k of the variance relates to a projected shortfall in achieving the good housekeeping energy efficiency target . 	<p>19th October. Subsequent delays to political decision making mean that identified savings will now only be available from the 2011-12 financial year.</p> <ul style="list-style-type: none"> Further work is ongoing in liaison with the Energy Efficiency Unit.
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	2.876	0.783	0.274	<ul style="list-style-type: none"> Uniquely, redundancies in schools as a result of restructuring are funded from the Lifelong Learning Budget. The level of redundancies at the end of the academic year 2009/10 resulted in costs which exceeded the directorate budget provision. Similar 	<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. A working group has been set up to examine options for the scheme to ensure its viability. In 2011/12 interim arrangements have been

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>restructurings across other directorates are met corporately. Recorded as a risk at month 3.</p> <ul style="list-style-type: none"> Schools in Flintshire have, for a number of years, participated in a locally run scheme to mitigate the financial risks for individual schools of teachers going on maternity leave. The current agreement means that teachers maternity pay is paid for by the LEA, allowing the schools the funds to employ temporary cover. The current estimated overspend is £0.122m (plus £0.152m carried forward from 2009/10) for Primary Schools and £0.120m (plus £0.115m carried forward from 2009/10) for Secondary Schools. Further detailed work is ongoing in order to ensure that all costs 	put in place to monitor and control the charge.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					have been allocated correctly.	
Inclusion Services	5.898	5.910	0.012	0.049	<ul style="list-style-type: none"> Unofficial Correspondence from WAG indicates that a grant payment of 97.2% may be made which equates to £37k - Confirmation received 2nd March that this grant will be funded 100%. The remainder is an overspend on ASWs providing pupil support in schools which has been highlighted on the Risk Log since P3 and has been reducing from £301k since then. 	<ul style="list-style-type: none"> Further work is ongoing to reduce this to break even by year end. The budget for Secondary support will be delegated in 2011/12. This will enable greater flexibility of spend at school level.
School Improvement Unit	1.384	1.305	(0.079)	(0.079)	<ul style="list-style-type: none"> £30k of expenditure has been reduced from both Primary and Secondary School Improvement budgets. A reduction in distance learning income was 	<ul style="list-style-type: none"> This is a one off in year exercise to assist in reducing the Directorate overall overspend. Costing review to achieve breakeven by September 2011, pending further

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>noted during January.</p> <ul style="list-style-type: none"> £40k of funding for NQT (Newly Qualified Teacher) Officer Time funding has not been offset against salary for the last 2 years. It has now been agreed that this will be used to reduce the overall LLL in year overspend. 	<p>structural and budgetary change to implement the regional service from September 2012.</p>
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.
Facilities Services	1.366	1.405	0.039	0.039	<ul style="list-style-type: none"> Investment in CCTV now programmed for 2011/12. The order has been placed and the delivery will be received in April. Latest estimate indicates that staffing efficiencies will be made. Health & Safety work has begun on gas tightness and testing & appliance servicing within the Catering Service. 	<ul style="list-style-type: none"> Further expenditure reductions are being explored elsewhere in the Service to reduce the overspend.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<ul style="list-style-type: none"> £20k is attributable to December's poor weather resulting in a loss of income for school meals. 	
Youth and Community	1.303	1.307	0.004	0.004	<ul style="list-style-type: none"> The planned staffing reduction this year has been superseded with a further options appraisal exercise resulting in the planned saving not being met in year. 	<ul style="list-style-type: none"> An expenditure freeze until year end has been agreed within the service to attempt to reduce the overspend.
Pupil / Student Transport	6.132	6.443	0.311	0.311	<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. As provision continues to be separated from budgetary responsibility, it is important that the package of efficiencies identified by the client 	<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 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>directorate and external consultants is prioritised and implemented by the Integrated Transport Unit.</p> <ul style="list-style-type: none"> • 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 recharge to Health and Children services. • Reduction of overload buses at Deeside College. • Earlier repayment plan agreed following negotiations with Deeside college. • Late in-year notification of pressures include: <ul style="list-style-type: none"> ▪ £23k Special schools - increase in 1 to 1 routes at Ysgol Pen Coch (and are subject to specific 	

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>recommendations for change under the regional project.</p> <ul style="list-style-type: none"> ▪ £37k Secondary Schools including: ▪ £18k increase in St. Richard Gwyn and Elfed due to SEN taxis (and are subject to specific recommendations for change under the regional project). ▪ £16k increase in Mold campus due to additional overload bus ▪ £25k College transport - No reduction/cancelled buses in December ▪ £15k Special Out of County - additional routes to Brondyffryn and West Kirby residential school are mainly the cause for this increase (and are subject to specific recommendations for change under the regional project). ▪ Increase in colleges due to a taxi travelling to Llysfasi £5k 	

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Service Units	1.954	1.992	0.038	0.038	<ul style="list-style-type: none"> • £6K Reduced expenditure agreed from school furniture budget • The majority of the difference from period 8 relates to a £74k difference on the outturn of the Free School Meals budget. Take-up of free school meals has accelerated during December and January which had not been anticipated by dedicated budget provision. • Minor underspends throughout the service have been identified to try and mitigate this increase. 	<ul style="list-style-type: none"> • This is a one off in year exercise to assist in reducing the Directorate overall overspend. • The level of budget provision for free school meals will be re-assessed during the current service planning/ budget process in order to keep pace with changes within the wider economic climate.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Management and Administration	0.830	0.785	(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)	77.556	77.528	(0.028)	(0.022)	<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 :	109.143	111.066	1.923	1.461		

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.309	2.272	(0.037)	(0.002)	<ul style="list-style-type: none"> • Corporate Communications Publications savings (A to Z, Your Comm, Your Council, Flintshire Focus) (-£0.019m) • Policy, Performance & Partnerships vacancy and Community Strategy savings (-£0.025m) • Other Minor Pressures (£0.007m) 	<p><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.</p>
Finance	3.168	3.142	(0.026)	(0.038)	<ul style="list-style-type: none"> • The net position on staffing costs is an overspend of (£0.023m) , 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 (-£0.044) covering consultant costs (£0.044) • Increase in Housing Benefit subsidy (-£0.045m) • Additional funding received from WAG (-£0.028m) • Savings on other employee costs (-£0.018m) 	<ul style="list-style-type: none"> • The HB position is being closely monitored

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<ul style="list-style-type: none"> • Savings on essential car allowances and transport costs due to staff vacancies (-£0.017m) • Additional costs of software and software maintenance due to legislative changes and purchase of Accounts Payable software add on (£0.034m) • Various other minor variances (£0.025m) 	
Legal & Democratic	3.805	3.590	(0.215)	(0.214)	<ul style="list-style-type: none"> • Various vacancy savings (-£0.050m) • Reduction in Members' Allowances payable and expenses (-£0.116m) • Various other minor reductions in expenditure (-£0.006m) • Increases in income received (-£0.043m) 	
Human Resources & Organisational Development	2.248	2.347	0.099	0.094	<ul style="list-style-type: none"> • Vacancy Savings (-£0.021m) which is made up of savings in OHSU and pressures in HR • Additional Premises costs in Corporate Training (£0.017m) • Additional expenditure on CRB Checks (£0.027m) • Additional Consultancy Support including HR Review (£0.032m) • Additional costs Trent Improvement Programme (£0.055m) • Other Minor Efficiencies (-£0.011m) 	<p>CRB CHECKS 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.</p>

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 10)

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	0.004	<ul style="list-style-type: none"> • Estimated deficit D&P (+£0.111m) • Vacancy Savings (-£0.231m) • Pressure Broadband (+£0.050m) • Pressure Consultancy Fees (+£0.096m) • Pressure Hardware (+£0.118m) • Saving Software (-£0.098m) • Saving Software Maintenance (-£0.032m) • Additional Income Registrars (-£0.011m) • Reduction in Income Postages (+£0.061m), offset partially by reduction in Postage Expenditure (-£0.032m) • Reduction in income Translation (£0.011m) • Other Minor Efficiencies (-£0.036m) 	<p>DESIGN & PRINT We are currently projecting a £0.111m deficit for Design & Print for 2010/11. The options appraisal report has now been published and we are currently in the process of costing out all future options.</p> <p>CUSTOMER SERVICES 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 (salary protection/exit costs) have been assumed as it's unlikely that the new structure will be fully implemented this financial year.</p> <ul style="list-style-type: none"> ▪ ICT & Customer Services would like to request permission to

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
						<p>carry forward the following balances to 2011/12</p> <ul style="list-style-type: none"> ▪ A balance of £0.040m currently held in reserves for windows licence upgrades across the Organisation. ▪ An amount of approximately £0.176m which has been committed for Electronic Content Management (Electronic Document and Records Management System – EDRMS). Payments will only be made as and when each milestone on the contract has been implemented successfully. ▪ An amount of up to £0.087m for Agile Working. This is the Organisation's contribution towards

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
						the Invest to Save Scheme and will be used to create further efficiencies in Housing, Planning and Building Control.
Clwyd Theatr Cymru	1.013	1.013	0.000	0.000		
Total :	17.525	17.353	(0.172)	(0.156)		

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	13.865	13.746	(0.119)	(0.119)	<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 10)

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	0.204	(1.107)	(1.032)	<ul style="list-style-type: none"> The projected outturn of £0.204m reflects an increase in Windfall Income of £1.107m due to net Rateable Value reductions income of £0.632m, refund of energy overpayments for the years 2007/08 & 2008/09 of £0.039 and £0.436 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	4.974	(0.638)	(0.558)	<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. 	<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 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<ul style="list-style-type: none"> • Although £0.400m savings have been achieved by the service and taken centrally during the 10/11 budget process, a further £0.420m has not yet been achieved. • 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 £42k. • An underspend of £104k on the Director/2nd Tier Officer appraisal review budget. 	
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 	<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 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					Fund services for the purposes of the end of year support cost recharges. This overspend is the net effect of overspends previously reported within the effected services.	
Other variances (aggregate)	8.781	8.791	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 :	27.558	25.868	(1.690)	(1.535)		

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>(0.389)</u>
Estimated Level of Non-Earmarked Contingency Reserve		0.619
<u>Add Flintshire Futures Ringfenced Reserve</u>		
Allocations from Efficiency Exercise previously reported earmarked for Flintshire Futures Programme (See Note 1)	1.952	
Less commitments actioned in 2010/11 through delegated powers	(1.512)	
Less commitments approved in 2011/12 budget process to use the balance to fund one-off exit costs related to Flintshire Futures organisational change projects.	<u>(0.440)</u>	<u>0.000</u>
Estimated Level of Total Contingency Reserve as at 31 st March 2011 in total		0.619

HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Rental Income	(23.428)	(23.328)	0.100	0.088	<ul style="list-style-type: none"> • £0.049m due to slightly lower rental income as some properties included in budget at zero rent e.g. community houses and the Glan y Morfa conversion from 1 to 2 bed flats. • Increased projection for council tax charges on empty properties, in line with voids, leading to a projected overspend of £0.022m • £0.028m adverse on empty properties. As a result of improved void levels the average voids are now projected at 2.56% of income for the full year, only 0.05% adverse to budget. 	<ul style="list-style-type: none"> • Implementation of outcomes from lean management review by 1st April 2011.
Estate Management	1.326	1.133	(0.193)	(0.126)	<ul style="list-style-type: none"> • £0.194m vacancy savings. This is due to restructures not being implemented in 2010/11 as anticipated. 	

HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Building Maintenance - Trading Account	0.077	(0.023)	(0.100)	(0.082)	<ul style="list-style-type: none"> The increase in income reflects the £0.2m of additional capital works on kitchens and damp proofing undertaken by the in-house team 	<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 Financing / Finance Support	4.548	4.338	(0.210)	(0.216)	<ul style="list-style-type: none"> Support recharges have been revised following a review resulting in a £0.05m reduction in charges to the HRA. £0.07m favourable variance on capital financing charges offset within Housing subsidy line. £0.09m favourable on insurance costs following FCC's renegotiation of insurance contracts. 	
Repairs & Maintenance	9.192	9.403	0.211	0.233	<ul style="list-style-type: none"> £0.15m increase on HRM budget for revenue voids as agreed at Exec 18th Jan. £0.23 adverse to budget. Further costs have been 	

HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					incurred due to the bad weather placing a strain on emergency repairs and call outs.	
Housing Subsidy	6.263	6.384	0.121	0.121	<ul style="list-style-type: none"> £0.12m adverse variance to budget. This is offset by slightly higher than average rents than anticipated and lower capital financing charges. 	
Other Variances (aggregate)	2.415	2.431	0.016	0.015		
Total :	0.393	0.338	(0.055)	0.033		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **12 APRIL 2011**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING AND DIRECTOR OF ENVIRONMENT**
SUBJECT : **SCHOOL CAPITAL REPAIRS PROGRAMME 2010-2011**

1.00 PURPOSE OF REPORT

- 1.01 To seek approval to increase the value of the contract with K2 Aluminium Systems Limited for the Replacement of Windows at Flint High School from £370,683 to £470,000 (an increase of 27%) as required by virtue of the Council's Contract Procedure Rules CPR 32.1(b)

2.00 BACKGROUND

- 2.01 The Window Replacement Scheme at Flint High School (which comprises replacing windows and external doors to Blocks 1 and 4) is just one of a number of projects being carried out as part of the School Capital Repairs Programme, for which a budget of £2.9 million was allocated from within the Capital Budget for 2010-2011.
- 2.02 The majority of the 2010-2011 School Capital Repairs work programme has been completed and this has resulted in savings of circa £100k against the original budget of £2.9 million. It is therefore proposed to utilise those savings from completed schemes to replace additional windows at Flint High School which are in need of replacement.

3.00 CONSIDERATIONS

- 3.01 After reviewing the list of priority 1 and 2 identified works on the Council's Asset Management database (called Tf. facility) taking into account factors such as the most urgent need, the availability of existing frameworks, and the availability of access to particular schools, it was decided that replacing further windows at Flint High School provides the best solution in utilising the savings from other schemes, which will further reduce the backlog of school repairs.

4.00 RECOMMENDATIONS

- 4.01 That the contents of the report are noted and endorsed, and that approval be given to increase the value of the Window Replacement contract at Flint High School to £470,000.

5.00 FINANCIAL IMPLICATIONS

Date: 06/04/2011

5.01 The increase in the contract sum can be met entirely from £100,000 in savings that have been identified from completed schemes within the School Capital Repairs Budget for 2010-2011, therefore no additional funds are required.

6.00 ANTI POVERTY IMPACT

6.01 N/A

7.00 ENVIRONMENTAL IMPACT

7.01 The fitting of new double glazed windows and doors at Flint High School will further reduce the Council's energy consumption and Co2 emissions.

8.00 EQUALITIES IMPACT

8.01 N/A

9.00 PERSONNEL IMPLICATIONS

9.01 N/A

10.00 CONSULTATION REQUIRED

10.01 N/A

11.00 CONSULTATION UNDERTAKEN

11.01 Internal consultations have taken place between Lifelong Learning and the Corporate Property Maintenance Section of the Environment Directorate and the Corporate Asset Management Group

12.00 APPENDICES

12.01 State of Play - Schools Backlog - Copies will be available at the meeting.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

State of Play - Schools Backlog - 7 February 2011

Contact Officer: Simon Barlow
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E-Mail: simon_barlow@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: EXECUTIVE
DATE : 12 APRIL 2011
REPORT BY: DIRECTOR OF LIFELONG LEARNING
**SUBJECT : TRANSFORMING EDUCATION: NORTH WALES REGIONAL
COLLABORATION PROJECT FOR THE PROVISION OF
SCHOOL IMPROVEMENT SERVICES - PROGRESS REPORT
MARCH 2011**

1.00 PURPOSE OF REPORT

1.01 To note the progress made to date with the implementation of the North Wales Regional School Improvement Service project and outline the next steps to completion of a detailed business plan by the Summer of 2011.

2.00 BACKGROUND

2.01 The North Wales Education Consortium (local authorities working together on school improvement issues) has for some time recognised the need to increase significantly the level of collaboration in service delivery within the Local Authority Education Sector in North Wales in order to improve efficiency, increase capacity and strengthen the specialist support provision to both local authorities and their schools. It has identified School Improvement Services as the key area to initiate collaborative working. This includes direct support and challenge to schools to promote raising standards of pupil achievement, the quality of teaching and learning, the quality of leadership and management and the breadth and depth of educational experiences for children and young people. This is a key area given its central role in the statutory functions of the Local Education Authority (LEA) as articulated in the 1997 Education Act Section 38 and its financial implications for LEAs. The Consortium welcomed the more recent direction of the Regional Partnership Board in promoting the management of change and transformation through collaboration and the identification of education, and in particular, School Improvement Services, as an area for development in respect of improving effectiveness and efficiency.

2.02 This paper aims to provide an update for members on the progress of the North Wales Regional School Improvement service project following the previous paper presented on the 19th October 2010

2.03 Members are reminded of the approximate time-scales for the project as outlined in the table below:-

Initiation	Initiation - Defining a project - Project
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Date: 06/04/2011

January 2010	Plan, Communication Plan, Project Initiation Document Remit, criteria and work programme established for scoping the new model. Initial consultation with key stakeholders to develop vision and aims of project.
Stage Plan Stage 1 February 2010	Task Groups, or Activity Streams, established with defined remits and key personnel to serve on each group. Early warning and progress reports facilitated.
Stage 2 September 2010	Task Groups submit recommendations for provider structures to Directorate Group. Directors, in consultation with key stakeholders, identify preferred option for development.
Stage 3 December 2010	Directors formulate draft report for consultation with stakeholders.
Stage 4 (a) March 2011	Interim report in principle issued for approval of individual local authorities and stakeholders.
Stage 4 (b) July 2011	Report on business case and full sign-up by individual Authorities.
Stage 5 September 2012	Gradual transfer of responsibilities from current providers to new model on an activity roll-out basis.
Stage 6 September 2014	Full implementation of model.
Stage 7	First full evaluation of new delivery model and recommendations for adjustments as necessary.

3.00 CONSIDERATIONS

3.01 The objectives of the project will be tested against key aims:

- i. to improve the quality of support available to schools, especially in light of the constraints in the forthcoming budget settlements, leading to improved school performance within the region and in each country;
- ii. to secure efficiency savings in the region of 10-15% of current costs.

The current financial commitment to this service area, across the region, amounts to circa £10million

This concept moves authorities away from being provider driven to a commissioning led model, where both the local authority and Schools commission services from a regional service. The regional service will have to be flexible enough to deal with peaks and troughs in commissioning activity, driven by authorities and Schools. It will lead to a far smaller team of officers, based within a school improvement context in each individual Local Authorities. There is significant national interest in this project as part of the Education Funding Review. The WLGA 'Capacity Building Fund' has been provided £50k to build capacity up-front in order to deliver this project. This will be matched by funding from each of the six Authorities. As this is closely aligned to the development of the SEF, it will be possible to utilise some additional funding made available by the Welsh Assembly Government for the development of SEF, in order to support this project.

- 3.02 Both the "North Wales Regional Partnership "and the" Education and Related Services Programme Board", supported by the Welsh Assembly Government, have decided to establish a regional school effectiveness and improvement service; this reflects their "Vision for Collaboration". In order to progress this matter the Board considered the advice of a specialist Consultant, and subsequently, commissioned another independent consultant to consider the proposal, advise on options to achieve a regional service, and advise of feasibility and implications.
- 3.03 The main report entitled "Report on the Feasibility and Implications of establishing a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities" was presented to the Education and Related Services Programme Board on 20th December 2010. (Please refer to appendix A for summary of the main report)
- 3.04 The main report addresses the following aspects:-
- (i) Key Drivers:
 - a. Intention to modernise
 - b. Relevance of contextual matters
 - c. National context
 - d. Regional Features
 - e. Preliminary Discussions
 - (ii) Potential of a Regional Service
 - (iii) Requirements of a School Effectiveness and improvement Regional Service
 - a. In terms of service provision
 - b. In terms of system alignment
 - c. In terms of implementation and operation
 - d. Transitional arrangements
 - (iv) Consideration of Possible Options

- a. Continuation of the status quo
 - b. A regional service to undertake the statutory responsibilities of the local authorities
 - c. A regional service encompassing the responsibilities of local authorities and schools.
 - d. The question of regional and sub regional operational arrangements.
- (v) Framework of a regional service and its responsibilities
- i. Impact of other regional/sub regional operational arrangements.
 - ii. Framework
 - iii. Responsibilities, Configuration and Function
- (vi) Key implications of the New Arrangements
- A. In relation to individual LAs and members
 - B. In relation to individual LA education services
 - C. In relation to school responsibilities
 - D. In relation to transitional arrangements
 - E. In relation to governance arrangements
 - F. In relation to resources
- (vii) Recommendations

3.05 The report identified three options as follows:

- (a) Continuation of the status quo with necessary adaptations to meet changing circumstances and new challenges.
- (b) Creation of a regional school effectiveness service to undertake LA responsibilities.
- (c) Establishment of regional school effectiveness and improvement service as a single regional entity to undertake both the responsibilities of LA's and schools in an integrated way.

3.06 Each option was considered in terms of risks and benefits. It was concluded that the preferred option for consultation is option C. The Education and Related Services Board decide to consult with key stakeholders on the principle of adopting option C. (Please refer to Appendix B for consultation powerpoint presentation).

3.07 The key stakeholders for consultation purposes included the following :-

- School Improvement Officers
- Headteachers
- School Governors Association
- Trade Unions

- 3.08 The consultation process ceased on 28th February, 2011 with the intention that the Education and Related Services Board will consider outcomes at its next meeting in early April. Consultees have been broadly supportive of key principles but generally would like further engagement on the detailed business case and structural design during the next phase of development.

4.00 RECOMMENDATIONS

- 4.01 Elected members are requested to consider progress with the School Improvement Service project.
- 4.02 That members approve progress to the next stage of this project, namely the establishment of a Project Management Board to oversee the preparation of the business plan, which should address issues raised during the consultation process about operational matters relating to finance, staffing and governance arrangements.
- 4.03 That the outline business plan be considered by Flintshire's Executive Board prior to final approval being given to implement the proposed regional service.

5.00 FINANCIAL IMPLICATIONS

- 5.01 As outlined above, £50k has been secured from the WLGA 'Capacity Building Fund', to build capacity to deliver this project. All Authorities have also committed a match funding contribution which will be contained within the current Lifelong Learning budget. The collaborative project has been tasked to secure a further 10% savings which amounts to circa £1m across the six Authorities.

6.00 ANTI POVERTY IMPACT

- 6.01 None at this stage.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None at this stage.

8.00 EQUALITIES IMPACT

- 8.01 None at this stage.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Overall, this project will lead to the need for fewer officers employed within the council and it is envisaged that some officers will transfer to the regional service. Details around line management arrangements need to be

considered where transfer is appropriate. Where a reduction in staff numbers occur, every effort will be made to minimise compulsory redundancies and redeployment opportunities will be considered across the region.

10.00 CONSULTATION REQUIRED

10.01 There will be a requirement for further consultation with staff and service users and other partners over the next six months of project development on the business plan and detailed structural design.

11.00 CONSULTATION UNDERTAKEN

11.01 As referenced in paragraph 3.08, local consultation was undertaken in February, 2011 with School Improvement Officers and regional consultation was undertaken with headteacher representatives, Governor representatives and trade unions.

12.00 APPENDICES

12.01 Summary Report for Consultation Purposes, January 2011
Consultation Slides, March 2011

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

19 October Report to Executive: Transforming Education: North Wales Regional Collaboration Project for the Provision of School Improvement Services

14 October Report to LLOSC: Transforming Education: North Wales Regional Collaboration Project for the Provision of School Improvement Services

Contact Officer: Ian Budd
Telephone: 01352 704010
E-Mail: ian_budd@flintshire.gov.uk

**PROPOSAL TO ESTABLISH A REGIONAL SCHOOL EFFECTIVENESS AND
IMPROVEMENT SERVICE FOR THE SIX NORTH WALES AUTHORITIES.**

SUMMARY REPORT FOR CONSULTATION PURPOSES, JANUARY 2011

1. BACKGROUND

Both the “North Wales Regional Partnership “and the” Education and Related Services Programme Board”, supported by the Welsh Assembly Government, have decided to establish a regional school effectiveness and improvement service; this reflects their “Vision for Collaboration”. In order to progress this matter the Board considered the advice of a Specialist Consultant, and subsequently, commissioned another independent consultant to consider the proposal, advise on options to achieve a regional service, and advise on feasibility and implications. In the Introduction to his Report the Consultant states as follows.

“The report indicates the feasibility and potential benefits of establishing a regional service and recommends the creation of such a service. Implementation will need to recognise the dimensions and implications of change, and the potential of an integrated service that meets the needs of local authorities (LAs) and schools in an integrated way. It recommends that the change is implemented on an incremental basis with a defined period of transition. It also recommends a clear framework for the regional service and delineates key responsibilities”.

This report, entitled “Report on the Feasibility and Implications of establishing a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities”, was presented to the Education and Related Services Programme Board on 20th December 2010, and at the Board’s meeting held on that date, the Board resolved as follows.

“Resolution

After a full consideration of the Report and the recommendations presented for the Board’s consideration the Board RESOLVED.

- To receive, approve, and adopt the Report subject to minor amendments.
- To approve and adopt the recommendations detailed in par 8
- To adopt option (c) as detailed in par 5 of the Report: “a regional service encompassing the responsibilities of local authorities and schools”.
- To consult on the proposal and make the necessary arrangements for consultation with stakeholders early in 2011.
- To proceed to consider practical arrangements and report further to the Board”.

2. Rationale and Key Drivers

The proposal to establish a regional service for school effectiveness and improvement reflects the impact of national and regional developments and the effect these will have on the provision of education services; they impact on both local authorities and schools. Among the key drivers are the following;

- (a) The intention of the 6 LAs to modernise their school effectiveness and improvement service, and to do so in the context of the School Effectiveness Framework (SEF), the transformation agenda, and the obligations that Agenda places on both local authorities and schools to address this in a systematic and integrated way. The decision of the Education and Related Services Partnership Board is to proceed collaboratively and seek to establish a regional school effectiveness and improvement service fit for future purpose, that builds on current strengths, and provides an integrated service across the region. This regional service will be owned by the six LAs and will operate as a separate entity under a joint commissioning framework.
- (b) The **national developments** include the transformation agenda and the requirement to modernise services, the emphasis on quality services and on raising educational standards and outcomes, changes in resource availability and its distribution (including increased delegation), and current reviews on the delivery of services. Particularly relevant to this proposal are two developments; the School Effectiveness Frameworks, (SEF) and the Common Inspection Framework (CIF), and the consultant's report emphasis the centrality of these in terms of the proposed functions and responsibilities of the regional service. The implementation of the SEF with its key features and its imposition of related responsibilities on schools and local authorities is a key driver since it places joint responsibilities on schools and LAs in relation to school effectiveness and improvement – the core business of the proposed regional service. The requirements placed on schools and authorities by Estyn in the Common Inspection Framework (CIF), with its emphasis on standards achieved by learners and their wellbeing, the quality of provision, care, and support and guidance, and the quality of leadership and management, is also a key driver.
- (c) The **regional** drivers include the matters referred to above in pars 1 and 2(a) and the fact that delivery of an education service imposes interrelated obligations on schools and local authorities. This requires collaborative arrangements and indicates the importance of constructive relationships between stakeholders. Building on existing inter-authority collaboration and sub-regional arrangements will facilitate developments; developing common frameworks and protocols will be an essential requirement.

3. (a) The report identified **relevant options**: and these are as follows:

- Continuation of the status quo with necessary adaptations to meet changing circumstances and new challenges;
- Creation of a regional school effectiveness service to undertake LA responsibilities.
- Establishment of regional school effectiveness and improvement service as a single regional entity to undertake both the responsibilities of LAs and schools in integrated way.

Each option is considered in the report in terms of its “risks” and “benefits”. (see par 5 of the Report)

- (b) The report indicates that the preferred option is **Option (c)** because of the substantial benefits it offers. It “encompasses in an integrated and complementary way both LA responsibilities and those of individual schools in relation to their school effectiveness and school improvement responsibilities”. It also “appears to support the implementation of SEF with its emphasis on a collaborative approach, respective responsibilities of stakeholders, and networks of professional practice. It will also allow the focussing of cluster arrangements and the wider elements of SEF – system leaders and professional networks”. This option will enable all the LAs and their schools to have access to pedagogy support on a cost effective basis. As indicated in the commentary by the Specialist Consultant this will contribute to “achieving a step change in the standards and performance of schools”.
- (c) Neither of the other options considered would provide such substantial benefits, nor provide an efficient and effective regional service. Option (a) would only provide some inter-authority collaboration, and would not provide a coherent pattern for future developments; it would not provide a pedagogy powerhouse nor facilitate a systematic approach to the implementation of SEF. Option (b) would focus on LA responsibilities only; separation of the responsibilities of LAs and Schools is neither desirable nor practical. Neither of these options provides a sensible strategy for the future nor would they provide a feasible way to address the implications of SEF.

4. The Key Elements of a Regional Service

The key elements of a future regional system are identified in the Report. They are as follows:

- Establishment of a single integrated and bilingual regional school effectiveness and school improvement service in the ownership of the 6 LAs.
- Operational arrangements of the service to include consideration of sub-regional provision where appropriate to ensure alignment with other developments and services and to enable diversity and local difference to be accommodated.
- Identification of the functions and responsibilities of the regional service and the governance arrangements that will need to reflect this, together with an indication of the implications for system alignment and for other stakeholders.
- In conjunction with this, and as part of the regional service, the development of common frameworks, protocols and policies in the region.
- Identification of the key structures of the regional service and the implications for local authorities and schools.

- Whilst the regional service operates at arms length from the LAs it does so on a basis of joint commissioning arrangements. There will need to reflect the needs of LAs and schools. A joint commissioning group accountable to the board will be tasked with the development of joint commissioning arrangements.

It is considered that the regional school effectiveness and improvement service will provide a pedagogic powerhouse to serve both the schools and the LAs in North Wales. There are benefits in establishing such a service.

5. Functions of the Regional Service

The report indicates that the fundamental principle is a regional service that will undertake responsibilities for school effectiveness and improvement on an integrated basis for both LAs and schools; this will aim to provide a “one stop shop” quality focused service. It will have as its remit the responsibility for enabling schools and local authorities to improve pupil outcomes and wellbeing in accordance with the rigorous standards generated by the Common Inspection Framework (CIF) and the School Effectiveness Framework (SEF).

The proposed functions, which will be undertaken in an integrated way, are detailed in paragraph 6 of the Report; they are as follows;

- Supporting LAs to undertake their statutory functions in relation to school effectiveness.
- Provide Support for both LAs and Schools (jointly and separately as the case may be) in school Improvement activity.
- Specifically undertaking responsibility for the Implementation of SEF and for CIF accountability.
- Making provision for the development, maintenance, and review of regional frameworks on a commissioned basis.
- Providing a centre of expertise for MIS service and for the management analysis and interpretation data.
- Provide a specialist centre for Education Management matters and an Education Human Resources Service to provide expertise and advice.

Whilst the joint commissioning arrangements will allow for modifications over time these functions are considered fundamental. The regional service will need to have pedagogic and leadership strengths (not necessarily subject based) and be capable of carrying out a range of tasks encompassing the functions of a school effectiveness core team, together with the functions of a school improvement support team. In order to ensure maximum efficiencies these functions should be undertaken back to back.

6. Framework of the Service

- (a) The service will be in the **ownership** of the 6 LAs and their schools; the recommendation is to build on current arrangements (such as those in Cynnal) but further consideration will need to be given to the form of any company established; there are a number of possible forms for such a public organisation. Any company board will have stakeholder representation that includes schools and LAs. The Board will determine policy and strategy.
- (b) **Joint Commissioning** arrangements will ensure that the regional service reflects service needs and will have oversight of operational matters. The Joint Commissioning Committee will be answerable to the Board of the Company.
- (c) It is intended that it will be a **single regional service** but its development will need to recognise both the emerging sub regional agenda and local differences and aspirations.
- (d) The report identifies the **implications for stakeholders** – local authority members and services (including support services) and for schools. Governance arrangements will reflect these changes.
- (e) Funding arrangements will be the responsibility of the stakeholders; these will need to be cost effective and reflect proposed changes in resource distribution. Further work is being undertaken in relation to this.

7. Transitional Arrangements

- (a) The importance of an **evolutionary approach** and an incremental strategy is a principle recognised in the report. This enables the transitional process to build on current strengths; it also enables the views of stakeholders to be reflected in the process of implementation.
- (b) The proposed **transition timetable** is as follows:

Shadow provision developed from September 2011
New arrangements implemented from September 2012
Complete transition to new model operating from September 2014.

One of the key points made by the Specialist Consultant in his commentary relates to the importance of pace and acceleration given the expectations of WAG. He states “The developments in North Wales are well advanced and have been elaborated with clear thought. They need to be translated rapidly and safely into reality”

- (c) During the transitional period consideration will be given to a number of matters including HR issues, resource and funding arrangements, and the establishment of a project team. There will be consultation with relevant stakeholders on these matters.

8. Background Documentation

- Report by independent consultant: January 2011 entitled “Proposal to establish a Regional School Effectiveness and Improvement service for the six North Wales Authorities”.
- Presentation and commentary of Specialist Consultant (minutes of Education and Related Service Programme Board 1 July 2010 and 20th December 2010).
- Minutes of Programme Board Meetings in 2010.
- School Effectiveness Framework WAG 2008.
- Estyn : Common Inspection Framework.
- Consortium arrangements for implementation of SEF.

9. Time Table

The intention of the Education and Related Services Board is to consider this matter further at its meeting in early April. Prior to this, further consideration will need to be given to those matters by the individual LAs during March. Consequently any observations should be received by the Consortium Office by 28th February. It would help consideration of the matter of any observations would focus on the consultation questions in the attached pro forma. The address of the Consortium Office is;

Consortium Office
Education Department
Council Offices
Caernarfon
Gwynedd,
LL55 1SH

01286 679147

e-mail; Consortiwm@gwynedd.gov.uk

10. Documents Appended to this Summary Report:

- **Outline of the Content of Main Report by the Independent Consultant**
- **Consultation Questions and directions for response**

**NORTH WALES REGIONAL PARTNERSHIP
EDUCATION AND RELATED SERVICES PROGRAMME BOARD**

EXECUTIVE SUMMARY

OUTLINE OF CONTENTS OF THE MAIN REPORT

- 1. Introduction**
- 2. Key Drivers:**
 - a) Intention to modernise**
 - b) Relevance of contextual matters**
 - c) National context**
 - d) Regional Features**
 - e) Preliminary Discussions**
- 3. Potential of a Regional Service**
- 4. Requirements of a School Effectiveness and improvement Regional Service**
 - a) In terms of service provision**
 - b) In terms of system alignment**
 - c) In terms of implementation and operation**
 - d) Transitional arrangements**
- 5. Consideration of Possible Options**
 - a) Continuation of the status quo**
 - b) A regional service to undertake the statutory responsibilities of the local authorities.**
 - c) A regional service encompassing the responsibilities of local authorities and schools**
 - d) The question of regional and sub-regional operational arrangements**
- 6. Framework of a regional service and its responsibilities**
 - (i) Impact of other regional/sub regional changes**
 - (ii) Framework**
 - (iii) Responsibilities, Configuration and Function**
- 7. Key Implications of the New Arrangements**
 - (a) In relation to individual LAs and members**
 - (b) In relation to individual La education services**
 - (c) In relation to school responsibilities**
 - (d) In relation to transitional arrangements**
 - (e) In relation to governance arrangements**
 - (f) In relation to resources**
- 8. Recommendations**

**NORTH WALES REGIONAL PARTNERSHIP BOARD
EDUCATION AND RELATED SERVICES PROGRAMME BOARD
PROPOSED REGIONAL SCHOOL EFFECTIVENESS AND IMPROVEMENT SERVICE
CONSULTATION QUESTIONS**

- Is the rationale for developing a regional service clear?
Are there other matters you wish to suggest for consideration?

- Are the proposals and arrangements for establishing and operating a regional service suitable and relevant? Are there any modifications you would like to suggest?

- Is the proposal for a single integrated service as indicated in Option (c) a reasonable approach? Are there any amendments or additions you would like to suggest?

- Are the proposed core functions of a regional service appropriate? Do you have any suggestions for further matters to be included?

- Do you consider that effective commissioning arrangements are crucial to ensure that the needs of schools and LAs are reflected in the services?

- Do you consider that the benefit for schools, pupils, and LAs clear? Are there any further matters you would like to suggest?

- Do you consider it important to ensure that there are opportunities to reflect appropriate local aspirations in any implementation and operational arrangements? Are there other matters you would like to suggest?

- Are there any observations you would wish to make about the proposed Framework of the regional service and the obligations on/implications for stakeholders?

Name:

Address:

LA:

Please hand the form in at the end of the consultation meeting or forward to The Consortium Office, Education Department, Council Office, Caernarfon, Gwynedd LL55 1SH
(consortium@gwynedd.gov.uk)

Thank you.

**Bwrdd Partneriaethol
Rhanbarthol Gogledd Cymru -
Bwrdd Addysg a
Gwasanaethau Perthynol**

**The North Wales Regional
Partnership Board -
Education and Related
Services Programme Board**

**Ymgynghoriad ynglŷn â'r cynnig i
sefydlu Gwasanaeth Rhanbarthol
Effeithiolrwydd a Gwella Ysgolion i
chwech awdurdod Gogledd Cymru
Chwefror 2011**

**Consultation on the proposal to
establish a Regional School
Effectiveness and Improvement Service
for the six North Wales authorities
February 2011**

Cefndir 1 / **Background 1**

- Agenda rhanbarthol ehangach mewn perthynas â gwasanaethau cyhoeddus yn gyffredinol.
- **Wider regional agenda relating to public services generally**

Cefndir 1 / Background 1

- Penderfyniad Partneriaeth Rhanbarthol Gogledd Cymru a'r Bwrdd Rhaglen Addysg a Gwasanaethau Perthynol yn cael ei gefnogi gan Lywodraeth Cynulliad Cymru i sefydlu gwasanaeth rhanbarthol effeithiolrwydd a gwella ysgolion gan adlewyrchu'r Weledigaeth ar gyfer Cydweithredu.
- Decision of the North Wales Regional Partnership and the Education and Related Services Programme Board supported by WAG to establish a regional school effectiveness and improvement service reflecting the Vision for Collaboration

Cefndir 1 / Background 1

- Penderfyniad y Bwrdd Addysg a Gwasanaethau Rhanbarthol i ystyried opsiynau i gyflawni hyn.
- Cefnogaeth i'r egwyddor o wasanaeth rhanbarthol wedi ei dderbyn trwy brosesau gwleidyddol yr awdurdodau lleol.
- Decision of the Education and Related Service Programme Board to consider options to achieve this.
- Support for the principle of a regional service given through political processes in the LAs.

Cefndir 1 / Background 1

- **Penderfyniad** y Bwrdd Addysg a Gwasanaethau Perthynol – Opsiwn (c), “Adroddiad ar ddichonolrwydd a goblygiadau sefydlu Gwasanaeth Gwella ac Effeithiolrwydd Ysgolion Rhanbarthol ar gyfer chwech Awdurdod Lleol Gogledd Cymru”.
- **Decision** of Education and Related Services Board – Option (c), entitled “Report on the feasibility and implications of establishing a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities”.

Cefndir 2

- **“Bwriad y 6 ALI i foderneiddio eu gwasanaeth effeithiolrwydd a gwella ysgolion, a hynny yng nghydestun agenda trawsnewid FfEY a’r goblygiad rydd hyn ar awdurdodau lleol ac ysgolion fel ei gilydd i roi sylw iddo mewn modd integredig a systemaidd. Penderfyniad y Bwrdd Rhaglen Addysg a Gwasanaethau Perthynol yw i weithredu’r newid yn gydweithredol ac i geisio sefydlu gwasanaeth effeithiolrwydd a gwella ysgolion addas i ddibenion y dyfodol (yn arbennig gweithrediad y FfEY), sy’n adeiladu ar gryfderau cyfredol ac yn darparu gwasanaeth integredig ar draws y rhanbarth. **Perchnogir y gwasanaeth rhanbarthol gan y chwech ALI a bydd yn gweithredu fel endid ar wahan dan fframwaith cyd-gomisiynu”.****

Adroddiad: par 2 (a)

Background 2

- **"The intention of the 6 LAs to modernise their school effectiveness and improvement service, and to do so in the context of the School Effectiveness Framework (SEF), transformation agenda and the obligation that Agenda places on both local authorities and schools to address this in a systematic and integrated way".** The decision of the Education and Related Services Partnership Board is to proceed collaboratively and seek to establish a regional school effectiveness and improvement service fit for future purpose, (in particular the implementation of SEF), that builds on current strengths, and provides an integrated service across the region. **This regional service will be owned by the six LAs and will operate as a separate entity under a joint commissioning framework".**

Cefndir 3: Gyrrwyr Allweddol

Background 3: Key Drivers

Cenedlaethol

- Agenda Trawsnewid a Moderneiddio
- Pwyslais ar godi safonau addysgol a pherfformiad
- Goblygiadau'r Fframwaith Effeithiolrwydd Ysgolion

National

- Transformation and Modernisation agenda
- Emphasis on raising educational standards and performance
- Implications of School Effectiveness Framework

Adroddiad: par 2 / Report: par 2

Cefndir 3: Gyrrwyr Allweddol - parhad

Background 3: Key Drivers - continued

Cenedlaethol

- Gweithredu Fframwaith Arolygu Cyffredin Estyn
- Trafodaethau cyfredol ar ddyraniad swyddogaethau – lleol, rhanbarthol, cenedlaethol
- Lleihad adnoddau – yr angen i ddarparu effeithlonrwydd system

National

- Implementation of Estyn's Common Inspection Framework
- Current deliberations on distribution of functions – local, regional, national
- Resource reductions – the need to provide system efficiencies

Cefndir 3: Gyrrwyr Allweddol - parhad

Background 3: Key Drivers - continued

Rhanbarthol

- Cynhwysedd cyfyngedig rhai awdurdodau lleol
- Y patrymau darparu cyfredol a'r newidiadau angenrheidiol
- Pwysigrwydd perthnasau rhwng ALI a'u ysgolion

Regional

- Limited capacity of some LAs
- Current patterns of provision and changes required
- Importance of relationships between LAs and their schools

Adroddiad: par 2 / Report: par 2 11

Cefndir 3: Gyrrwyr Allweddol - parhad

Background 3: Key Drivers - continued

- Effaith ar randdeiliaid
- Ymrwymiad i ddatblygiadau rhanbarthol yn y 6 ALI
- Ymrwymiad i wasanaeth rhanbarthol effeithiolrwydd a gwella ysgolion
- Adeiladu ar gryfderau cyfredol a datblygiad incrementaidd
- Impact on stakeholders
- Commitment to regional developments in the 6 LAs
- Building on current strengths and incremental development
- Commitment to regional school effectiveness and improvement service

Adroddiad: par 2 / Report: par 2

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Y 3 Opsiwn a Ystyriwyd – (a)

3 Options Considered – (a)

(a) Parhad y status quo

Risgiau yn gorbwyso buddiannau; ni fyddai'n darparu gwasanaeth rhanbarthol nac yn galluogi ysgolion i gael mynediad at amrediad llawn o wasanaethau cefnogol

(a) Continuation of Status Quo

Risks outweigh benefits; would not provide regional service nor enable schools to access a full range of support services

Adroddiad : par 5 / Report : par 5

Y 3 Opsiwn a Ystyriwyd – (b)

3 Options Considered – (b)

(b) Gwasanaeth rhanbarthol i ymgymryd â chyfrifoldebau statudol awdurdodau lleol

Risgiau i ysgolion ac ALI; anymarferol ac aneffeithlon i wahanu cyfrifoldebau ALI ac ysgolion

(b) A Regional Service to undertake the statutory responsibilities of the local authorities

Risks to both schools and LAs; impractical and inefficient to separate responsibilities of LAs and schools

Adroddiad : par 5 / Report : par 5

Y 3 Opsiwn a Ystyriwyd – (c)

3 Options Considered – (c)

(c) Gwasanaeth rhanbarthol yn cwmpasu cyfrifoldebau awdurdodau lleol ac ysgolion

Risgiau cyfyngedig a photensial buddiannau sylweddol. Galluogi ymagwedd gydlynus i ddarpariaeth gwasanaeth i ysgolion, ac ymagwedd strwythuredig i newidiadau anorfod.

(c) A Regional Service encompassing the responsibilities of local authorities and schools

Limited risks and potential of considerable benefits. Enables a coherent approach to the provision of services to schools, and a structured approach to inevitable changes

Adroddiad : par 5 / Report : par 5

Rhesymeg – Opsiwn c

Rationale – Option c

- Budd sylfaenol ymgymryd â gobygiadau Ysgol ac ALI ar sail integredig
- Cwmpasu'r rhanddeiliaid allweddol
- Arbedion maint, effeithiol, effeithlon
- Ymagwedd integredig i oblygiadau'r FfEY

- Fundamental benefit of undertaking School and LA obligations on an integrated basis
- Encompasses key stakeholders
- Efficient, effective, economies of scale
- Integrated approach to SEF obligations

Adroddiad : par 5 (c) / Report : par 5 (c)

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Rhesymeg – Opsiwn c

Rationale – Option c

- Adlewyrchu gyrrwyr cenedlaethol a blaenoriaethau rhanbarthol
- Gwasanaeth Dwyieithog
- Reflects national drivers and regional priorities
- Bilingual Service

Adroddiad : par 5 (c) / Report : par 5 (c)

Rhesymeg – Opsiwn c parhad

Rationale – Option c continued

- Galluogi darpariaeth gwasanaethau cydlynus i ysgolion a disgyblion
- Hyrwyddo cysylltiadau efo elfennau eraill y gwaith addysg craidd – gwella a chynhwysiant, hunanles a'r gwasanaeth plant
- Enables the provision of coherent services to schools and pupils
- Facilitates links with other elements of “education business” – improvement and inclusion, wellbeing and children's service

Adroddiad : par 5 (c) / Report : par 5 (c)

Penderfyniad y Bwrdd Rhaglen Addysg a Gwasanaethau Perthynol: Rhagfyr 20ed, 2010

Decision of the Education and Related Services Programme Board: 20th December 2010

Wedi ystyriaeth lawn o'r Adroddiad a'r argymhelliad
gyflwynwyd ar gyfer ystyriaeth gan y Bwrdd
PENDERFYNWYD yn unfrydol:

"After a full consideration of the Report and the
recommendation presented for the Board's
consideration the Board **unanimously RESOLVED:**

**Penderfyniad y Bwrdd Rhaglen Addysg a
Gwasanaethau Perthynol: Rhagfyr 20ed, 2010**
**Decision of the Education and Related Services
Programme Board: 20th December 2010**

- I dderbyn, cymeradwyo a mabwysiadu'r Adroddiad yn amodol i fân ddiwygiadau.
- I gymeradwyo a mabwysiadu'r argymhellion ym mharagraff 8
- To receive, approve, and adopt the Report Subject to minor amendments.
- To approve and adopt the recommendations detailed in par 8

**Penderfyniad y Bwrdd Rhaglen Addysg a
Gwasanaethau Perthynol: Rhagfyr 20ed, 2010**
**Decision of the Education and Related Services
Programme Board: 20th December 2010**

- Mabwysiadu opsiwn (c) fel y manylir arno ym mhar 5 yr Adroddiad: gwasanaeth rhanbarthol yn cwmpasu cyfrifoldebau awdurdodau lleol ac ysgolion
- To adopt option (c) as detailed in par 5 of the Report: a regional service encompassing the responsibilities of local authorities and schools.

**Penderfyniad y Bwrdd Rhaglen Addysg a
Gwasanaethau Perthynol: Rhagfyr 20ed, 2010**
**Decision of the Education and Related Services
Programme Board: 20th December 2010**

- I ymgynghori ar y cynnig a gwneud y trefniadau angenrheidiol ar gyfer ymgynghori efo'r rhanddeiliaid yn fuan yn 2011.
- I symud ymlaen i ystyried trefniadau ymarferol ac i adrodd ymhellach i'r Bwrdd.
- To consult on the proposal and make the necessary arrangements for consultation with stakeholders early in 2011.
- To proceed to consider practical arrangements and report further to the Board".

Buddiannau Potensial Gwasanaeth Rhanbarthol yn cael ei ddarparu ar sail Opsiwn (c)

Potential Benefits of Regional Service delivered on basis of Option (c)

- Cefnogi gwaith craidd ysgolion:
Pedagogiaeth a hunanles
Ffocws ar ddeilliannau disgyblion
Arweinyddiaeth System ac atebolrwydd
- Supports schools in core business:
Pedagogy and wellbeing
Focus on pupil outcomes
System leadership and accountability

Adroddiad: par 5 (c) / Report: par 5 (c)

**Buddiannau Potensial Gwasanaeth Rhanbarthol yn cael ei ddarparu ar sail Opsiwn (c) – parhad :
Potential Benefits of Regional Service delivered on basis of Option (c) – continued :**

- Ffocws ar effeithiolrwyd a gwella ysgolion
- Cyflawni goblygiadau FfEY ar sail integredig
- Focus on school effectiveness and improvement
- Delivers SEF obligations on an integrated basis

Adroddiad: par 5 (c) / Report: par 5 (c)

**Buddiannau Potensial Gwasanaeth Rhanbarthol yn cael ei ddarparu ar sail Opsiwn (c) - parhad :
Potential Benefits of Regional Service delivered on basis of Option (c) – continued :**

- Darparu pwerdy pedagogaid i'r rhanbarth
- Galluogi ysgolion ac ALI i gomisiynu gwasanaethau a galluogi'r rhain i gael eu datblygu a'u darparu mewn modd sy'n adlewyrchu eu anghenion
- Provides pedagogic powerhouse for the region
- Enables schools and LAs to commission services and enables these to be developed and provided in a way that reflects their requirements

Adroddiad: par 5 (c) / Report: par 5 (c)

Buddiannau Potensial Gwasanaeth Rhanbarthol yn cael ei ddarparu ar sail Opsiwn (c) – parhad:
Potential Benefits of Regional Service delivered on basis of Option (c) – continued:

- Datblygu fframweithiau a phrotocolau cyffredin
- Rhoi arbedion maint a darparu effeithlonrwydd adnoddau
- Develops common frameworks and protocols
- Gives economies of scale and provides resource efficiency

Adroddiad: par 5 / Report : par 5

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Buddiannau Potensial Gwasanaeth Rhanbarthol yn cael ei ddarparu ar sail Opsiwn (c) – parhad:
Potential Benefits of Regional Service delivered on basis of Option (c) – continued:

- Galluogi datblygiad gwasanaethau incrementaidd a threfniadaeth gweithredol hyblyg – bydd angen ymgynghoriad pellach yngŷn ag agweddau gweithredol
- Rhoi cyfleoedd i adlewyrchu dyheadau ac anghenion lleol
- Enables incremental development of services and flexible operational arrangement – further consultation will be required regarding operational aspects
- Gives opportunities to reflect local aspirations and needs

Gwasanaeth Rhanbarthol: Conglfeini

Regional Service: Keystones

- Gwasanaeth rhanbarthol sengl
- Cyfleuster trefniadau gweithredol îs-rhanbarthol lle'n briodol
- Perchnogaeth y gwasanaeth – ALI a'u ysgolion
- Cyfluniwyd a gweithredu ar sail Opsiwn (c)

- Single regional service
- Facility of sub-regional operational arrangements where appropriate
- Ownership of service – LA and their schools
- Formed and operating on basis of Option (c)

Gwasanaeth Rhanbarthol: Conglfeini - parhad

Regional Service : Keystones- continued

- Trefniadau comisiynu yn eu lle i sicrhau cynrychiolaeth rhanddeiliaid ac i ganiatau comisiynu ychwanegol lle bo'r angen
- **Commissioning arrangements in place ensuring stakeholder representation and allowing for additional commissioning when and where needed**

Adroddiad: par 6 / Report: par 6

Gwasanaeth Rhanbarthol: Conglfeini - parhad

Regional Service : Keystones- continued

- Fframwaith a ffocws clir
- Swyddogaethau diffinedig yn galluogi datblygiad pellach trwy gomisiynu

- **Clear framework and focus**
- **Defined functions enabling further development through commissioning**

Adroddiad: par 6 / Report: par 6

Gwasanaeth Rhanbarthol: Conglfeini - parhad:

Regional Service : Keystones - continued:

- Pwerdy pedagogaid – gweithlu llawn amser, “arweinwyr system”, a secondiadau
- Cyllido trwy ALI ac ysgolion
- Pedagogic powerhouse- full-time staff , “system leaders”, and secondments
- Funded by LAs and schools

Adroddiad: par 6 / Report: par 6³¹

Gwasanaeth Rhanbarthol: Conglfeini - parhad

Regional Service: Keystones - continued

- Gwaith craidd: swyddogaethau wedi eu diffinio yn yr Adroddiad: par 6(iii)
- Cyfle i randdeiliaid gomisiynu gwasanaethau ychwanegol
- Core business : functions defined in Report: par 6(iii)
- Opportunity for stakeholders to commission additional services

Adroddiad: par 6 / Report: par 6

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Gwasanaeth Rhanbarthol: Swyddogaethau

Regional Service: Functions

6 swyddogaeth craidd fel y'i diffinir ac y manylir arnynt yn yr Adroddiad

1. Cefnogi ALI i ymgymryd â'u dyletswyddau statudol mewn perthynas ag effeithiolrwydd ysgolion
2. Darparu cefnogaeth i ALI ac ysgolion (ar y cyd ac ar wahân yn ôl yr achos) o fewn gweithgareddau Gwella Ysgolion

6 core functions as defined and detailed in Report

1. Supporting LAs to undertake their statutory functions in relation to school effectiveness
2. Provide Support for both LAs and Schools (jointly and separately as the case may be) in School Improvement activity

Adroddiad : par (6 ii) / Report : par (6 ii)

Gwasanaeth Rhanbarthol: Swyddogaethau

– parhad

Regional Service: Functions - continued

6 swyddogaeth craidd fel y'i diffinir ac y manylir arnynt yn yr Adroddiad

3. Cefnogi'n benodol weithrediad y FfEY ac atebolrwydd y FfAC
4. Darparu ar gyfer datblygiad, cynhaliaeth ac adolygiad fframweithiau rhanbarthol ar sail comisiynu

6 core functions as defined and detailed in Report

3. Specifically undertaking responsibility for the implementation of SEF and for CIF accountability
4. Making provision for the development, maintenance and review of regional frameworks on a commissioned basis

Adroddiad : par (6 ii) / Report : par (6 ii)

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Gwasanaeth Rhanbarthol: Swyddogaethau

– parhad

Regional Service: Functions - continued

6 swyddogaeth craidd fel y'i diffinir ac y manylir arnynt yn yr Adroddiad

5. Darparu canolbwynt arbenigedd ar gyfer gwasanaethau Systemau Gwybodaeth Rheolaethol ac ar gyfer dadansoddi a dehongli data rheolaethol
6. Darparu canolbwynt arbenigol ar gyfer materion Rheolaeth Addysg a Gwasanaeth Adnoddau Dynol Addysg i ddarparu arbenigedd a chynghor

6 core functions as defined and detailed in Report

5. Providing a centre of expertise for MIS service and for the management analysis and interpretation data
6. Provide a specialist centre for Education Management matters and an Education Human Resources Service to provide expertise and advice

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Adroddiad : par (6 ii) / Report : par (6 ii)

Gwasanaeth Rhanbarthol: Fframwaith

Regional Service : Framework

Perchnogaeth / Ownership

- All ac ysgolion
- Trefniadau ar gyfer cynrychiolaeth rhanddeiliaid ar y Bwrdd
- LAs and schools
- Arrangements for stakeholder representation on Board

Strwythur / Structure

- Adroddiad yn argymhell cwmni cyhoeddus – penderfyniad ar gyfluniad i'w benderfynu yn dilyn ymgynghoriad ac ystyriaeth bellach
- Report recommends public company – decision on form to be determined after consultation and further consideration

Adroddiad: par 6 / Report: par 6

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Gwasanaeth Rhanbarthol: Fframwaith - parhad

Regional Service: Framework -continued

Gweithrediad

- Gwasanaeth rhanbarthol sengl
- Trefniadau îs-rhanbarthol lle'n briodol
- Trefniadau cyd-gomisiynu

Operation

- Single regional service
- Sub-regional arrangements where appropriate
- Joint commissioning arrangements

Adroddiad: par 6 / Report: par 6

Gwasanaeth Rhanbarthol: Goblygiadau ar Randdeiliaid

Regional Service : Obligations on Stakeholders

Cwmni / Cyfundrefn

- Darparu gwasanaeth ar sail comisiynu
- Bod yn atebol i'r Bwrdd a'r Pwyllgor Cyd-gomisiynu

Company / Organisation

- Be accountable to the Board and Joint-commissioning Committee
- Deliver service on commissioned basis

Adroddiad: par 7 (c) / Report: par 7 (c)

**Gwasanaeth Rhanbarthol: Goblygiadau ar
Randdeiliaid – parhad**
**Regional Service: Obligations on Stakeholders -
continued**

Cwmni / Cyfundrefn

- Darparu gwasanaethau integredig
- Ymgymryd â swyddogaethau ar sail rhanbarthol a gwneud trefniadau îs-rhanbarthol effeithiol i adlewyrchu dyheadau ac anghenion lleol

Company / Organisation

- Provide integrated services
- Undertake arrangements that reflect local needs and aspirations functions on a regional basis and make effective sub-regional operational

Adroddiad: par 7 (c) / Report: par 7 (c)

Gwasanaeth Rhanbarthol: Goblygiadau i Randdeiliaid – parhad

Regional Service : Obligations on Stakeholders - continued

ALI

- Cyd-gysylltu a chyfrannu i'r trefniadau comisiynu
- Ymgymryd â chyfrifoldebau statudol yn cynnwys eiriolaeth a sicrwydd ansawdd
- Delio â materion aliniad system

LAs

- Co-ordinate and contribute to commissioning arrangements
- Undertake statutory responsibilities including advocacy and quality assurance
- Address issues of system alignment

Adroddiad: par 7(b) / Report: par 7(b)

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Gwasanaeth Rhanbarthol: Goblygiadau i Randdeiliaid – parhad

Regional Service : Obligations on Stakeholders - continued

ALI

- Sicrhau gwasanaethau cydlynus i ysgolion a chwsmeriaid
- Cyflawni'r gwaith addysg ehangach a chysylltiadau corfforaethol
- Rheoli rhaglen newid – yn cynnwys datgnoli mwy o adnoddau

Las

- Ensure coordinated and coherent services to schools and customers
- Do the wider education business and corporate links
- Manage change programme – including greater resource delegation

Gwasanaeth Rhanbarthol: Goblygiadau i Randdeiliaid – parhad

Regional Service : Obligations on Stakeholders - continued

ALI

- Sicrhau perthynas gadarn a chynhyrchiol efo rhanddeiliaid
- Cyfrannu i'r agenda harmoneiddio a thrawsnewid

LAs

- Ensure sound and productive relationships with stakeholders
- Contribute to harmonization and transformation agenda

Adroddiad: par 7(b) / Report: par 7(b)

Gwasanaeth Rhanbarthol – Trefniadau Trosiannol a Argymhellir

Regional Service – Proposed Transitional Arrangements

- **Ymagwedd esblygol a strategaeth incrementaidd**
- **Evolutionary approach and incremental strategy**

- **Amserlen a argymhellir:**
 - Bwriedir datblygu darpariaeth cysgodol o Fedi 2011
 - Trefniadau newydd i'w gweithredu o Fedi 2012
 - Trosglwyddiad cyflawn i'r model newydd yn weithredol o Fedi 2014

- **Proposed timetable:**
 - Intended that a shadow provision will be developed from September 2011
 - New arrangements implemented from September 2012
 - Complete transition to new model operative from September 2014

Gwasanaeth Rhanbarthol – Trefniadau Trosiannol a Argymhellir - parhad

Regional Service – Proposed Transitional Arrangements - continued

- **Sylwadau o'r cyfnod ymgynghorol i'w ystyried ac adrodd trwy drefniadaeth ALI ym Mawrth ac yna i'r Bwrdd Addysg a Gwasanaethau Perthynol ar Ebrill 7ed**
- **Tasgau perthynol yn cael eu cyflawni yr un pryd**
- **Consideration of observations made during consultation period and report through LA arrangements in March and then to the Education and Related Services Board on April 7th**
- **Related tasks being currently undertaken**

Gwasanaeth Rhanbarthol: Dogfennaeth Gefndirol

Regional Service: Background Documentation

- Adroddiad gan ymgynghorydd annibynol:
Ionawr 2011
- Adroddiad Crynodol i Ddibenion
Ymgynghorol, Ionawr 2011
- Report by independent consultant : January
2011
- Summary Report for Consultation Purposes,
January 2011

Gwasanaeth Rhanbarthol: Dogfennaeth

Gefndirol - parhad

Regional Service: Background Documentation - continued

- Cofnodion cyfarfodydd Bwrdd Rhaglen yn ystod 2010
- Fframwaith Effeithiolrwydd Ysgolion, Llywodraeth y Cynulliad, 2008
- Estyn : Fframwaith Arolygu Cyffredin
- Trefniadau'r Consortiwm i weithredu'r FfEY
- Minutes of Programme Board meetings in 2010
- School Effectiveness Framework WAG 2008
- Estyn : Common Inspection Framework
- Consortium arrangements for implementation of SEF

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE
DATE: 12 APRIL, 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

Environment

Proposed Traffic Restrictions in Bistre Close, Buckley

Lifelong Learning

Change of Community Events Officer post from full time to 22.2 hours per week

Library fees and charges – proposed increases 2011-12

Finance

Council Tax Write Offs

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

EXECUTIVE MEETING DATES

FORWARD WORK PROGRAMME ITEMS – APRIL 2011

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE (Strategic/Operational)	PORTFOLIO
12 April 2011	Chief Executive	➤ Agreement of the Choices Document	Strategic	Housing
	Finance	➤ Revenue Budget Monitoring 2010/11 (Month 10)	Operational	Finance & Asset Mngt

As part of the Flintshire Futures Programme, regular reports will be submitted to Executive.

EXECUTIVE MEETING DATES

FORWARD WORK PROGRAMME ITEMS – MAY 2011 - OCTOBER 2011

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE (Strategic/Operational)	PORTFOLIO
17 May 2011	Chief Executive	❖ Council (Governance) Plan	Strategic	Corporate Management
		❖ Directorate Plans 2011/12 – Overview	Strategic	Corporate Management
		❖ Community Strategy and Local Service Board – Mid Year Review	Strategic	Corporate Management
		❖ Local Government Measure – Overview of Content and Implications	Strategic	Corporate Management
		❖ Local Services Ministerial Reviews	Operational	Corporate Management
	Chief Executive & Head of Finance	❖ MTFS + Flintshire Futures / Phase 3 of Organisational Change and Redesign	Strategic	Corporate Management / Asset Management

	Human Resources & Organisational Development	<ul style="list-style-type: none"> ❖ Workforce Information – Quarter 4 ❖ MASS – Quarter 4 	Strategic Strategic	Corporate Management Corporate Management
	ICT & Customer Services	<ul style="list-style-type: none"> ❖ Strategic Procurement Overview – National and Local Developments 	Strategic	Corporate Management
	Finance	<ul style="list-style-type: none"> ❖ Council Fund & HRA Revenue Budget Monitoring 2010/11 (Month 11) ❖ Single Person Discount Review ❖ Local Housing Allowance ❖ Benefits Take Up ❖ Council Tax – Pensioners Grant Scheme 	Operational Operational Operational Operational	Finance & Asset Mngt Finance & Asset Mngt Finance & Asset Mngt Finance & Asset Mngt
	Environment	<ul style="list-style-type: none"> ❖ Buckley Masterplan ❖ Report on the RDP Approvals ❖ Preliminary Flood Risk Assessment 	Operational Operational Strategic	Regeneration & Tourism Regeneration & Tourism Environment

		<ul style="list-style-type: none"> ❖ Sponsorship of Roundabouts ❖ Erection of Banners on Street Lights 	<p>Operational</p> <p>Operational</p>	<p>Environment</p> <p>Environment</p>
	Lifelong Learning	<ul style="list-style-type: none"> ❖ ABA Resource, Westwood School – Responses to Consultation ❖ Response to the Education Ministerial Review 	<p>Operational</p> <p>Operational</p>	<p>Education & Youth</p> <p>Education & Youth</p>
	Community Services	<ul style="list-style-type: none"> ❖ Fostering Inspection 2011 	<p>Operational</p>	<p>Social Services</p>
21 June 2011	Chief Executive	<ul style="list-style-type: none"> ❖ WAO Corporate Assessment ❖ 2010/11 Performance and Outcome Agreement Overview Report ❖ 2010/11 Strategic Assessment of Risks and Challenges; End of Year Review ❖ 2010/11 Service Performance Reports 	<p>Strategic</p> <p>Operational</p> <p>Operational</p> <p>Operational</p>	<p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p>

	Human Resources & Organisational Development	❖ People Strategy Update	Strategic	Corporate Management
	ICT & Customer Services	❖ Regional Collaboration – Support Services Board Update	Operational	Corporate Management
		❖ Flintshire Lean Academy	Operational	Corporate Management
		❖ Design and Print Service Review	Operational	Corporate Management
	Finance	❖ Council Fund & HRA Revenue Budget Monitoring 2010/11 (Month 12)	Operational	Finance & Asset Mngt
		❖ MTFS Update	Operational	Asset Management
	Community Services	❖ Supporting People	Strategic	Social Services/Housing
		❖ Joint Children Integrated Disabilities Service	Operational	Social Services
	Environment	❖ Street Lighting Review	Operational	Environment
		❖ Streetscene Depot Review	Operational	Environment
	Lifelong Learning	❖ Deeside Leisure Centre Update Report	Operational	Leisure & Public Protection

		<ul style="list-style-type: none"> ❖ Small Schools Review ❖ 14-19 Inspection 	<p>Operational</p> <p>Operational</p> <p>Operational</p>	<p>Education & Youth</p> <p>Education & Youth</p> <p>Education & Youth</p>
19 July 2011	Chief Executive	<ul style="list-style-type: none"> ❖ Climate Change Adaptation Planning ❖ Strategic Partnership Performance – Mid Year Review ❖ Contractor Functions 2010/11 Review ❖ Equality Annual Reports: Race and Gender ❖ Welsh Language Annual Report 	<p>Strategic</p> <p>Strategic</p> <p>Operational</p> <p>Operational</p> <p>Operational</p>	<p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p> <p>Corporate Management</p>
	Finance	<ul style="list-style-type: none"> ❖ Capital Outturn 2010/11 ❖ Council Fund & HRA Revenue Budget Monitoring 2010/11 (Final Outturn) 	<p>Operational</p> <p>Operational</p>	<p>Finance & Asset Mngt</p> <p>Finance & Asset Mngt</p>

		<ul style="list-style-type: none"> ❖ Interim Council Fund and HRA Budget Monitoring 2011/12 ❖ Prudential Indicators Actual 2010/11 	Operational Operational	Finance & Asset Mngt Finance & Asset Mngt
	Community Services	<ul style="list-style-type: none"> ❖ Introduction of Interest Bearing Loans 	Operational	Housing
	Environment	<ul style="list-style-type: none"> ❖ Review of Household Recycling Facilities ❖ Draft Communicable Disease Outbreak Plan for Wales ❖ Street Markets 	Operational Operational Operational	Waste Management Leisure & Public Protection Regeneration & Tourism
	Lifelong Learning	<ul style="list-style-type: none"> ❖ Inclusion Strategy; Primary Strategy; Secondary Strategy 	Strategic	Education & Youth
20 September 2011	Chief Executive	<ul style="list-style-type: none"> ❖ Green Dragon Audit ❖ Voluntary Sector – Mid Year Review ❖ Q1 Service Performance Reports 	Strategic Strategic Operational	Corporate Management Corporate Management Corporate Management

	Human Resources & Organisational Development	<ul style="list-style-type: none"> ❖ Workforce Information – Quarter 1 ❖ MASS – Quarter 1 	Strategic Strategic	Corporate Management Corporate Management
	ICT & Customer Services	<ul style="list-style-type: none"> ❖ ICT Strategy Update ❖ Customer Services Strategy Update 	Strategic Strategic	Corporate Management Corporate Management
	Finance	<ul style="list-style-type: none"> ❖ Council Fund & HRA Revenue Budget Monitoring 2011/12 (Month 3) ❖ Treasury Management Annual Report 	Operational Operational	Finance & Asset Mngt Finance & Asset Mngt
	Community Services	<ul style="list-style-type: none"> ❖ Charging Policy 	Operational	Social Services
	Environment	<ul style="list-style-type: none"> ❖ Review of Winter Maintenance Policy ❖ Development Briefs for the UDP Allocated Housing Sites ❖ Public Conveniences 	Strategic Strategic Operational	Environment Environment Waste Management

18 October 2011	Chief Executive	❖ Annual Performance Report	Operational	Corporate Management
	Finance	❖ Capital Programme 2011/12 (Month 4)	Operational	Finance & Asset Mngt
		❖ Council Fund & HRA Revenue Budget Monitoring 2011/12 (Month 4)	Operational	Finance & Asset Mngt
		❖ Mid Year Treasury Management Report	Operational	Finance & Asset Mngt
	Lifelong Learning	❖ Deeside Leisure Centre Update	Operational	Leisure & Public Protection