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



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

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

Your Ref /
Eich Cyf

ur Ref / Ein Cyf ^{ST 0}

Date / Dyddiad 11/05/2011

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, 17 MAY 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 12/04/2011 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. **COUNCIL PLANNING FRAMEWORK**

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

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

5. **DIRECTORATE PLANS**
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
6. **COUNCIL PRIORITIES**
Report of the Chief Executive and Leader of the Council - Portfolio of the Leader of the Council
7. **MEDIUM TERM FINANCIAL STRATEGY**
Report of the Head of Finance and Chief Executive - Portfolio of the Leader and Executive Member for Finance and Asset Management
8. **MINISTERIAL REVIEWS**
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
9. **LOCAL GOVERNMENT (WALES) MEASURE 2011**
Report of the Head of Legal and Democratic Services - Portfolio of the Executive Member for Corporate Management

OPERATIONAL REPORTS

10. **COMMUNITY STRATEGY AND LOCAL SERVICE BOARD - MID YEAR REVIEW**
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
11. **STRATEGIC PROCUREMENT OVERVIEW - NATIONAL, REGIONAL AND LOCAL DEVELOPMENTS**
Report of the Head of ICT and Customer Services - Portfolio of the Executive Member for Corporate Management
12. **REVENUE BUDGET MONITORING 2010/11 (MONTH 11)**
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
13. **COUNCIL TAX HELP FOR PENSIONERS**
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
14. **COUNCIL TAX - SINGLE PERSON DISCOUNT REVIEW**
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
15. **HOUSING AND COUNCIL TAX BENEFIT TAKE UP GRANT FROM WAG**
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
16. **HOUSING AND COUNCIL TAX BENEFIT CHANGES 2011/12 - DISCRETIONARY HOUSING BENEFIT POLICY**
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management

17. **WORKFORCE INFORMATION REPORT**
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Management
18. **MATRIX CONTRACT UPDATE (MANAGED AGENCY STAFF SOLUTION)**
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Management
19. **BUCKLEY MASTERPLAN**
Report of the Director of Environment - Portfolio of the Executive Member for Regeneration and Tourism
20. **SPONSORSHIP OF ROUNDABOUTS**
Report of the Director of Environment - Portfolio of the Deputy Leader and Executive Member for Environment
21. **SUPPORTING PEOPLE OPERATIONAL PLAN 2011/12**
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
22. **EXERCISE OF DELEGATED POWERS**
Report of the Chief Executive enclosed
23. **FORWARD WORK PROGRAMME**
A copy of the Executive Forward Work Programme (months 05/11 to 10/11) is enclosed

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

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

STRATEGIC REPORTS

The following item is considered to be exempt by virtue of Paragraph(s) 17 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

24. **FLINT MAISONETTES**
Report of the Director of Community Services - Portfolio of the Executive Member for Housing

The following item is considered to be exempt by virtue of Paragraph(s) 12, 13, 14 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

25. **DELIVERY OF THE NEIGHBOURHOOD RENEWAL AREA & PRIVATE SECTOR HOUSING RENEWAL ACROSS FLINTSHIRE**
Report of the Director of Community Services - Portfolio of the Executive Member for Housing

EXECUTIVE
12 APRIL 2011

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 12 April 2011

PRESENT: Councillor A. Woolley (Chairman)

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

APOLOGY: Councillor M. G. Wright

ALSO PRESENT: Councillor C. A. Thomas

IN ATTENDANCE:

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

250. MINUTES

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

251. DECLARATIONS OF INTEREST

There were no declarations of interest.

252. STRUCTURE OF FORMAL CONSULTATION DOCUMENT (CHOICES DOCUMENT)

The Executive Member for Housing introduced the report which sought approval of the proposed draft structure of the Formal Consultation Document prior to consultation with the Welsh Assembly Government (WAG).

The Chief Executive explained that Stage 1 of the process involved the distribution of the Choices Document to tenants to invite feedback prior to proceeding to Stage 2. The Choices Document had been named as such to emphasise the Council's neutral stance and it was noted that elements of the document had already been included in the tenants newsletter. The finalised Choices Document would be considered for approval at County Council in June 2011.

It was reported that the overall project was on plan with the ballot due to take place in late autumn and the first meeting of the Shadow Board was due to be held on 13 April 2011. The Chief Executive commented on the recent ballot result in the Vale of Glamorgan which had ended in a 'No' vote with a 50.8% majority and an impressive 70% turnout.

RESOLVED:

That the proposed draft structure of the Formal Consultation Document (Choices Document) as set out in the report be approved and the Welsh Assembly Government (WAG) to be consulted on the draft structure.

253. REVIEW OF THE COUNCIL'S HOUSEHOLD RECYCLING CENTRE PROVISION

The Executive Member for Waste Management introduced the report which sought approval to carry out a full review of the Household Recycling Centre (HRC) service across the County.

The report listed the locations of the eight HRC sites currently in operation and that it was the intention to complete the review by mid summer 2011 followed by a report back on future service delivery.

The Director of Environment explained that 30% of household waste was currently managed by the HRCs together with around 48-65% of recycling also received. He commented on variations in the size and age of HRCs which raised issues of congestion, access and safety and to the adoption of the Waste Strategy which had indicated a requirement to review facilities. The review would be undertaken with Task Group Members from the Environment Overview & Scrutiny Committee to establish proposals by July 2011.

RESOLVED

- (a) That a full review of the HRC service be undertaken in conjunction with the Environment Overview & Scrutiny Committee, as set out in the report;
- (b) That a report providing both an options appraisal and recommendations for the future delivery of the service be presented to the Executive after the review is complete;
- (c) That full consultation take place with Members and Town and Community Councils on the proposals and that feedback from the consultation be included in the proposed Executive report;
- (d) That options to introduce a 'residents only' policy at the Council's HRC sites be considered in the report;
- (e) That the future provision of local 'Bring Sites' be considered in the report; and
- (f) That the current permit scheme for vans and large trailers at HRC sites be considered in the report.

254. INFORMATION & COMMUNICATIONS TECHNOLOGY (ICT) STRATEGY

The Executive Member for Corporate Management introduced the report which provided an update on progress with the implementation of the corporate Information and Communications Technology (ICT) Strategy.

The Head of ICT & Customer Services gave an overview of some of the key ICT projects currently in progress. These included mobile working for trade operatives in Housing. Funding had been secured through the WAG 'Invest to Save' bid to equip all trade operatives with mobile devices to allow them to receive details of jobs electronically and report progress and completion. The first ten mobile devices would be allocated to staff on 26 April followed by a fortnightly rollout supported by training. In addition text messaging had been introduced for tenants to remind them of housing repairs appointments. A small but important project under Flintshire Futures was to rationalise the use of printers and since September 2010 over 120 printers had been removed across the organisation resulting in a 60% reduction in the volume of printing on networked printers. An update was also received on potential areas for collaboration on ICT across North Wales.

In response to a question from the Leader, the Head of ICT & Customer Services advised that sufficient backup procedures were in place for all major business systems with copies held in two data centres located in Mold and Alltami. He explained that the Disaster Recovery Plan had been invoked recently following power failure, which was successful. There were some outstanding issues on remote access but it was envisaged that these would be fully resolved very shortly.

The Executive Member for Housing reported that training on mobile working was underway and that this would contribute to service improvements for tenants.

The Executive Member for Social Services referred to the surplus of printers which had been removed and asked if these could be given to community organisations. The Head of ICT & Customer Services advised that these would be re-used wherever possible, but otherwise disposed of. He said that consideration would be given to the Executive Member's suggestion on the basis that the printers could be donated 'as seen' with no support provided.

The Chief Executive highlighted the significant benefits and transactional efficiencies arising from the purchasing of new systems which conformed to the Welsh Assembly Government programmes for procurement and ICT.

RESOLVED

That the progress being made in the implementation of the Council's ICT Strategy be noted.

255. OUTCOME AGREEMENT WITH WELSH ASSEMBLY GOVERNMENT (WAG)

The Executive Member for Corporate Management introduced the report on the final Outcome Agreement as agreed by the Welsh Assembly Government (WAG).

The Chief Executive commented on the Authority's performance against the previous Improvement Agreement which had been replaced by the Outcome Agreement. The Agreement would be monitored by the Local Service Board and achievements against it were dependent on partnership working.

RESOLVED

That the final Outcome Agreement as agreed by the Welsh Assembly Government (WAG) be noted.

256. CHANGES TO THE NATIONAL PERFORMANCE MEASUREMENT FRAMEWORK FOR 2011/12

The Executive Member for Corporate Management introduced the report which outlined the changes to the National Performance Measurement Framework for 2011/12.

The Chief Executive said that the performance measurement framework had been reviewed some years ago and outlined proposals to change the attention to outcomes in services by separating performance indicators into two categories. The first group of top 25 performance indicators would be used for national judgement and the second group would provide a level of detail for benchmarking purposes.

RESOLVED

That the changes to the National Performance Measurement Framework for 2011/12 be noted.

257. REVENUE BUDGET MONITORING 2010/11 (MONTH 10)

The Leader and Executive Member for Finance & Asset Management introduced the report which provided the most up to date revenue budget monitoring information (Month 10) for the Council Fund and the Housing Revenue Account in 2010/11.

The Head of Finance advised that officers were currently working on figures for Month 11 and that Auditors had commenced some system testing work for this financial year. In line with a continued downward trend, a projected overspend of £389,000 on the Council Fund was reported for year end indicating an improvement from the £460,000 previously reported. A projected net underspend of £55,000 was reported for the HRA.

It was explained that the figures included provision for costs which related to a local agreement with schools for an insurance fund to assist with covering costs for maternity leave. The Head of Finance advised that shortfalls in the fund for 2009/10 and 2010/11 had meant that the scheme was now unviable. Schools had been notified that the scheme was now under review and that any deficit from 1 April 2011 would need to be met by schools.

The Director of Lifelong Learning confirmed that there was no statutory requirement to operate insurance schemes on behalf of schools and that many schools made their own arrangements. Future arrangements would need to be discussed with Head Teachers via the review and consultation with the Schools Budget Forum.

The Chief Executive said that it was appropriate that management action had been taken in year to deal with the financial position which left the Authority in a stable position at the start of the new financial year.

On Planning Control, the Executive Member for Environment raised concerns about the loss of revenue due to the decrease in planning applications and referred to the assumption that the position would not recover to pre-recession levels during 2010/11. He said that this was a major concern for both the Planning Department and the building industry. He remarked on delays in the delivery of the Unitary Development Plan (UDP) and the effect on creation of jobs, commenting that steps would be made to speed up delivery of the UDP. The Director of Environment commented on the recent completion of the UDP consultation process with around 50 representations received and suggested that a report could be made to Executive and County Council in May/June outlining proposals.

RESOLVED

- (a) That the report be noted;
- (b) That the carry forward requests included in the report be approved;
- (c) That it be approved that the overspend on the schools' maternity "insurance" scheme be 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;
- (d) That it be noted that the schools have been advised of the need for a review of options for the future and that any deficit from April 2011 onwards be met directly by schools;
- (e) That the estimated Council Fund Contingency Sum as at 31 March 2011 be noted; and
- (f) That the projected final level of balances on the Housing Revenue Account be noted.

258. SCHOOL CAPITAL REPAIRS PROGRAMME 2010/11

The Executive Member for Education introduced the report which sought 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).

It was reported that a competitive tendering process for projects under the School Capital Repairs Programme had resulted in a surplus of £100,000. It was proposed to use this to extend the window replacement scheme at Flint High School which was deemed one of the top priority projects.

The Chief Executive said that in a recent visit to Flint High School, he had been asked by the Head Teacher to pass on a message of gratitude for the work being undertaken.

RESOLVED

That the contents of the report be noted and endorsed and that it be approved to increase the value of the Window Replacement contract at Flint High School to £470,000.

259. TRANSFORMING EDUCATION: NORTH WALES REGIONAL COLLABORATION PROJECT FOR THE PROVISION OF SCHOOL IMPROVEMENT SERVICES - PROGRESS REPORT MARCH 2011

The Executive Member for Education introduced the report which detailed the progress made to date with the implementation of the North Wales Regional School Improvement Service project and outlined the next steps to completion of a detailed business plan by the Summer of 2011.

The Director of Lifelong Learning gave an overview of the key considerations of the report relating to the proposal for a regional school effectiveness and improvement service. He advised that responses to consultation on the principles had been positive and that other Authorities had been very supportive. A full business case would be available in the Autumn at which point all of the Authorities would be asked to formally sign up to the consortium.

The Chief Executive said that this was one of the largest current regional projects.

RESOLVED

- (a) That progress with the School Improvement Service project be considered;
- (b) That progress to the next stage of the 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, be approved; and

- (c) That the outline business case be considered by the Executive prior to final approval being given to implement the proposed regional service.

260. DURATION OF MEETING

The meeting commenced at 9.30a.m. and ended at 10.25a.m.

261. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press in attendance.

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Chairman

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

EXECUTIVE	DATE: 12 APRIL 2011
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MEMBER	ITEM	MIN. NO. REFERS
None		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **COUNCIL PLANNING FRAMEWORK**

1.00 PURPOSE OF REPORT

1.01 To present to Members the reviewed Council Planning Framework.

2.00 BACKGROUND

2.01 Executive received a report outlining the broad contents of the new Council Planning framework last May. An improved approach to the Council Plan ties together the changes to governance and business planning the Council has adopted over time. These are now operational and include:

The Council and Democracy

- annual corporate governance self assessment
- ongoing constitutional review
- ongoing review of delegation
- updating roles and responsibilities
- development of accountability frameworks across the Council's structures

Organisational Vision and Values

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

Resources

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

Business Processes

- service planning at Head of Service level and improved directorate planning arrangements
- Outcome Agreement with Welsh Assembly Government (WAG)
- refresh of the model for presentation and review of the Strategic Assessment of Risks and Challenges
- categorisation and review of targets
- consistent approach to target setting methodology and action planning
- protocols for managing external regulation

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Partnerships

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

3.00 CONSIDERATIONS

3.01 The Council Planning Framework is a family of co-related documents which together state ambition, priorities and targets within an overall governance framework.

3.02 The framework is comprised of three main parts:-

- the Council Plan (Governance) framework
- annual statements
- service and directorate planning

The timing and process from each of these parts of the framework is described below along with the progress made. The overall timetable of the Council Planning Framework is as follows:-

- Council Plan (Governance) Framework: full content - subject to annual review
- Annual statements: quarterly performance reports; full year summary performance report - October;
- Service and Directorate plans: Directorate plans - May 2011; Service plans - May/June 2011.

3.03 The Council Plan (Governance) Framework

This framework describes how the Council is run and governed and identifies organisational values, roles and responsibilities. Some of the key contributing strategies such as the ICT Strategy and People Strategy have been reviewed and contribute to the framework. This framework also includes all Corporate Services. The framework contents were agreed by Executive in 2010; the full framework is available in the Members' Library.

3.04 Annual Statements

The annual statements are already in existence and are produced in the reporting year. These statements have both a historical (backward-looking) and predictive (forward-looking) context. Some of these statements are required by statute, for example the Improvement Plan; others we have developed as good practice e.g. quarterly performance at Head of Service level.

The predictive (forward-looking) documents are available around the start of the financial year; including the budget, risks and challenges and

performance targets both in-year and aspirational longer term improvement targets.

Other statements made throughout the year will be on the quarterly assessment of service performance and on an annual basis the historical reporting of our previous year's performance as required as part of the Improvement Plan by 30 October.

3.05 Service and Directorate Planning

The three service Directorates have produced Directorate Plans which summarise the critical priorities, performance, risk and improvement activity for the Directorate and the commitments from the strategic partnerships. These plans are detailed as a separate report on this Executive's agenda. The main areas of activity for corporate services are shown in the Service plans for ICT and Customer Services, Human Resources, Finance and Legal and Democratic Services.

- 3.06 In addition all council service areas have reviewed and completed their service plans at Head of Service level. These are plans which are annual within the longer term context. Plans are reviewed and refreshed periodically throughout the year; and reported quarterly.

4.00 RECOMMENDATIONS

- 4.01 Executive to endorse the Council Planning (Governance) Framework.
- 4.02 Executive to note the production and availability of the service and directorate plans.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no direct financial implications to this report; although financial resources will be considered as part of the specific elements within this framework.

6.00 ANTI POVERTY IMPACT

- 6.01 There are no direct anti poverty implications to this report; although these will be considered as part of the specific elements within this framework.

7.00 ENVIRONMENTAL IMPACT

- 7.01 There are no direct environmental implications to this report; although environmental resources and impact will be considered as part of the specific elements within this framework.

8.00 EQUALITIES IMPACT

8.01 There are no direct equalities implications to this report; although equalities will be considered as part of the specific elements within this framework.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct personnel implications to this report; although personnel implications will be considered as part of the specific elements within this framework.

10.00 CONSULTATION REQUIRED

10.01 All aspects of the Council Planning Framework require consultation with relevant officers and members at periodic times throughout the year.

10.02 Aspects of service and directorate plans will inform Overview and Scrutiny's Forward Work Programmes.

11.00 CONSULTATION UNDERTAKEN

11.01 Corporate Management Team have developed and refined this model.

12.00 APPENDICES

Appendix 1: Council Plan (Governance) Framework.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **DIRECTORATE PLANS**

1.00 PURPOSE OF REPORT

1.01 To provide Members with an overview of the three renewed Directorate Plans for 2011/12 as part of the Council (Plan) Governance Framework.

2.00 BACKGROUND

2.01 The three Directorate Plans form part of the Council (Plan) Governance Framework. Their purpose is to:

- set direction and purpose for the directorates;
- to connect to the corporate plans;
- to set a high level performance accountability framework.

3.00 CONSIDERATIONS

3.01 The three Directorate Plans (Community Services, Environment and Lifelong Learning) are being completed and published by the end of May to align with the Municipal Year. This report provides an overview of the content of these Plans.

3.02 The Directorate Plans provide the link between the Corporate priorities and the Medium Term Financial Strategy; describe forecasted pressures and efficiencies; set out intended actions within the set of priorities. Each Directorate Plan contains four main sections:

1. About Us
2. Our Purpose
3. Managing our Resources
4. Performance Management

3.03 About Us

Who we are and what we do. This section introduces the directorate and details the purpose of the plan. It also details the how the documents that

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form the governance framework fit together and what resources the directorate is responsible for e.g. people, money, assets and information.

Our Purpose

Looking ahead and prioritising. This section sets out the challenges facing the Directorate, its priorities and how the Directorate contributes to the County Vision, Council and Partnership Priorities. This section is also used to examine the requirement to change and improve which is underpinned by the reduction in the national financial settlement and the Council's ambition to modernise and streamline the organisation (Flintshire Futures).

Managing our Resources

This section sets out the Directorate's priority actions contained in the Corporate Plans i.e. the People Strategy, Medium Term Financial Strategy, Asset Plan, ICT Strategy and our corporate responsibilities to Customer Access and Care, Equalities and Welsh Language, Energy and Resource Consumption, Sustainability and Health and Safety.

Performance Management

This section describes how we use performance to demonstrate accountability. It includes looking at past performance by comparing it with our peers and overtime. This section also details areas for which we have received recognition and/or awards over the previous 12 months. This section also reviews how we will measure our performance in the future:

- through our Improvement Targets,
- through the Outcome Agreement,
- by managing our risks (SARC - Strategic Assessment of Risks and Challenges)
- developing Business Continuity plans; and
- working with our internal and external regulators.

3.04 In addition to contributing to the Directorate Plans the Heads of Service are currently revising their more detailed divisional Service Plans.

3.05 The relationship between the Service Plans and the individuals working within the services can be described within personal development and appraisal plans; thus giving accountability for delivery.

3.06 The three Directorate Plans will be available in the Members' Library and subsequently on the Infonet. These documents will also be available to Overview and Scrutiny Committees and external regulatory bodies to assist with their scrutiny and assurance roles.

4.00 RECOMMENDATIONS

- 4.01 To note the content of the new Directorate Plans as part of the Council (Plan) Governance Framework.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no direct financial implications to this report; although financial resources will be considered as part of the specific elements within the Directorate Plans.

6.00 ANTI POVERTY IMPACT

- 6.01 There are no direct anti poverty implications to this report; although these will be considered as part of the specific elements within the Directorate Plans.

7.00 ENVIRONMENTAL IMPACT

- 7.01 There are no direct environmental implications to this report; although environmental resources will be considered as part of the specific elements within the Directorate Plans.

8.00 EQUALITIES IMPACT

- 8.01 There are no direct equalities implications to this report; although equalities will be considered as part of the specific elements within the Directorate Plans.

9.00 PERSONNEL IMPLICATIONS

- 9.01 There are no direct personnel implications to this report; although personnel implications will be considered as part of the specific elements within the Directorate Plans.

10.00 CONSULTATION REQUIRED

- 10.01 All Directorate Plans will be made available on the Council's infonet.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Corporate Management Team have approved the process.

12.00 APPENDICES

- 12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

BACKGROUND DOCUMENTS

Directorate Service Plans

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **CHIEF EXECUTIVE AND LEADER OF THE COUNCIL**
SUBJECT : **COUNCIL PRIORITIES**

1.00 PURPOSE OF REPORT

1.01 To present the revised Council Priorities for adoption by the Executive.

2.00 BACKGROUND

2.01 In 2010 the Executive adopted a set of 40 priorities to guide the Council. 10 of these priorities were set for corporate governance; 30 for service policy and performance. These priorities have been reviewed by the Executive, with the advice and support of the Corporate Management Team with the aim of:-

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

3.00 CONSIDERATIONS

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

- local democratic choice
- customer feedback
- the priorities of local partner organisations
- the priorities of regional partner organisations
- Welsh Assembly Government policy
- statutory requirements
- the recommendations of regulatory bodies
- Welsh Local Government Association collective decisions
- the standards set of comparative performance
- good practice and peer influence

3.02 Whilst the Council has many conflicting pressures and priorities the setting of a primary set of Council priorities gives clarity of vision and direction. The Executive has reviewed its previous list of 40 priorities and condensed them into 10 primary priorities. There are 4 corporate governance priorities and 6

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service policy and performance priorities as set out in Appendix A. The previous set of 40 priorities are set out in Appendix B.

3.03 These 10 primary priorities are supported by the more detailed secondary priorities set out in the three Directorate plans for Community Services, Environment and Lifelong Learning and in the corporate governance plans. The corporate governance plans are the Improvement Plan, the Strategic Assessment of Risks and Challenges (SARC) and the four business plans for the corporate resources of the Asset Plan, the ICT and Customer Services Strategies, the Medium Term Financial Strategy and Plan and the People Strategy. The primary and secondary priorities both support, and are supported by the strategies adopted by local partnerships e.g. the Children's and Young People Partnership (CYPP). The Directorate Plans are being published alongside the revised priorities to ensure consistency of vision and direction.

3.04 The priorities, once adopted, will be classed as the 'Improvement Objectives' of the Council as recommended by the Wales Audit Office. Performance against these priorities will be evaluated and reported twice yearly.

3.05 The priorities will be communicated widely and kept under review.

4.00 RECOMMENDATIONS

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

4.02 That a first report on progress against these objectives be reported in October 2011.

5.00 FINANCIAL IMPLICATIONS

5.01 No direct implications.

6.00 ANTI POVERTY IMPACT

6.01 No direct implications.

7.00 ENVIRONMENTAL IMPACT

7.01 No direct implications.

8.00 EQUALITIES IMPACT

8.01 No direct implications.

9.00 PERSONNEL IMPLICATIONS

9.01 No direct implications.

10.00 CONSULTATION REQUIRED

10.01 No consultation required.

11.00 CONSULTATION UNDERTAKEN

11.01 No consultation required.

12.00 APPENDICES

12.01 Appendix A - Council Priorities
Appendix B - 40 Priorities

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Chief Executive
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E-Mail: chief_executive@flintshire.gov.uk

Council Priorities

1. To be a modern, efficient and cost effective public organisation through our four resources strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable
2. To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public services
3. To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement
4. To achieve the highest standards of customer service and care through our Customer Services Strategy
5. To make our communities safe and to safeguard the vulnerable with children and older people being priority groups
6. To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty
7. To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services
8. To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social, mixed tenure and private sector housing markets
9. To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners
10. To protect, plan and develop sustainable natural and built environments

Statement of the Priorities of the Administration

Purpose

This document presents a statement of the priorities of the Administration for the period 2010-2012:-

- to clarify expectations for the Council and its professional management
- to ensure that formal priorities of the Council are consistent with the political priorities of the Administration
- to directly meet the comments in the most recent Annual Letter of the Wales Audit Office

The list is comprehensive having 10 governance and 30 public service priorities.

The statement has been drafted with the advice and guidance of the Chief Executive and senior management because of the need for clarity, direction and consistency in stated aims and expectations for good governance.

Context

The Council is committed to numerous strategic and service priorities as a statutory public body and in partnership with others in the public, private and third sectors. These priorities are set out in partnership strategies from the County Vision of the Local Strategic Partnership to the Regeneration Strategy; in corporate strategies from the Improvement Agreement with the Welsh Assembly Government to the Strategic Assessment of Risks and Challenges; in the service plans which are set at directorate and divisional level.

The priorities as proposed as those for the current Council term (to May 2012). The priorities combine:-

- commitments to deal with big challenges
- commitments to change where the Council needs to adapt to meet the needs and expectations of the County and those of the Welsh Assembly Government
- commitments to improve the way the Council is run and performs.

This list is not exhaustive. It is a list of the over-riding priorities of the moment. It should not be assumed that the commitments listed all require new investment. Some commitments will require additional capacity or financial investment; others require improvement by making better use of the resources we already have.

Statement of Priorities

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

Corporate Governance and Performance

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

Local Public Services

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

5. To achieve our waste minimisation and recycling targets through the local and regional strategies, thereby avoiding infraction penalties, with high levels of public support and participation
6. To adopt the Unitary Development Plan (UPD) and progress the replacement Local Development Plan (LDP) with urgency
7. To further improve the quality, flexibility and performance of planning development control services
8. To reduce the Council's energy use and carbon emissions
9. To agree a strategy with the Welsh Assembly Government to reduce traffic congestion on the A494/A55 interchange and the connecting County road network as a key part of the national and regional transport plans
10. To deliver an affordable housing supply through the Affordable Housing Strategy
11. To make a marked and rapid improvement in the quality, flexibility and performance of housing management and repairs and maintenance services and to improve the financial performance of the Housing Revenue Account
12. To determine the future of the Council Housing Stock through a tenant ballot and a strategy to achieve the Welsh Housing Quality Standard
13. To declare the Council's first Neighbourhood Renewal Area (NRA)
14. To achieve a higher level of public confidence in the safety of communities in partnership with North Wales Police and others partners
15. To safeguard vulnerable adults, older people and children in partnership with statutory agencies and other partners
16. To promote independent and supported living in the community through sustainable and affordable domiciliary care, flexible care support packages, integration of services with other partners
17. To provide flexible supported living choices including extended extra care housing provision
18. To plan to meet the diverse and complex care needs of society including extended provision of dementia services
19. To reduce extreme poverty, and make the best use of local resources to provide advice and extend benefits take-up, in partnership with others
20. To develop a sustainable and affordable policy for Out of County Places
21. To work in partnership with the new Betsi Cadwaladr University Health Board to extend and improve access to primary health care, to invest in preventative services and to improve further the integration of health and social care
22. To develop the School Modernisation Strategy and to achieve, in phases, its aims and objectives whilst securing the highest possible level of 'spend per pupil'
23. To achieve the aims and objectives of the School Effectiveness Framework
24. To achieve the aims and objectives of the 14-19 Transformation Strategy and to be effective educational and economic partners with the higher and further education sectors and notably Deeside College and Glyndwr University
25. To further develop the Foundation Phase for pre-school age

26. To achieve the objectives of the action plan adopted by the Council in response to the Estyn Inspection of Local Education Services
27. To achieve the aims and objectives of the *Actif Leisure Strategy*
28. To agree and fund a scheme to remodel Deeside Leisure Centre
29. To agree a scheme to remodel Clwyd Theatre Clwyd and campaign for national capital funding support
30. To promote citizen responsibility to support the work of the public services e.g. crime prevention, enforcement, community participation and community action

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **HEAD OF FINANCE AND CHIEF EXECUTIVE**
SUBJECT : **MEDIUM TERM FINANCIAL STRATEGY**

1.00 PURPOSE OF REPORT

1.01 To present the draft Medium Term Financial Strategy (MTFS) incorporating the Medium Term Financial Plan (MTFP) for consideration.

2.00 BACKGROUND

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

2.02 Integral to the MTFS is the Medium Term Financial Plan (MTFP) which:-

1. Forecasts for a defined period available resources, financial pressures (which arise from conscious choice or uncontrollable demand) and opportunities for efficiencies/savings for both revenue services and the capital programme.
2. Provides an analysis of the gap between estimated future funding and expenditure.
3. Identifies specific actions required to balance budgets and manage resources within the overall framework of the Medium Term Financial Strategy.

2.03 The principles on which the Council's financial strategy is founded have evolved since they were first adopted in 2008 and have underpinned successive annual budget processes. It has been recognised within the Council that these principles need to be formulated into a documented Medium Term Financial Strategy. This has been acknowledged in response to the recent WAO Annual Improvement Assessment and WLGA Financial Peer Review.

2.04 The development of the Governance Planning Framework, the adoption of priorities for the Council and the maturing Flintshire Futures Programme bring together the Council's plans for transformation and organisational

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change provide the background against which the Medium Term Financial Strategy can be set.

- 2.05 The MTFFS is for the delivery of Council Fund Services only. Those services provided in respect of the management and maintenance of the Council's housing stock are funded from the Housing Revenue Account which is ring fenced and the subject of its own specific strategy to deliver revenue and capital resources. Should there be any costs falling to the Council Fund as a result of the outcome of the forthcoming Housing Ballot, they will be included within the Council Fund MTFFS.

3.00 CONSIDERATIONS

- 3.01 The draft Medium Term Financial Strategy will be the subject of a presentation at Executive with the strategy document being made available. The draft has been developed with input from Corporate Management Team, Heads of Service and Finance Managers and draws on best practice from strategies in other Councils in England and Wales. As a key strategic document, it is important that the strategy has detailed consideration by Members. Ultimately, it will need to be agreed by the whole Council as part of the Council's Budget and Policy Framework under the constitution. The draft will be considered by Corporate Resources Overview and Scrutiny on 19th May 2011, from where feedback will be provided to Executive in June.
- 3.02 The draft Medium Term Financial Strategy sets out detail of its background and purpose; its links to the Council planning framework and the delivery of Council priorities; the major areas of work that the Council is engaged in and the financial principles/policies by which financial resources are forecast, managed, organised and monitored to ensure that the strategy is delivered.
- 3.03 The Medium Term Financial Plan section will set out the forward forecast of:-
- (a) Funding from Welsh Assembly in 2012/13 and 2013/14 in accordance with the latest forward indications.
 - (b) Funding from Council Tax in accordance with the Council's policy of rises between 3% to 3.5%.
 - (c) The "roll forward" of the 2011/12 budget updated for the full year effects of items in 2012/13 and inflation assumptions.
- 3.04 This identifies that there is a projected funding gap over the coming years before the inclusion of new pressures and the financial impacts of efficiencies to be achieved from the work being undertaken under the Flintshire Futures Programme and other efficiencies in the day to day delivery of services.

- 3.05 Directorate Plans are currently being finalised for 2012/13 for Community Services, Environment and Lifelong Learning and will be underpinned by service plans for each area led by a Head of Service along with the Corporate Group. These plans will identify the new pressures which need to be considered for funding within the plan. These could be ongoing base budget pressures or be time limited, possibly to fund investment to make service change. They will arise for a variety of reasons, e.g. service change, legislative requirements, external funding change, demographic shift. Within this group will be some of the major internal projects that the Council is engaged in and for which the financial implications need to be mapped out over a period of years, e.g. Single Status/Equal Pay, outcomes of the Housing Ballot, School Modernisation Programme, Regional Waste and Food Waste projects.
- 3.06 Directorate Plans will also identify those areas within the Flintshire Futures Programme which are being led by the Directorate or Corporate Service and the potential efficiencies to be achieved from them and the timescales, along with any required investment costs to achieve change, under the themes of:-
- Corporate Change
 - Service Change
 - Regional Collaboration
 - Local County Collaboration
- 3.07 It is planned to have a first estimate of the forecast incorporating the major items from Directorate/Service Plans and the Flintshire Futures Programme (as set out in 3.05 and 3.06) by mid June. It is important to recognise that at this stage, many figures will be estimates which require further work to refine them. However, it is critical that those estimates are made so that, with caveats, the Council can be in a position to understand collectively its financial position and to be able to plan ahead accordingly. This will provide the starting position to planning the 2012/13 budget. It will also be an important point at which the revenue budget and the capital programme can be brought together to consider the availability of and/or the opportunities to create revenue provision to fund prudential borrowing in order to advance the need for investment in capital assets.
- 3.08 A number of the corporate change projects, e.g. fees and charges review, corporate debt policy and review of corporate overheads will contribute to identifying efficiencies and increasing income. These will be assisted by actions which support the response to the WLGA Finance Peer Review and the WAO annual assessment around improving financial management and clarifying understanding of value for money.
- 3.09 Updates on the projected position for 2012/13 and beyond will be brought to Members as costs and savings and/or efficiencies options are refined.

- 3.10 In future years, the Medium Term Financial Strategy and Plan will be updated each year as part of the annual budget process. The ongoing review of the strategy will be in large part informed by the Medium Term Financial Plan which will identify the degree to which there is a gap between anticipated resources and expenditure levels.
- 3.11 In view of the timing of the production of this first Medium Term Financial Strategy it is recommended that the document is considered by Members of Executive and Corporate Resources Scrutiny in May and the final draft is submitted for approval to Council on 29th June 2011 with the Medium Term Financial Plan based on the initial forecasts as set out in 3.03. These are the figures which would have appeared in the Medium Term Financial Plan for 2012/13 and beyond had the Medium Term Financial Strategy have accompanied the 2011/12 budget. Updates on the forecast will then be provided to Members over the summer and early autumn and will be incorporated into a revision of the Medium Term Financial Strategy and Medium Term Financial Plan in the late autumn in preparation for the 2012/13 budget round.
- 3.12 The report to Corporate Resources Overview and Scrutiny Committee on 19th May requests Member input to the draft MTFs and sets this with the context of the WLGAs Financial Peer Review undertaken in January 2011. The Peer Review was commissioned to provide advice, guidance and impetus to the developing Medium Term Financial Strategy and Organisational Change Strategy, Flintshire Futures.
- 3.13 Scrutiny Members will receive the report from the Peer Review along with the response which shows those actions which have taken place, are in progress or are planned in relation to the recommendations and in particular those of direct relevance to the MTFs/MTFP, as follows:-
- A2 The organisation needs to develop a Financial Strategy that will drive the organisation's ambitions, supported by a comprehensive Medium Term Finance Plan.
 - A3 The key building blocks to develop a Financial Strategy and Medium Term Financial Plan need to be put in place to enable the identification and quantification of future pressures and efficiencies over the short, medium and longer term.
 - A5 The Council needs to complete its review of the finance function as a matter of urgency.
 - A7 A more challenging and sophisticated budget setting process has to be developed.
 - A8 The Council needs to develop an income and charging policy.

- B7 A challenging and robust budget monitoring process has to be put in place, developing and understanding of future risk and the relationship between finance and performance.
- C1 The organisation should articulate what Value for Money means for the people of Flintshire.
- C2 The organisation should develop a clear understanding of efficiency.
- C5 The authority should take the 'easy' early efficiencies that remain to be exploited, e.g. procurement & charging and income to gain traction.
- C9 The authority should develop a more commercial and business like approach to running the Council, e.g. sources of finance and alternative service models.
- D4 The transformation agenda needs a clear structure and approach and to be differentiated from good operational management where efficiencies are delivered as business as usual.

3.14 The feedback from Corporate Resources Overview and Scrutiny will be reported to Executive on 21st June 2011.

4.00 RECOMMENDATIONS

4.01 Members are asked to consider the draft Medium Term Financial Strategy and Medium Term Financial Plan.

4.02 Members are asked to note that this report and the outcome of the WLGA Financial Peer Review are to be considered by Corporate Resources Overview and Scrutiny on 19th May 2011 and that feedback on the MTFS will be reported to Executive on 21st June 2011.

4.03 Members are recommended to approve that the final draft document is submitted for approval to Council on 29th June 2011 with the Medium Term Financial Plan based on the initial forecasts as set out in 3.03.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly as a result of this report.

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

6.00 ANTI POVERTY IMPACT

6.01 None directly as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None directly as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 None directly as a result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None directly as a result of this report.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Draft Medium Term Financial Strategy

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **MINISTERIAL REVIEWS**

1.00 PURPOSE OF REPORT

1.01 To note the outcomes of three significant reviews commissioned by Welsh Assembly Government Ministers and their implications.

2.00 BACKGROUND

2.01 2010 the then Welsh Assembly Government Cabinet commissioned three significant reviews. These reviews are commonly referred to by the names of the respective independent report authors. They are:-

1. Vision to Action on Social Services (the 'Pearson Review')
2. The Structure of Education Services in Wales (the 'Thomas Review')
3. Review of Local Authority Service Delivery (the 'Simpson Review')

2.02 All three reviews make fundamental recommendations for the structure, direction and priorities for the functions and services within their respective terms of reference.

2.03 The Assembly Government published its formal response to the first of these reviews - the 'Pearson Review' on social services - prior to the recent election. The response, entitled *Sustainable Social Services for Wales: A Framework for Action* was reported to the Executive on 15 March. This framework will be at the centre of national-local policy development for social services once the new Welsh Assembly Government Ministers have been appointed.

2.04 Summaries of the 'Thomas' and 'Simpson' reviews and their recommendations are attached. No formal full and formal Welsh Assembly Government responses were made to these reviews pre-election although the retiring Ministers made supportive statements in welcoming the recommendations made in the review reports.

3.00 CONSIDERATIONS

3.01 All three reviews will be significant in influencing Welsh Assembly Government policy for local government and public services in the next Government term. Flintshire, like all Councils in Wales, is in discussion with government officials at political and professional level on the recommendations of all three reviews in readiness for working with a new

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Cabinet in the Welsh Assembly Government. The 'Thomas' review builds on the earlier commitments to regionalisation of key education support services, maximising investment in and delegation to schools, improving standards and improving school performance and governance. The 'Simpson Review' review builds on the positive work of collaborative working at a regional level and makes specific recommendations for greater and more consistent collaboration within and across regions with recommendations for some national level collaborations. This review was influenced by the aims for regional collaboration in North Wales to which the six councils are committed. Extracts of the two reviews which list their respective recommendations are included at Appendices A and B.

4.00 RECOMMENDATIONS

- 4.01 That the recommendations and implications of the 'Thomas' and the 'Simpson' reviews be noted.
- 4.02 That the Executive repeat its commitment to regional collaboration, school re-organisations, increased delegation of funding to schools and improved standards in education in response to the 'Thomas' review and its commitment to regional collaboration in response to the 'Simpson' review.

5.00 FINANCIAL IMPLICATIONS

- 5.01 No direct implications.

6.00 ANTI POVERTY IMPACT

- 6.01 No direct implications.

7.00 ENVIRONMENTAL IMPACT

- 7.01 No direct implications.

8.00 EQUALITIES IMPACT

- 8.01 No direct implications.

9.00 PERSONNEL IMPLICATIONS

- 9.01 No direct implications.

10.00 CONSULTATION REQUIRED

- 10.01 None required.

11.00 CONSULTATION UNDERTAKEN

11.01 None required.

12.00 APPENDICES

12.01 Appendix A - Simpson Review
Appendix B - Thomas Review

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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Local, Regional, National: What services are best delivered where?

**A Report to Carl Sargeant AM, Minister for
Social Justice and Local Government**

Introduction

This is the interim report of the group established by the Minister for Social Justice and Local Government to examine how local government might perform better if it were to review and realign the commissioning and delivery of some of its functions. The test for any outcome of such a review would be that, at a minimum, change would deliver better value for money or lead to an improvement in service. All our proposals have had to pass the test of either delivering service improvement or saving money. Ideally in most cases, both outcomes could be achieved.

In establishing this review, the Minister made what we should best describe as a “big ask”. This Review Group believes it is the responsibility of local government in Wales to make a “big offer” in response. The “big ask” is for step change in the pace of change and the level of aspiration around collaboration. Local government’s “big offer” should be about *how* this is achieved - both geographically and functionally.

The Minister appointed Joe Simpson of Local Government Leadership to lead this review. Two groups were established to take this review forward, a Review Group and a Reference Group. The Review Group consisted of leaders from across local government and public service (see Appendix One for details of the membership). It has considered a wide range of research and experience across local authorities to determine which services might be more effectively delivered through different governance arrangements. The Reference Group also engaged senior leaders, including those with specific knowledge of some of the key areas for review. It was established to bring forward evidence, ideas and proposals informed by their professional expertise (see Appendix Two for details of the membership).

This review does not concern itself simply with the reconfiguration of services. Neither does it have all the answers – that would be to negate the range of positive local work that is already underway. It would also override the wealth of expert knowledge that is available within local government in Wales to shape and plan the next stages of the pattern of services in Wales. We have aimed to build on work that has been done and structures and organisations that are already in place wherever possible. We do make recommendations and are confident that these are consistent with the direction of travel we have seen already in social services and will see soon in education.

We do however outline ten principles that should underpin and inform the thinking of Ministers and local government behind collaboration. Together these create a framework within which local government can move ahead with pace and confidence to meet the challenges of the Welsh Assembly Government (WAG) and their citizens.

The Minister was explicit in his commission and we have been clear throughout that our work is not a review into local government boundaries. We believe in the importance of strong local democracy as a means of enabling citizens to articulate their views as well as being able to hold service providers to account. Effective governance is a prerequisite to high performing and continually improving services. We believe that the proposals outlined later will enhance local democracy and lead to better, cheaper services.

The focus of this report is on the need for change as more functions, or parts of services, are organised on a regional and national basis. However, we advocate that change should be through collaboration rather than reorganisation because of the need to ensure that the core of our services continue to be organised locally. It is in local communities where the connection with citizens can be most fully developed, where community leadership can be exercised and where the opportunities for service integration can be best grasped.

Recommendations

We have made a series of recommendation throughout the second half of this report. Some of them are fairly specific and concern themselves with providing support and momentum to expand and build on concepts and projects which are largely proven. We see these as the first round of work that would be covered in the Compact. We have highlighted these.

Other recommendations relate to more strategic developments which will require further thought and consideration. This scoping work would also form part of the Compact discussed in principle 9, but clearly, further development will be subject to the construction and testing of a business case. However, as we note, in scoping further work, it is easy for change to stall through a disproportionate focus on the options, numbers and risks. Given the public sector's financial circumstances and the clear expectations from the Assembly Government, it will be vital that all those involved keep their focus firmly on the ends – not the means.

We note that this review is one of three that has been commissioned by WAG (the other two focusing more specifically on education and on social services). We believe that the approaches adopted by the reviews have sufficient commonality for there to be an opportunity to demonstrate a systemic coherence in the way that WAG and Welsh local government responds to the reviews. We also expect there to be some common timelines in reviewing the progress made to deliver the changes.

Recommendation 1

A Compact detailing the development of collaborative and national service delivery will be agreed by the Assembly Government and the Welsh Local Government Association (WLGA) by July 2011. This Compact will set down a realistic but challenging timeline for dealing with our recommendations. It will also set out potential responses that Ministers could take if local authorities do not meet the obligations they signed up for. It will be important that the Assembly Government and WLGA agree and articulate what success will look like.

Recommendation 2

We recommend that the following principles inform the agreement of the Compact for Change:

1. The outcome must be better for the citizen and the user
2. Focus on functions not whole services
3. It is about better collaboration not just hard geography

4. Collaboration can take many forms
5. Local accountability and freedoms must be enhanced
6. We have to ask the right questions
7. Leadership to deliver the change
8. Engaging the staff is critical
9. A contract with consequences
10. Supporting the change to deliver the change

Recommendation 3

We recommend that reporting and scrutiny of progress against the provisions of the Compact will be through the existing, statutory, Partnership Council arrangements.

Recommendation 4

We are delighted that there is considerable agreement between our thinking and the recommendations that we expect to arise from the education review. With that review due to report by the end of March, this review group has no ambition to pre-empt that review. We note that in line with our focus on the needs of the user, we expect that review to focus strongly on the needs of the learner.

The two reviews should therefore be seen as complementary. We note the progress already made by regional consortia. We would recommend that the timescales for change from both reports should be synchronised. We would thus see the next two years as critical for change. We would expect that existing preparations for enhanced collaboration in education services are completed over the next year and implemented during 2012-13.

We note there is already some momentum for change through the existing consortia, and we expect the education review to seek a step change in the speed and scale of ambition. We await their report but would assume that amongst the issues it will address will be: robust systems of performance information; support for education improvement in schools; support for leadership development within schools and governing bodies; commissioning systems for Additional Learning Needs.

We would also assume that the review will focus on arrangements for better cross-sectoral planning across schools and colleges. The roles of universities and workplaces, whilst not specifically within the remit of the review, might also be considered in this context.

Recommendation 5

We have made a series of recommendations about reconfiguration of administrative and transactional services across local government. We also see scope for changes in the education area. For example, we recommend that the administration of student grants is organised at a national level. And in line with recommendations elsewhere we would recommend that attention be given to arrangements for human resource management, catering, transport and asset management in this area as elsewhere, wherever business planning demonstrates an economy of scale.

Recommendation 6

Again we are pleased to see that the approach proposed in the recent Social Services White Paper chimes with that outlined in this report.

We recommend that arrangements for collaborative procurement in social services are put in place across Wales for the procurement of:

- high cost care packages for looked after children, mental health and learning disability;
- domiciliary care;
- tele-care;
- emergency duty teams; and
- respite care.

Recommendation 7

We recommend that there be collaborative provision of support services for social care in the following areas:

- specialist legal advice;
- direct payments administration;
- IT systems;
- complaints and investigations; and
- social work training and recruitment.

Recommendation 8

We recommend that the procurement of facilities for the management and re-use of waste be organised collaboratively by local authorities.

CONCLUSIONS

1. In our consultation letter we made it perfectly clear that it was the learner in the classroom that would be at the centre of our deliberations, and improving the quality of both teaching and learning the clear objective. We repeat that here without apology. To promote that objective we have analysed the existing education structures and made recommendations for changes which we believe will improve educational outcomes in Wales by ensuring that we have more effective and efficient structures in support of excellence in front line teaching.
2. In our evidence gathering for this report teachers, headteachers, further education lecturers and college principals have told us that, in pursuing their core objective of raising student performance, there needs to be absolute clarity now with regards to what is expected of them, what challenge and support is available from whom and what the priorities are to be for a measurable period of time. This requires clarity at a political and a professional level. Our report is aimed at promoting that professional clarity and in assisting those with political responsibility to identify the key issues in addressing the nation's educational challenges. Clearly, how they use the report is a matter for them.
3. Whoever may be Minister with responsibility for education in the next term of our National Assembly will have a political mandate and responsibility to spell out with absolute clarity the direction of travel for education in Wales for the term of that Assembly. We therefore argue that the Minister should make this direction clear at the very start of an Assembly term. In simple language establish strategic priorities, declare the initiatives that educators at all levels will need to tackle and clarify the goals to be achieved and the standards of performance expected. Moreover there is a need to be absolutely clear as to 'who does what, where and for what purpose' and the responsibility and accountability that goes with that analysis.
4. There needs to be an aligned national effort behind a step change in educational performance in Wales and it starts with clarity at the top, continues through aligned, resourced and appropriate structures and leads to effective approaches which both challenge and support teachers. Parents and governors are key participants in the delivery of quality education within a genuinely accountable education system which produces outstanding teaching and learning opportunities for everyone, irrespective of the demography or the intake of any of our schools and colleges. Educators themselves have told us that we are a long way from this aligned position at this point in time. Hence the commission we were asked to undertake.
5. Consequently, what have we found? The detail may be seen in our full report but it is right to identify and summarise some issues here.

C7. At Key Stages 1 to 4 pupils in Wales score more poorly in using and applying skills of language, mathematics and science and in writing skills than in any other subject component. The cultivation of these skills is essential. Estyn estimates that a significant percentage of pupils enter secondary education not being able to read at the level their age would indicate. The Minister has already indicated that such outcomes are unacceptable and has initiated a new national literacy strategy to support schools in this task. We welcome this approach and urgency and echo it in our report.

C8. Overall, we conclude that outcomes in respect of literacy are problematic at virtually all stages of education from the Foundation Phase through to further education. Standards of literacy and numeracy are significantly lower than they should be in Wales. There is clear evidence of the relative underachievement of boys, pupils in receipt of free school meals and those looked after by a local authority. Though these issues were freely acknowledged by contributors to this report there is an urgent need to address and solve these problems.

C9. Although we found evidence of exceptional outcomes in certain schools, there was disappointing performance seen in other 'like' schools with similar intakes. Exceptional leadership, inspiring teaching and excellent schools that are offering the best possible opportunities for learners irrespective of background, location or language exist throughout Wales. This is not just our view since Estyn confirms this. However there are too many schools that are coasting and some that are failing. Not enough work is systematically being done to ensure that the achievements and methods of the best are being communicated to, shared with or emulated by other schools. This appears to be a national failing which can and must be addressed.

C10. We are hopeful that the learning methods which are the essence of the Foundation Phase will help raise standards of literacy and numeracy and their application in everyday life. It is important that children are taught well initially and then those with difficulties are identified early on can be supported subsequently. This can be done if diagnostic testing is introduced for literacy and numeracy towards the end of the Foundation Phase. We stress that diagnostic analysis is required to help assess that a child's development is on course and that appropriate teaching methods are in use. A Foundation Phase without such analysis is not well founded.

C11. There is a clear understanding in Wales that early diagnostic analysis is required so that relative strengths and weaknesses of all children may be identified accurately and this will enable suitably differentiated teaching and learning strategies to take place. The overwhelming view of the profession is that this needs to take place at the earliest possible time in a child's formal education in order that early intervention may occur for the benefit of all pupils.

C12. We welcome the policies that underpin the Foundation Phase and the unprecedented resources that have been provided for schools across Wales. Young children are given an exciting opportunity to learn and develop.

or outcomes. Silos within DCELLS have operated individually with little understanding of the bigger picture and a distinct lack of joined up thinking. Limited use has been made thus far by the centre of the experience of educationalists with immediate and direct experience of schools, colleges and FE institutions. We are hopeful that, under the management of a new Director General, DCELLS will coordinate itself better, seek the help of experienced educators and become a department that can lead educational development in Wales over the next period of years and add significant value to everything that Welsh educationalists do. It is some way from that clarity, coordination and role at this point.

C19. The development of regional consortia seems to us to be a positive way forward. Local authorities working in partnership in regions to tackle issues relating to resources, capacity and outcomes may well be the way forward at both political and professional levels. We believe that our local authorities cooperating in four regions offer a more effective way forward when compared to 22 authorities trying to resolve issues of delivering educational services, supporting schools and using resources in an effective way. The current regions are in different places in terms of their development making it even more essential that a clear understanding of roles and responsibilities is provided and known in every school and in every local authority. We hope that, as a result of this report, greater political and professional clarity in support of the regional consortium process will be forthcoming and that clarity of mission, resources, support and challenge and structures the teaching profession needs in Wales will be enhanced. Despite the challenges, Wales has a real opportunity to get this right.

C20. One of the promising areas of benefit we have identified in the collaborating culture of the emerging regional consortia is the releasing of resources to the front line that can be secured by the economy of scale and an opportunity to provide very high quality support services to schools.

C21. Further collaboration and partnership is patently required to ensure that learners in the 14-16 and 16-19 age range are offered real opportunities and choice. Partnership between schools and FE is demonstrably taking place in some parts of Wales. Competition and confusion is seen in other parts of our country. Choice for those wishing to pursue courses through the medium of the Welsh language is also severely restricted in parts of Wales.

C22. Part of the way forward for FE is to collaboratively address further coordination at a Wales level and greater cooperation with regional consortia. However, we also recognise that much of a college's work and business continues with education and skills post 19 and that this must be maintained. Clearly, bespoke or tailor-made programmes for industry and business will feature high in the post 19 sector and will be even more necessary in times of financial stringency.

C23. It is also recognised that some colleges serve extensive geographical areas and some would therefore be required to work in more than one local authority regional consortium area.

7. Consequently, where could we be in two or three years from now?

8. We could of course do nothing. Keep the status quo and hope for the best. We do not believe that this is a realistic option. We would be failing the learners in our care with potentially devastating effects for them, their families and Wales.

9. We could take positive steps to take stock of our strengths, accept that we also have weaknesses and tackle those in a systematic way. The current Minister in a speech on 2nd February 2011 argued that we are doing some things very well, and we should celebrate and not lose sight of this. He argued that he agreed with the analysis of Professor David Reynolds that, "Our problem is not that we do not know how to educate our children in Wales. We do. We have some world class schools, many world class teachers and even a couple of world class local authorities. Our problem is that not everyone is as good as our best, because we do not emulate our best. Solving this problem may need wider cultural change in our country more than in our education system." We also agree with that analysis, but if we do not take steps to address the issues implicit for education we will not progress at all.

10. The Minister also argued that our system of, and for, education is not one that could currently be classified as good wishing to become great, but that of fair wishing to become good. With great regret we also concur with that analysis. It will take time, excellent leadership at political and professional levels and a clear vision for the way forward and the determination to move in that direction. The text of the Minister's speech may be found at: <http://wales.gov.uk/newsroom/educationandskills/2011/110202education/?lang=en>

11. To begin the process of moving from fair to good we need a central education department that is clear about its mission and a recognition that changes have to take place to ensure that raising standards at all levels is at the very core of all its work. A clear understanding of how education and educators work at all levels and relevant experience is required to ensure that the credibility of officials at the centre is beyond reproach.

12. Our current regions, where we properly see our local authority education departments cooperating for common good, need to move from a position where there are well written and erudite documents on a variety of topics to a position of clear understanding with schools about functions and responsibilities and with the emphasis on improving outcomes being of paramount importance. We recognise that our regions are in differing positions currently, but what does unite them is that they are concentrating on issues that are concerned with school improvement and looking also at ways to make efficiencies and provide resources that can be best used at individual school level. The budgets for the 2011- 12 year are now set. We see that particular financial year as a period of time when a range of financial and other issues need to be resolved. By definition, through working as regions there is a clear recognition that none of our 22 local authority education departments can operate as 22 individual and independent silos.

Significant cost savings could be achieved that would need to be deployed to the very front line.

17. By definition, it will be those who review progress in moving forward the educational agenda over the next few years that will be in a better position to come to a view as to the best way forward for learners in Wales. Our recommendations are best seen in the context of the steps that we need to take in the short to medium term to ensure that progress is made in all the areas where we perceive there to be challenges that need to be faced.

18. Our recommendations are set out in the following section.

R7. We recommend that a national target for school surplus places be established at a maximum of 10% across Wales. Local authorities should be required to revisit their plans to rationalise their schools estate. Authorities must ensure that there is dialogue with neighbouring authorities and other providers. Issues such as Welsh medium education, Additional Learning Needs (ALN) and Special Learning Difficulties and Disabilities (SLDD) provision, and the future of small primary schools and schools with small sixth forms must be considered both locally and within regions. Revised plans should be submitted to DCELLS by December 2012. For some local authority education departments this will require minimal work. Capital resource allocation should be judged in this context.

R8. We support the review of funding of the 16-19 age range commissioned by the current Minister. We recommend that this should include an examination of issues relating to curriculum choice, unproductive competition between providers, the best use of capital resources and removal of surplus places. A clear analysis of the provision required for learners who wish to follow courses through the medium of the Welsh language must be considered. This review should be completed by December 2012.

R9. We recommend that a single method of assessing literacy and numeracy in the post-16 environment is developed. Any such methodology should link with the form of assessment utilised by PISA and, once developed and agreed, it should be made compulsory. It should be in place by August 2012.

R10. We believe that all vocational post-16 provision should progress the learner to employment. Therefore, we recommend that by the end of 2011, DCELLS should publish guidance to ensure that all such provision, whether provided through work-based learning (WBL) or FE, includes suitable work experience to enable them to secure employment on completion of their training.

R11. We recommend that rationalisation of FE colleges in Wales and their estates should be continued, and - taking into account issues of geography, faith and language - move from the current 21 FE institutions to the establishment of between 8 – 12 FE corporate entities by August 2013. Further analysis is required of the structures and providers that deliver work-based learning so that there is improved coherence in the system.

R12. We recommend that by September 2011 the four current regional consortia should be given a clear leadership role in:

- a) driving up educational attainment and performance consistently across their entire region;
- b) ensuring close and effective collaboration between all providers in their region; and
- c) securing effective and efficient service delivery.

Key Stage 3. Moreover, that the teaching of the skills curriculum, particularly the application of literacy and numeracy, remains effectively differentiated and is appropriately challenging for all pupils, including the most able. This is to be done from September 2011.

R22. We recommend that each regional consortium should drive improvement, so that, as a minimum, no school in Wales should be classified as unsatisfactory following Estyn inspection by September 2012; and moreover so that, by the end of September 2015, no school in Wales should be classified as either unsatisfactory or adequate. A significant challenge therefore for the benefit of all learners.

R23. We recommend that regional consortia should look carefully at the opportunities that will emerge through collaboration to provide high quality support services delivering financial savings which can be diverted directly to the front line of teaching and learning. Head teachers and others, as a right, need to engage with regional consortia on these matters and the whole process should be conducted in a timely fashion. This is to be ongoing from June 2011.

R24. We recommend that, in order to help in the process of identifying resources that can be released for transfer to the front line and to provide clarity, transparency and comparability, DCELLS be charged with establishing a detailed revised national template for Section 52 of the School Standards and Framework Act 1998 annual local government financial reports. This template should be in place for the financial year 2012-2013.

R25. We recommend that, in terms of finance, the guiding principle should be that funding goes directly to the level where delivery and performance lies, be that school, clusters of schools, FE colleges, regional consortia or nationally. For example, in respect of the School Effectiveness Framework composite grant, 85% of the funding should go directly to school bank accounts. Allied to this is the presumption that there would not be a 'bidding' process for revenue funding held by DCELLS and others unless there is an exceptional and compelling reason to do so (for example to comply with European funding requirements). Funding should also be accompanied at all levels with an annual remit letter or equivalent setting out the outcomes, learner attainment and improvement goals that would be expected of the recipient. These statements would form the basis of performance assessment. Each region should publish an annual performance improvement report. This is to be in place for 2012/13 academic year.

R26. Although we recognise that Continuing Professional Development (CPD) in relation to certain initiatives is best served by a national programme or through regional consortia, it is our view that head-teachers are best placed to control the CPD budgets for their schools. We recommend therefore that school CPD budgets should be delegated by local authorities to school bank accounts. This is to be done by April 2012.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **HEAD OF LEGAL AND DEMOCRATIC SERVICES**
SUBJECT : **LOCAL GOVERNMENT (WALES) MEASURE 2011**

1.00 PURPOSE OF REPORT

- 1.01 To provide Members with an overview of the Local Government Measure and its implications for Flintshire.

2.00 BACKGROUND

- 2.01 A Measure is a piece of law made by the Assembly which has similar effect to an Act of Parliament. Whilst a Measure is in progress through the Assembly, it is known as a proposed Measure. Attached as Appendix 1 is a list of the contents of the proposed Measure as amended at stage 2 of the Assembly process. Copies of the proposed Measure are available in group rooms and in the Members' Library.
- 2.02 The Measure has recently completed its passage through the Assembly and is currently awaiting Royal assent. The Measure comes into effect in stages. The day after Royal assent provisions relating to overview and scrutiny, collaboration and amalgamation come into effect. Two months later provisions relating to governance arrangements, area committees and co-opted members of overview and scrutiny committees come into effect as do some of the provisions relating to communities and community councils. The majority of the provisions come into force by commencement order at a date to be determined by Welsh Ministers.
- 2.03 At the consultation stage of the proposed Measure, it was reported to the Overview and Scrutiny Co-ordinating Committee, the Members Development Working Group and the Constitution Committee meeting of the 23 September, when the Council's response to consultation was determined. A copy of the Council's response is attached as Appendix 2. In essence the Council welcomed some of the provisions in the proposed Measure but believed other provisions to be unnecessary involving extra work and cost to no perceived benefit.
- 2.04 Whilst minor amendments were made to the proposed Measure as it proceeded through the Assembly's legislative process, the final provisions remain essentially the same with the exception of one additional provision concerning the power to amalgamate authorities. A running concern expressed by opposition Members in the Assembly was around the level of prescription and powers being placed in the Minister's hands. The late

Date: 11/05/2011

addition of provisions enabling Welsh Ministers to amalgamate two or three local government areas dominated debate on the Measure with opposition members and members of the Constitutional Affairs Committee criticising the process and the lack of scrutiny. The Minister explained that the power was not a power to reorganise but an improvement power.

3.00 CONSIDERATIONS

Part 1 of the Measure

3.01 Part 1 of the Measure is entitled "Strengthening Local Democracy" and includes the following provisions:-

- A duty on each local authority to conduct a survey of councillors and unsuccessful candidates after each ordinary election, asking prescribed questions in any prescribed form and collating the information and providing the information to Welsh Ministers within 6 months of the election to which it relates. The survey to include questions on equal opportunities issues. There will be cost and workload implications of this for Flintshire. In response to consultation, Flintshire said it would be more cost effective if one national survey was carried out.
- Section 7 enables remote attendance by members at meetings provided technical facilities are in place and remote attendance is not prohibited by the Council's Standing Orders. Flintshire will need to consider amending its Rules of Procedure to either prohibit or regulate remote attendance at meetings. It is widely believed that the Assembly has underestimated the costs of making such technical provision for remote attendance.
- Section 5 requires authorities to make arrangements for annual reports from each member and for these arrangements to be publicised. In response to consultation the Council was against this requirement and believed it would not reflect each Member's effectiveness.
- Section 6 deals with the timing of council meetings and enables Welsh Ministers to give guidance about the times at which meetings of a local authority are held, which local authorities must have regard to. In response to consultation the Council was of the view that this should be left as a matter of local choice and saw no need for such guidance.
- Section 7 deals with the training and development of members. For the most part these provisions are already in place in Flintshire.
- Section 8 requires local authorities to designate one of their officers as the Head of Democratic Services to arrange for the discharge of the democratic services functions in Section 9. These cover providing support and advice to council and its various committees and to each member in carrying out their role of member. The Head of Democratic Services is also given power to make reports and recommendations concerning the number and grades, the appointment and the

management of Democratic Services staff. These provisions should have little effect in Flintshire and were welcomed at consultation stage.

- Section 10 enables Welsh Ministers to incorporate provisions relating to the management of Democratic Services staff in a council's Standing Orders. This should not have significant effect in Flintshire.
- Sections 11-19 relate to the functions of the Democratic Services Committee which all authorities will be required to have. The Committee will need to meet at least once a year and a maximum of one executive member can serve on the Democratic Services Committee. It is for the Committee to designate the Head of Democratic Services, to review the adequacy of provision by the authority of Democratic Services staff and to make reports and recommendations to the authority in relation to such provision. The Committee has power to require members and officers of the authority to attend before it to answer questions. In response to consultation the Council indicated that it did not believe there was a need for such a committee.

Part 2 of the Measure

- 3.02 Part 2 of the Measure deals with family absence for members of local authorities, giving them an entitlement to a period of absence for maternity, new born, adopters, new adoption and for parental responsibilities. It is believed these provisions will not have a major impact on the Authority. In response to consultation the Council indicated that it did not believe there was a need for such provisions as the role of Members is different to that of employees.

Part 3 of the Measure

- 3.03 Part 3 of the Measure concerns available governance arrangements. Section 33 provides for the abolition of the mayor and council manager executive model. This does not affect Flintshire. Section 34 replaces alternative arrangements with executive arrangements. This does not affect Flintshire.

Part 4 of the Measure

- 3.04 Part 4 of the Measure deals with changes to executive arrangements. Section 36 gives local authorities power to vary its executive arrangements to provide for a different form of executive once each electoral cycle. Sections 37-46 govern the procedure to be followed. In response to consultation the Council indicated it welcomed these proposals to simplify the procedures by which a local authority can change its executive model.

Part 5 of the Measure

- 3.05 Part 5 of the Measure concerns local authority functions and their discharge by committees and councillors. Section 54 concerns area committees and it

would not affect Flintshire. Section 55 enables an executive leader to arrange for a non executive member to exercise an executive function. In response to consultation the Council opposed this proposal as it believed it would lead to confusion and blurred responsibility for the exercise of executive functions.

Part 6 of the Measure

- 3.06 Part 6 of the Measure concerns overview and scrutiny. Section 57 enables regulations to be made concerning joint overview and scrutiny committees for two or more local authorities but excludes crime and disorder matters. In response to consultation the Council welcomed Section 57 but believed that crime and disorder matters should not be excluded.
- 3.07 Sections 58-60 concern scrutinising external bodies as designated by Welsh Ministers. In response to consultation this was welcomed and hoped that it would include scrutinising the National Health Service in Wales.
- 3.08 Section 65-74 require provisions in a council's standing orders governing the appointment of overview and scrutiny chairs with the intention that they are allocated to reflect political balance on the council. These provisions are extremely technical. In response to consultation the Council indicated that the percentage calculations in these provisions need to make allowance for those members who are not in any political group otherwise there would be practical difficulties in applying the sections. Flintshire's existing Overview and Scrutiny Chairs satisfy these requirements.
- 3.09 Section 75-79 deal with co-opted members of overview and scrutiny committees. Section 75 puts a limit on the number of co-optees on committees. Section 77 allows an authority to permit a co-opted member to vote at overview and scrutiny committee meetings. In response to consultation the Council noted that extending the voting rights of co-optees was to be left to local choice.
- 3.10 Section 81 prohibits whipped votes in overview and scrutiny and provides for the person chairing the meeting to determine whether a member of the committee has been given a prohibited party whip. In response to consultation the Council indicated that it believed the current guidance to be sufficient and that the proposal would lead to practical difficulties.
- 3.11 Section 82 enables Welsh Ministers to give local authorities guidance or directions about an authority's overview and scrutiny committee structure. Authorities must comply with directions and must have regard to guidance.
- 3.12 Sections 84-89 deal with Audit Committees. Section 84 requires authorities to appoint an audit committee to review and scrutinise the authority's financial affairs including its internal and external audit arrangements. Section 85 imposes requirements on the membership of the audit committee

including that at least one member should be a lay member and no more than one member should be a member of the executive and that the leader should not be a member of the audit committee. Section 88 enables Welsh Ministers to give guidance on the function and membership of audit committees which local authorities must have regard to. The provisions relating to audit committees are unlikely to have a significant effect in Flintshire.

Part 7 of the Measure

- 3.13 Part 7 relates to communities and community councils. It changes the ways in which community councils are established and dissolved and the way in which co-opted members are appointed and gives community councils powers to promote well-being. Of more relevance to the County Council are the changes in the arrangements for it keeping community areas under review (Sections 125-128) and the Model Charter Agreements between local authorities and community councils (Sections 133-136). At the consultation stage the proposals in Part 7 were broadly welcomed.

Part 8 of the Measure

- 3.14 Part 8 concerns payments and pensions to members. Section 144 continues the existence of the Independent Remuneration Panel for Wales. Sections 145-150 give the Panel extended powers including deciding the descriptions of members in respect of whom authorities will be required to pay a pension. Sections 153, 154 and 156 enable the Panel to impose on authorities requirements relating to administration, publicity and the provision of information to the Panel. These provisions are likely to increase the workload arising from the administration of members' allowances. In response to consultation the Council was of the view that with the exception of the amount of allowances Members should receive, the other aspects in Part 8 of the Measure should be left to the local choice of individual councils.

Part 9 of the Measure

- 3.15 Part 9 of the Measure concerns collaboration and amalgamation. Section 164 requires local authorities to have regard to any guidance issued by Welsh Ministers. In response to consultation the Council expressed concern that this was to be statutory guidance rather than ordinary guidance. Sections 164A-164J concern amalgamation of local authorities and were added at a later stage. They enable Welsh Ministers if they are satisfied it is necessary to achieve effective local government to make an amalgamation order for the constitution of a new local government area by amalgamating two or three local government areas. It is hoped this will not have any implications for Flintshire, at least in the short term.

4.00 RECOMMENDATIONS

- 4.01 It is recommended that Members note the provisions of the Measure and the implications for Flintshire.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Some of the provisions will have greater cost implications than indicated in the Assembly's explanatory memorandum.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None.

8.00 EQUALITIES IMPACT

- 8.01 NoneThe survey required by Section 1 is intended to identify equality issues in candidates for council elections.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Provisions in the Measure will increase workload on Democratic Serices in particular.

10.00 CONSULTATION REQUIRED

- 10.01 None.

11.00 CONSULTATION UNDERTAKEN

- 11.01 None.

12.00 APPENDICES

- 12.01 Appendix 1 - list of the contents of the proposed Measure as amended at stage 2 of the Assembly process.

Appendix 2 - Council's response as part of the consultation process

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

E-mail from WLGA of the 15 March, 2011
Minute 10 of the Constitution Committee meeting of the 23 September
2010

Contact Officer: Peter J Evans
Telephone: 01352 702344
E-Mail: peter_j_evans@flintshire.gov.uk

ACCOMPANYING DOCUMENTS

Explanatory Notes and an Explanatory Memorandum are printed separately.

Proposed Local Government (Wales) Measure

[AS AMENDED AT STAGE 2]

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- 139. Accreditation of quality in community government: applications
- 140. Accreditation of quality in community government: fees
- 141. Accreditation of quality in community government: removal of accreditation
- 142. Applications for accreditation of quality in community government: delegation of functions
- 143. Accreditation of quality in community government: consequences

PART 8

MEMBERS: PAYMENTS AND PENSIONS

The Independent Remuneration Panel for Wales

- 144. The Panel

Principal functions of the Panel

- 145. Functions relating to payments to members
- 146. Functions relating to members' pensions
- 147. Relevant authorities, members etc.

Reports by the Panel

- 148. Annual reports
- 149. First annual report
- 150. Subsequent annual reports
- 151. Consultation on draft reports
- 152. Directions to vary draft reports
- 153. Administrative requirements in reports
- 154. Publicity requirements in reports

- 155. Publicising reports

Payments by relevant authorities

- 156. Compliance with Panel's requirements
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Enforcement

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COLLABORATION AND AMALGAMATION

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COLLABORATION

- 164. Guidance about collaboration between Welsh improvement authorities

CHAPTER 2

AMALGAMATION

- 164A Power to make an amalgamation order
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PART 9A

GENERAL

- 165. Orders and regulations
- 166. Procedure applicable to certain orders under section 130

- 167. Guidance and directions
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Schedule 1 – Change from alternative to executive arrangements

Part 1 – General provisions

Part 2 – Other provisions applicable where referendum required

Part 3 – Miscellaneous

Schedule 2 – The Panel

Schedule 3 – Payments and pensions: minor and consequential amendments

Schedule 4 – Repeals and revocations

Peter J
Evans/CountySecretary/Flin
tshire/GB
Sent by: Lavinia M
Stockham/CountySecretary/
Flintshire/GB
29/09/2010 13:10

To legislationoffice@wales.gov.uk
cc
bcc
Fax to
Subject Consultation - Proposed Local Government Measure

I refer to the above and the consultation seeking views by the 1 October 2010. I attach the Council's response to the consultation questions, together with detailed observations on the proposed Measure. These views reflect reports on the proposed Measure that have been considered by the Council's Overview & Scrutiny Coordinating Committee, its Constitution Committee and its Member Development Working Group. It is hoped they are of assistance to Legislation Committee No. 3.

Peter Evans
Democracy & Governance Manager/Rheolwr Democratiaeth a Llywodraethu
Democratic Services/Gwasanethau Democrataidd
Flintshire County Council/Cyngor Sir y Fflint

Tel/Ffôn: (01352) 702304



Obs on Proposed Measure Sept 10.doc

Annex 1

1. Is there a need for a proposed Measure to deliver the stated objectives of strengthening the structures and working of local government in Wales at all levels and ensuring that local councils reach out to and engage with all sectors of the communities they serve?

As indicated in the attached detailed observations some of the provisions in the proposed Measure are welcomed whilst others are thought to be unnecessary.

2. How will the proposed Measure change what organisations do currently and what impact will any such changes have?

As Flintshire has well developed procedures relating to Overview & Scrutiny and has obtained the WLGA Member Charter, some of the proposals will have little effect. Some proposals will involve extra work and cost to no perceived benefit, such as those relating to the remote attendance at meetings and annual reports by Members.

3. Are the sections of the proposed Measure appropriate in terms of achieving the stated objectives?

Some are and some are not, see attached detailed observations.

In considering this question, the Committee is particularly interested to hear your views on the following:

- (i) **broaden and increase participation in local government** by permitting steps which will help remove barriers and disincentives to standing for election to local councils (*Parts 1 -2 of the proposed Measure*);

It is believed that the survey referred to in Sections 1 to 3 should not be confined to candidates for election and should be conducted on a national basis rather than by individual authorities.

- (ii) **enable the review and improvement of the governance structures** introduced through the Local Government Act 2000 so that they better suit the circumstances of local government in Wales (*Parts 3 -4*);

These are broadly welcomed.

- (iii) **enhance the role of non-executive** ("backbench") local authority councillors in the scrutiny of local services (*Parts 5 - 6*);

These are broadly welcomed with the exception of Section 55.

- (iv) **develop and strengthen the role of community councils** in Wales, including enabling them to deliver a wider range of services and actions locally as well as to increase the effectiveness of their representational role and their ability to work in partnership with other bodies (*Part 7*);

These are broadly welcomed.

- (v) **reform the system for setting allowances** for councillors (*Part 8*);

With the exception of setting the amounts of allowances it is believed that these matters should be left to the local choice of individual Councils.

- (vi) allow the Welsh Ministers to **issue statutory guidance on collaboration** between local authorities, and between them and other bodies (*Part 9*).

It is believed this should not be statutory guidance but ordinary guidance.

4. What are the potential barriers to implementing the provisions of the proposed Measure (if any) and does the proposed Measure take account of them?

Some of the provisions will have greater cost implications than is indicated in the explanatory memorandum. For example, in relation to remote attendance at meetings where the Council Chamber and other meeting rooms would have to have major adaptations to cater for this.

5. What are the financial implications of the proposed Measure for organisations, if any? In answering this question you may wish to consider Part 2 of the Explanatory Memorandum (the Regulatory Impact Assessment), which estimates the costs and benefits of implementation of the proposed Measure.

It is believed that the financial implications will be greater than those indicated in the explanatory memorandum.

6. Are there any other comments you wish to make about specific sections of the proposed Measure?

Please see attached detailed observations.

Observations on Proposed Local Government (Wales) Measure

Sections 1 to 3

It is believed that any survey should be wider than candidates and carried out on a national basis. Restrictions on equal opportunities will have already played a part before someone becomes a candidate for either a Principal or a Town and Community Council. It is believed it would be more cost effective if a national survey was carried out rather by each Local Authority.

Section 4

It is believed that the cost implications of having remote attendance at meetings would be far greater than those indicated in the explanatory memorandum. The Council also believes that inevitably there will be practical difficulties with such video conferencing/webcam equipment from time to time. The Council is of the view that any benefits do not warrant the costs involved in adapting the Council Chamber and other meeting rooms.

Section 5

The Council is against this requirement. Any such annual report by a Member would not reflect their effectiveness and it would be of little interest to the public. Members already issue newsletters to their residents on local issues of interest to those residents.

Section 6

The Council believes it should be a matter of local choice as to the timing of its meetings and sees no need for guidance on this.

Section 7

With the exception of annual performance appraisals, this is welcomed. It is believed that performance appraisals, whilst appropriate in an employee situation are not appropriate for elected Members.

Sections 8 and 9

These proposals are welcomed.

Sections 11 to 19

It is not believed there is a need for a Democratic Services Committee.

Part 2 Family Absence for Members of Local Authorities

It is not believed there is a need for such provisions as the role of Members is different to that of employees.

Part 4

The proposals to simplify the procedures by which a Local Authority is able to change its Executive model are welcomed.

Section 55

The Council is opposed to the proposals in Section 55 as it is believed these will lead to confusion and blur responsibility for the exercise of Executive functions.

Section 57

This was welcomed but crime and disorder matters should not be excluded from this.

Sections 58 to 60

These proposals are welcomed and it is hoped they will include scrutinising the National Health Service in Wales.

Section 61

This is welcomed.

Sections 65 to 74

It is believed that the percentage calculations in these sections need to make allowance for those Members who are not in any political group otherwise there will be practical difficulties in applying the sections.

Sections 75 to 79

The Council believes that if there is to be a limit on the number of coopted members the same limit should apply to both Committees and sub Committees. The Council is against extending the voting rights of cooptees but notes it would be left to local choice.

Section 81

It is believed the current guidance is sufficient and that this proposal would lead to practical difficulties.

Part 7

These proposals are broadly welcomed. Members did have a concern over Sections 127 and 128. It is however noted that the Boundary Commission would only exercise the functions of a principal Council if that Council agreed.

Part 8

With the exception of the amount of allowances Members should receive the Council believes that other aspects of Part 8 should be left to the local choice of individual Councils. The Council does however believe it to be invidious for Councillors to decide for themselves what allowances they should receive and believes that these should be set by some external body.

Part 9 - Section 164

There is a concern that this is to be statutory guidance rather than ordinary guidance.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **COMMUNITY STRATEGY AND LOCAL SERVICE BOARD -**
 MID YEAR REVIEW

1.00 PURPOSE OF REPORT

1.01 To seek endorsement of the ongoing work of the Flintshire Local Service Board (LSB).

2.00 BACKGROUND

2.01 The LSB under its Terms of Reference has five principal roles:

- a. Effective and trusting partnership relationships as a set of local leaders.
- b. Discharging the responsibilities of an LSB - this includes producing a meaningful and fit for purpose Community Strategy.
- c. Consistent and effective governance and performance of strategic partnerships, e.g., Children and Young People's Partnership, Community Safety Partnership, Health, Social Care and Well Being Partnership, Housing Partnership, Local Safeguarding Children Board, Regeneration Partnership and Youth Justice Service.
- d. Identifying common issues as public bodies/employers.
- e. Promoting collaboration in the design and provision of local public services and to make best economic use of local partner's resources, such as people, money, assets and technology.

2.02 The statutory requirement for the development of a Community Strategy on a partnership basis for the whole County of Flintshire was described to Members in the report presented to and endorsed by Executive on 17th February 2009. Subsequently, the Community Strategy was formally adopted by Flintshire County Council on 30th June 2010.

2.03 The Community Strategy Work Plan is based around the issues, challenges and risks identified by the 'County Vision' by Flintshire in Partnership. The Flintshire Local Service Board (LSB) have identified carbon reduction and the impact of poverty and its associated disadvantage within the County as key issues to be tackled collectively.

2.04 In addition, further work on developing a Strategic Partnership Governance Framework to provide a consistent approach to Strategic Partnership Governance has been undertaken.

Date: 11/05/2011

3.00 **CONSIDERATIONS**

Carbon Reduction and Adaptation

- 3.01 The last update on this project was provided to the Executive on 16th November 2010.
- 3.02 The annual target for the LSB is a minimum of a 3% reduction in carbon emissions. Reducing carbon emissions from non-domestic buildings was selected as the first area to be monitored due to it being a common interest across all partners; helping to ensure all partners could contribute. Having been successfully introduced it is now hoped that partners will participate in further work to tackle carbon reduction within the areas of transport, procurement and waste.
- 3.03 The figures below show the total carbon dioxide emissions from non-domestic buildings from LSB Partner Organisations

2007/08	22,380,407 kg of carbon dioxide	BASELINE YEAR
2008/09	23,800,429 kg of carbon dioxide	Increase of 6.3%
2009/10	23,034,562 kg of carbon dioxide	Reduction of 3.2%
2010/11 (Target)	22,507,260 kg of carbon dioxide	Target Reduction of 3%

- 3.04 Partners have provided raw energy consumption data. Carbon Trust conversion factors for 2009 have been used on all emission data to provide a consistent and comparable set of data for all partners. The following table shows annual carbon emissions (i.e., kilograms of carbon dioxide) from non-domestic buildings per partner.

Partner	2007/08	2008/09	2009/10	2010/11 (Target)
BCUHB	1,524,796	2,032,543	1,787,304	1,733,684
Deeside College	1,947,042	1,929,204	1,884,892	1,828,345
NW Police	512,900	544,193	578,577	567,005
NW Fire & Rescue	184,058	186,916	173,402	168,199
Flintshire Local Voluntary Council	-	-	35,000*	33,950
Flintshire County Council	18,211,611	19,107,573	18,575,387	18,176,077
LSB TOTAL	22,380,407	23,800,429	23,034,562	22,507,260

*The figure for FLVC is a figure estimated by the Carbon Trust. Work is underway with the Voluntary Council to establish actual figures.

- 3.05 Since the inception of the project partners have stabilised their emissions and are also demonstrating reductions. North Wales Police have shown an increase in their emissions due to an increased number of buildings included. However, energy reduction measures have been completed on the two major sites in Flintshire in 2009/10 which will lead to a reduction in emissions. The table below shows the percentage change in carbon emissions from non-domestic buildings for each partner.

Partner	2007/08	2008/09	2009/10
BCUHB	-	+ 33.2%	- 12.1%
Deeside College	-	- 0.9%	- 2.3%
NW Police	-	+ 6.1%	+ 6.3%
NW Fire & Rescue	-	+ 1.5%	- 7.2%
Flintshire County Council	-	+ 4.9%	- 2.8%
LSB TOTAL	-	+ 6.3%	- 3.2%*

* This figure is based on raw energy consumption data.

- 3.06 At the LSB in April, it was agreed that areas where there are further opportunities for carbon reduction would be considered. This will include transport, procurement and waste. These will be considered alongside requirements in line with legislation, regulation and compliance.
- 3.07 In addition to reducing carbon, work is underway to integrate the Changing Climate: Changing Places project with this work area. The LSB partners have started to identify a number of shared issues that require action and these risks have galvanised the partners further and added a wider perspective to the project.
- 3.08 A mapping system is being developed comprising different mapping layers of information e.g. overlays of landfill sites, flood plains, conservation areas, asset management detail etc.
- 3.09 A Forum for Risk and Business Managers is to be formed to identify and resolve the gaps that exist in the business and risk systems. This Forum will start to address the 'how do we' build in longer term planning into the cycle of business and risk management, and into the strategy timetable.
- Maximising Opportunity - Preventing and Reducing Poverty and Disadvantage in Flintshire**
- 3.10 The last update on this project was provided to the Executive on 16th November 2010. The main focus of the project includes work on 'Maximising Income' and Information Management.

3.10 Maximising Income: Benefits and debt advice, affordable credit and financial literacy - This aim of this work is:

- a. To identify current benefits and debt advice services in the County provided by the local authority and the voluntary sector; the local and national factors that are and / or will impact on demand for these services, and; opportunities for efficiencies in advice provision.
- b. Understanding the role of Credit Unions in Flintshire and how this could be further developed.
- c. Working with Communities First to develop and / or learn from existing schemes that aim to encourage affordable credit and improve financial literacy.

3.11 The key drivers of this project include the need to:

- Map the provision of existing benefits advice provision in Flintshire and identify opportunities for efficiencies in advice provision amongst the voluntary sector and its Partners (including the local authority).
- Develop a more strategic, coordinated and collaborative approach to planning and delivery of advice services.
- Respond and adapt to changes in legislation and funding.
- Complement other service development opportunities, for example, Flintshire Connects 'One Stop Shops', Voluntary Sector Efficiencies including Voluntary Sector Funding Principles, Families First including supporting Child Poverty Strategy for Wales, etc.

3.12 The Flintshire Advice Management Board (FAMB) has been established to work on this aspect of the project. The Team includes the Chief Executive of Flintshire Citizens Advice Bureau (FCAB), and lead officers from Shelter Cymru, FCC Benefits Team, Income Maximisation Unit, Housing Options Team and Financial Assessment & Charging Team, Money Advice Officer from Wales and West Housing Trust and the North Wales Financial Inclusion Champion. Key tasks include developing the following:

- Advice Strategy for Flintshire
- Benefit and Debt Advice Mapping and Service Costing
- Universal Referral Arrangements including home visits
- Links with Credit Unions
- Fair Debt Policy
- Benefit Mapping Network Work Programme
- Identifying opportunities for other Joint Working Initiatives

3.13 Information Management - The aim of this work is to address issues relating to sharing of information and communication protocols to reduce inefficiencies in service delivery and assist with effective planning.

In the Community Strategy 2009 to 2019, partners made the commitment to 'ensure that people from different backgrounds have similar life opportunities and know their rights and responsibilities'. It was acknowledged that there would be a need to map our communities to understand:

- The people who make up our communities;
- Where they live;
- What their needs are;
- What their perceptions are about their local community;
- How these communities are changing;
- What issues and activities may be impacting, both negatively and positively, on their community life, and;
- How communities engage and communicate with each other and identify areas of concern and opportunity.

This in turn will support public service providers, voluntary and community groups in Flintshire to prioritise their services in line with local needs.

- 3.14 Flintshire County Council has purchased and supported the development of Infobase. InfobaseFlintshire is a new bilingual web based information system. It is hosted by the Local Government Data Unit (LGDU) and provides Flintshire specific information at Flintshire, Ward and Lower Super Output Area (LSOA) level and can be accessed via:
<http://flintshire.infobasecymru.net/launch/>
- 3.15 The data within InfobaseFlintshire uses the themes of the Flintshire Profile: Demography; Economy and Employment; Health Related Behaviours and Well Being; Morbidity, Mortality and Health Service Provision; Community Safety; Transport and Access; Social Care and Housing; Learning; Environment and; Leisure, Culture, Tourism and Recreation.
- 3.16 Data contained within InfobaseFlintshire will be regularly updated and will:
- Provide access to relevant data sets/indicators for Flintshire County Council, its Partners and to the general public.
 - Promote consistent use of data across the local Authority and its Partners.
 - Avoid duplication of resource and effort, for example, in data management.
 - Enable efficient and effective information sharing amongst the local Authority and its Partners.
 - Facilitate an increased understanding of local circumstances and local need.
- 3.17 The above work is also linked to the Carbon Reduction and Adaptation Project including affordable warmth and fuel poverty to the impact of climate change and the potential social and economic impact on employment, housing and the cost of living.

North Wales Partnership Review

- 3.18 On 15th March 2011, the Executive endorsed the proposals and timescale for implementation of the outcomes of the North Wales Partnership Review as outlined in a report entitled ' North Wales Partnership Review'.
- 3.19 The changes that are now being implemented as a result of this review include:
- a. The introduction of a Regional Leadership Board (RLB). The Board, by consensus, was formed in January 2011 and its role includes:
 - i. Building on the good examples of leadership and collaboration at a regional level, by providing a more public service area based approach, professional and political leadership, as well as support and vision for working in partnership.
 - ii. Ensuring that links with the national Efficiency and Innovation Programme work streams will be maintained but with a whole public service approach to championing the Programme and ensuring engagement at the highest level.
 - iii. Seeking to coordinate and lead the process of negotiating rationalisation of partnerships and monitor progress in implementing the partnership review recommendations.
 - b. Development of a regional North Wales Safer Communities Board by April 2012. This Board will take responsibility for governance, regional commissioning and formal accountability and oversight of operational delivery arrangements of Community Safety Partnerships, Youth Justice Services and aspects of the Criminal Justice Board on a regional level.

It is envisaged that the Regional Safer Communities Board will be supported by sub-regional groups, as defined by local needs. These groups will be more operational and will require service integration at a sub-regional level to ensure consistency in delivery across the region. At this level it is proposed that the following county areas work in couplets, with a view to the formal merger of their Community Safety Partnerships:

- Anglesey/ Gwynedd
- Conwy/ Denbighshire
- Flintshire/ Wrexham

Sub-regional differences will be recognised and respected by the Board. There will be scope to facilitate different ways of working within a sub-regional context, to reflect the diversity and needs of the region. However, the remit and scope of the sub-regional groups will be agreed by the regional Board to ensure consistency and commonality, in terms of performance and monitoring.

The Board will provide a regional framework that can strengthen regional leadership and partnership working whilst at the same time consolidates local structures, maximises regional working, reduces bureaucracy and improves focus. This will provide a sound foundation for the further development of governance arrangements with WAG and other regulatory bodies.

The ultimate goal is to facilitate the regional merger of the other 'strategic' partnerships. The development of this Board will enable the testing and evaluating of a regional approach for Community Safety, Youth Justice and Criminal Justice partnership working, that could be applied to other areas of work.

c. Sub-regional consolidation of Local Service Boards, Children and Young People's Partnerships (CYPP's), Health, Social Care and Well-being Partnerships (HSCWBP's) and Local Safeguarding Children Board's (LSCB's) with linked delivery roles for Community Safety Partnerships (CSP's). The timetable for sub-regional consolidation of these bodies will be developed by April 2011 with implementation to be agreed at a sub-regional level, with consideration given around local determination and choice.

- Flintshire and Wrexham CSP held their first initial meeting in March 2011.
- Flintshire and Wrexham LSCB held their first merged joint meeting in April 2011.

- 3.20 In addition, the Council is seeking to ensure that the governance and performance accountability of these changed arrangements are robust and meet the requirements of external regulators and internal Overview and Scrutiny and Audit. The governance framework developed and implemented by the Flintshire Local Service Board and used by our strategic partnerships is a good practice model which is being promoting at regional and sub regional levels.
- 3.21 Consultation with regulators is also being undertaken over proposals for the new ways of working for Safer Communities as outlined above.
- 3.22 Phase 2 of the review provides the potential to move to regional Boards to encompass the governance, regional commissioning and formal accountability and oversight of operational delivery arrangements of HSCWB and CYPP's.
- 3.23 Potential efficiencies that complement this review have 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.

4.00 RECOMMENDATIONS

4.01 That the Executive support and endorse the ongoing work of the Local Service Board as outlined in this report.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no financial implications directly associated with this report.

6.00 ANTI POVERTY IMPACT

6.01 There are no anti poverty implications directly associated with this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no environmental implications directly associated with this report.

8.00 EQUALITIES IMPACT

8.01 There are no equalities implications directly associated with this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no personnel implications directly associated with this report.

10.00 CONSULTATION REQUIRED

10.01 There is no requirement for consultation to be undertaken in relation to this report.

11.00 CONSULTATION UNDERTAKEN

11.01 There was no requirement for consultation to be undertaken in relation to this report.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None.

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **HEAD OF ICT AND CUSTOMER SERVICES**
SUBJECT : **STRATEGIC PROCUREMENT OVERVIEW - NATIONAL,
REGIONAL AND LOCAL DEVELOPMENTS**

1.00 PURPOSE OF REPORT

- 1.01 To update Executive members on the work being undertaken nationally, regionally and locally to improve Procurement practices, develop professional capacity and deliver efficiency savings.
- 1.02 To gain support from the Executive for the recommendations of the National Procurement and Commissioning Taskforce.

2.00 BACKGROUND

- 2.01 As a Council we recognise that our procurement expenditure is significant. We spend circa £140 million annually across our capital and revenue budgets, which involves the acquisition of supplies, services and works from suppliers and contractors.
- 2.02 Getting procurement right is important for us. Its not just about buying goods and services, its about improving the delivery and cost effectiveness of our services to the public. The national, regional and local work highlighted within this report will all contribute to more effective and innovative procurement which in turn will improve service delivery. It will also help the Council to realise the required efficiency savings, whilst at the same time delivering social, environmental and economic benefits.

3.00 CONSIDERATIONS

- 3.01 **National Procurement Activities**
As part of the Welsh Assembly Government's Efficiency and Innovation (EIB) Programme a Procurement and Commissioning Taskforce was established to identify a national programme of improvements to public sector procurement within Wales.
- 3.02 The taskforce chaired by Mohammed Mehmet, Chief Executive of Denbighshire County Council has developed a vision for the future of public sector procurement in Wales:

"To transform public procurement in Wales to world class collaboration, leading changes which improve public services and drive economic renewal"

Date: 11/05/2011

3.03 To deliver on this ambitious vision the taskforce also produced a detailed report with 23 key recommendations under four main themes:-

- Governance
- Policy, Process and Technology
- National Procurement Service
- Category Management

The full recommendations are outlined in Appendix 1 of the report.

3.04 The implementation of the report's recommendations will have implications for local procurement practices and require the council to demonstrate a high level of commitment.

3.04.1 The Chief Executive and Leader will be expected to mandate within the Council the recommendations arising from the national review. Monitoring of progress will be undertaken by the Wales Audit Office (WAO) and the Welsh local Government Association (WLGA) who shall report to the National Procurement Board and Efficiency and Innovation Board respectively.

3.04.2 The Chief Executive and Leader will be expected to champion appropriate use of national procurement specifications. The use of standard specifications could mean that the autonomy to develop local specifications is removed in the interests of common national specifications, which should deliver greater efficiency savings through economies of scale. For this recommendation to be implemented service managers locally would be required to move away from historical arrangements and specifications. This is already happening to a certain extent on a regional basis via the North Wales Procurement Partnership (NWPP).

3.04.3 The Chief Executive and Leader will also be expected to champion the appropriate use of collaborative arrangements. This is already happening both on a national level via Value Wales and regionally via NWPP. The implementation of the Purchase to Pay (P2P) system recently procured in partnership with Wrexham County Council, will ensure that collaborative arrangements are made more visible across the council, and help us identify and address off contract spend where it occurs.

3.04.4 There will be a requirement for us to invest in additional staff resources in order for us to develop greater procurement capacity and capability, if we are to deliver the national vision and implement the recommendations from the taskforce. Any proposals will need to take account of the work being undertaken within Flintshire Futures, which will include recommendations for a new corporate

procurement structure based on the outcome of various strands of work including a review of processes and practices as part of the Lean programme, the P2P implementation plan, an externally commissioned analysis of spend and the outcome of the regional shared services project.

- 3.04.5 Generally the use of e-procurement systems will be mandated. Implementation of the xchangewales e-trading hub and P2P are already in progress. This will allow the council to be in a position to buy directly from national and regional collaborative contracts and to process orders and invoices electronically within 2 years as set out in the recommendations.
- 3.04.6 There will be a requirement to standardise the procurement documentation and processes used. For example work is underway on a common set of national Contract Procedure Rules (CPR's). The Council's Acting Head of Procurement is actively involved in influencing this development.
- 3.04.7 There will be a mandate to adopt a single approach to supplier pre-qualification through the national Supplier Qualification and Information Database (SQulD). This may have an impact on current arrangements whereby we operate a stand alone supplier pre-qualification systems, which is predominantly used for construction approved supplier lists. The introduction of SQulD will undoubtedly mean that we will need to change existing arrangements.
- 3.04.8 A "Community Benefits" approach will need to be adopted for all major contracts above £2m. The Corporate Procurement Unit is already in discussions to deliver this approach for the new school build in Shotton. However the delivery of social and economic benefits is not consistently mainstreamed within contracts which will need to be the case in the future.
- 3.04.9 A primary recommendation in terms of efficiency savings is the proposal to create a National Procurement Shared Service for common and repetitive spend, estimated to be 30% of our current total procurement spend. Potentially this will mean changes to future procurement structures locally and regionally, and transfer of staff may need to take place. In addition on an operational basis it could mean that local contracts could be at risk in designated spend areas to enable efficiency gains in terms of national contracts. Consideration needs to be given on how we work with local suppliers in introducing any changes.

3.05 Regional Procurement Activities

As well as the work being undertaken at an all Wales public sector level there is considerable activity underway regionally across North Wales particularly the 6 Councils.

3.06 Flintshire is a member of the North Wales Procurement Partnership which has been established to gain economies of scale and efficiency savings in letting framework agreements across the 6 North Wales Councils. Up until December 2010 involvement in the partnership has delivered £432,000 of cash releasing savings with a further £150,000 of non-cashable savings through cost avoidance measures for Flintshire. The work programme for the NWPP is defined by its members and includes frameworks for various categories of spend including construction, social care and transport.

3.07 As part of a wider programme of work being led by the regional Support Services Collaborative Procurement Board, consultants have been recently appointed to develop a detailed business case for the implementation of a regional procurement shared service model.

3.08 The consultants will be producing their report by the end of July, 2011 and the conclusions will need to be consistent with the recommendations in the national "Buying Smarter in Tougher Times " report outline in 3.04 above.

3.09 The creation of a regional support shared services model would almost certainly require the realignment of roles and responsibilities of existing staff across North Wales, so will impact the outcome of the local service review and future structure.

3.10 Local Procurement Activities and Priorities

Procurement is one of the major change projects within the Flintshire Futures programme.

Responsibility for the local Corporate Procurement Unit (CPU) has recently changed and now sits with the Head of ICT & Customer Services. Arrangements have been put in place with Denbighshire County Council to provide management support for the unit. The Head of Strategic Procurement at Denbighshire is now working at Flintshire for one day per week, these arrangements are working well and opportunities for closer collaboration and sharing of resources are being explored. The current arrangements have been in place for about 8 months and already there has been a great deal of proactive work in taking forward improvements and addressing historical issues.

3.11 For some time the unit has operated with little focus or direction. This has been mainly due to lack of continuity with interim management, secondments and acting up arrangements being in place for some time. It is fair to say that the CPU has done its best to maintain consistency, to ensure compliance and drive improvements. However its efforts have been somewhat thwarted

by inconsistent historic approaches to procurement across the Council. Some of the issues faced have been:-

- Service based staff are adopting disparate approaches to procurement across the Council.
- The knowledge skills and experience of officers with procurement responsibilities varies greatly across the Council.
- Significant officer time and effort is spent resolving procurement related problems arising out of uninformed decisions or actions taken in good faith by inexperienced staff. As a result, robust contractual and commercial considerations are not being consistently applied.
- Adherence to our Corporate Procurement Strategy is fragmented, resulting in some procurement projects being in conflict with the strategy.
- Corporate Procurement arrangements are not always being complied with; hence there are examples whereby potential savings from a corporate approach are being lost.
- Not all spend is influenced by the Corporate Procurement Unit, resulting in a limited corporate view of procurement activity.
- There are a number of officers with devolved procurement responsibilities who have a lack of understanding of the European Procurement Regulations; this in turn may increase the Council's exposure to financial and reputational risk, resulting from legal challenges from aggrieved contractors and suppliers in respect of non-compliance with procurement procedures.
- The planning of procurement projects is generally poor, resulting in various procurement options not always being thoroughly considered and documented.
- Contract management and supplier relationship management is not formally adopted and documented on a consistent basis, usually due to resource capacity issues.
- There are no formal demand management procedures in place which could challenge the need to buy in the first place as well as restricting the items that are bought.

3.12 A comprehensive programme of work has been developed to address these issues and also to take account of the national taskforce recommendations and regional developments. Alongside this work on an operational level the

CPU is currently engaged in 17 individual procurement projects, providing support and advice to service managers. The number of projects the CPU is asked to get involved in by services is testament to the excellent work of the unit and added value it brings in delivering projects.

- 3.13 The Council has recently established an internal capacity to carry out Lean reviews of services and processes. Following intensive training groups of staff from across the organisation undertake reviews of existing processes and practices to drive out waste, streamline activities, make improvements and efficiency gains. One area where a lean review has been undertaken is Procurement. The review confirmed many of the issues identified above and has recommended a series of actions to improve consistency, compliance and procurement processes across the Councils.
- 3.14 As previously referred to above a contract has recently been signed for a P2P system in a collaborative procurement exercise with Wrexham. Both councils have chosen the same supplier and Denbighshire are also a current user of the system. This offers us major opportunities in terms of collaboration on support, implementation and training and provides us with a potential platform for further operational collaboration in the future. The system will address many of the historical procurement issues referred to above alongside many of the recommendations made within the recent lean review. It will ensure compliance with corporate contracts, improve management information and automate and standardise procurement processes.
- 3.15 Work is in progress to develop a corporate contract register, which will provide a comprehensive view of contracts in place across the Council. This in turn will allow improved planning of procurement projects and highlight opportunities for collaboration.
- 3.16 With a total spend of £140m procurement is obviously seen as an area which potentially offers major savings. In order to track delivery of procurement efficiency savings and realise the savings a more robust savings recording methodology has been implemented.
- 3.17 A comprehensive analysis of the £140m procurement spend has been undertaken. This has identified a range of procurement savings opportunities, collaborative opportunities as well as non-compliance in the use of corporate contracts which are being addressed.
- 3.18 In order to consider options for sub-regional collaboration work has been commissioned jointly with Wrexham to identify further options for collaborative procurement efficiencies. As part of this work an analysis was done of the top 500 suppliers within each Council, 50% were common for both Councils.

- 3.19 In summary there is a huge amount of work being undertaken around procurement on a national, regional and local level. Within Flintshire we are trying to ensure that whatever we do at a local level complements national and regional initiatives so we can maximise improvements and efficiency savings that are potentially available to us.

4.00 RECOMMENDATIONS

- 4.01 For Executive to note and support the work being undertaken at a local, regional and national level to radically improve procurement and deliver efficiency savings.
- 4.02 For Executive to endorse the recommendations of the National Procurement and Efficiency Taskforce detailed in this report and at Appendix 1.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are potentially major savings to be made from improving procurement both locally and across the public sector as a whole. These savings will need to be considered in developing our medium term financial plan alongside any investments required in terms of capacity and supporting ICT systems.

6.00 ANTI POVERTY IMPACT

- 6.01 None specifically within this report. However as a major procurer of goods and services the Council will ensure that local suppliers are made aware of opportunities valuable to them on a local, regional and national level.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None specifically in this report. However environmental and sustainability considerations are integral to our procurement activities.

8.00 EQUALITIES IMPACT

- 8.01 None specifically in this report. However all major procurements undertaken include equality impact assessments.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None specifically in this report. However collaborative projects will need to take account of the impact on local staff.

10.00 CONSULTATION REQUIRED

- 10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

12.01 Buying Smarter in Tougher Times - recommendations of the EIB Procurement Taskforce.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

National Procurement Taskforce Report

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Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Buying Smarter in Tougher Times

Conclusions and Recommendations
of the EIB Procurement Taskforce

February 2011

Gwasanaeth Cyhoeddus Cymru
Public Service Wales

Ymateb i Her Newid
Meeting the
Challenge of Change

Buying Smarter in Tougher Times



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Recommendations

- Governance
- Policy, Process and technology
- National Procurement Service
- Category Management

Gwasanaeth Cyhoeddus Cymru
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Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Recommendations – Policy, Process & Technology

5. The Assembly Government should produce a **standard format for common procurement key performance indicators**, drawing on best practice by July 2011. Public Sector leaders thereafter should review their performance on at least an annual basis, starting from March 2012.
6. Public sector leaders should invest in **developing the capability of the procurement profession** to support the future vision of Procurement across the Public Sector. The ‘Home-grown Talent’ project should support this activity.
7. To improve management information across sectors, it is recommended that there is a move to a **standard chart of accounts and standard coding structure** with an all Wales reporting capability. It is recommended that the WLGA take this forward with the Welsh Treasurers’ Society.

Buying Smarter in Tougher Times



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Recommendations – Policy, Process & Technology

8. Organisations should buy directly from collaborative contracts, via the **xchangewales e-trading hub**.
9. Building on the *Breaking down Barriers project*, it is recommended that;
 - (a) LAs and NHS move to **standard contract documentation** and;
 - (b) LAs and NHS should have common **standing orders and financial instructions within** each sector.
10. Within two years, the **flow of information should be transmitted electronically** into back office systems, this includes invoices, order and tenders.
11. The work on the single approach to pre-qualification through the Supplier Qualification and Information Database (SQuID) when completed should be **mandated**.



Recommendations – Policy, Process & Technology

12. Supplier development activity made available by DE&T and other relevant Assembly Government departments should **target resources to provide tailored training and support to the Welsh supply** base to reflect and support the resulting public sector procurement workplan.
13. The Assembly Government should require all major contracts and grant funded procurements to deliver a social return on the investment through the adoption of a **“Community Benefits”** approach.
14. The Assembly Government should provide a central mechanism to **collate best procurement practice** and provide organisations with a menu of tried and tested options to deliver local efficiencies and improve outcomes.
15. The Assembly Government should review its **processes for issuing grants & capital funding** to ensure planned procurement can be undertaken to secure greater value for money.

Buying Smarter in Tougher Times



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Recommendations – Governance

1. Leaders and CEOs should **mandate recommendations** arising from this review, and in particular **champion** the appropriate use of **standard specifications** and **collaborative arrangements**.
2. It is recommended that the **Procurement Board remains**, but recognises and works with current governance arrangements within sectors to champion implementation of the recommendations.
3. Effective arrangements should be put in place to **monitor performance** and **report progress** on the implementation of the recommendations. It is therefore recommended that WLGA (LAs) and NHS National Delivery Group report progress on a regular basis to the Procurement Board.
4. The Local Authority sector must have reviewed their **decision making process** and by October 2011 have set up governance arrangements so that decisions can be made on behalf of the entire sector.

Buying Smarter in Tougher Times



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Recommendations - National Procurement Service

16. To achieve efficiencies, the public sector needs to identify common and repetitive spend and then **buy as one through a shared service**.
17. As an indicator between 20-30% of public sector expenditure should be through a shared service. (The areas of spend that should be considered first are Professional Services, ICT, Transport, Building & Engineering Materials, Provisions, Waste, Office Consumables, Street Lighting, Protective Clothing, Cleaning. Further opportunities to be explored include Social and Continuing Care.)
18. The **tendering, catalogue and contract management for common and repetitive spend** needs to be **delegated to one shared service** for Wales and all organisations should commit to using these contracts.
19. In the meantime, where **existing collaborative contracts** are in place, they should be **adopted by all**, unless a formal exemption is agreed with the contract owner.
20. Establishing a shared service will mean that changes to existing structures will be required and movement of staff may take place.

Buying Smarter in Tougher Times



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Recommendations - Category Management

21. A **cost reduction programme** should be initiated with the top 50 suppliers by contract value to Wales.
22. There should be a planned development of **Category procurement expertise** for high spend areas which organisations can call upon for advice. Value Wales should develop options for how this approach to support Category Management could be delivered in Wales.
23. Finally, it is recommended that the **WAO** formally review progress of the implementation of the recommendations and report to the EIB Programme in September 2012.

Gwasanaeth Cyhoeddus Cymru
Public Service Wales

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Meeting the
Challenge of Change

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **REVENUE BUDGET MONITORING 2010/11 (MONTH 11)**

1.00 PURPOSE OF REPORT

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

1.02 INDEX OF CONTENTS

Section 2	Executive Summary
Paragraph 3.01	Council Fund Summary Table
Paragraph 3.08-3.17	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 10
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 11 which is :

- Council Fund - Net underspend of £0.037m (Overspend of £0.389m at Month 10)
- Housing Revenue Account - Net underspend of £0.311m (Underspend of £0.055m at Month 10)

Date: 11/05/2011

3.00 CONSIDERATIONS

COUNCIL FUND

3.01 The table below shows a projected in-year underspend of £0.037m.

TOTAL EXPENDITURE AND INCOME			In-Year Over / (Under) Spend		Non Ring-Fenced		Ring-fenced	
	Original Budget	Revised Budget	Month 10	Month 11	Month 10	Month 11	Month 10	Month 11
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	54.996	54.532	0.285	(0.047)	0.255	(0.023)	0.030	(0.024)
Environment	33.527	33.152	0.043	(0.011)	0.043	(0.011)	-	-
Lifelong Learning	109.598	109.155	1.923	1.880	1.084	1.064	0.839	0.816
Corporate Services	17.872	17.532	(0.172)	(0.184)	(0.172)	(0.184)		
Total Directorates	215.993	214.371	2.079	1.638	1.210	0.846	0.869	0.792
Central and Corporate Finance	25.897	27.519	(1.690)	(1.675)	(1.690)	(1.657)		
Total	241.890	241.890	0.389	(0.037)	(0.480)	(0.829)	0.869	0.792

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 underspend of £0.037m represents a decrease in the projected outturn of £0.426m on the position at month 10. Details of this change are detailed in Appendix 1. The net underspend of £0.037m comprises £1.638m on services (of which £1.256m relates to out of county placements and £0.382m on other services) offset by a contribution of £1.675m from Central and Corporate Finance.

3.05 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.

- 3.06 The Out of County Placement budget projected overspend (ring-fenced) of £1.256m forms a large part of Community Services and Lifelong Learning's total overspend (£0.440m and £0.816m 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.
- 3.07 Various requests to carry forward funding have been received and these are detailed below in sections 3.08 to 3.17.

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.08 Permission is sought to carry forward £0.030m from within the Corporate Property Maintenance budget for use as mitigation against reducing income levels in 2011/12 based on a reducing capital programme

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.09 The Council was required to develop and adopt an overall parking policy for Flintshire in conjunction with the Welsh Assembly Government (WAG) for the introduction of Civil Parking Enforcement (CPE), formerly Decriminalised Parking Enforcement (DPE). The preparation of a business case for the adoption of CPE commenced in 2010/11 and a revised programme for the introduction of CPE in Flintshire has now been established. Permission is sought to carry forward £0.161m in order to fund this work. The funding proposals are in line with the report submitted to Executive on 9th March 2010.

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.10 Permission is sought to carry forward £0.050m from the Transportation budget in order to help fund the maintenance and service of the buses and bus stops in 2011/12.

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.11 An amount of £0.035m has been allocated to help fund the asset survey work that was recommended by the Highways Asset Management Plan. Some of this work was not able to be completed in 2010/11, therefore permission is sought to carry forward £0.035m in order to fund the delayed expenditure.

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.12 The finalisation of the Unitary Development Plan (UDP) and all the associated publication and printing costs has been delayed. In addition, the subsequent engaging of consultants for developing the evidence base for the implementation of the Local Development Plan (LDP) will not be undertaken

in the current financial year. Therefore, it is requested that an amount of £0.250m be carried forward into 2010/11 to undertake the above.

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.13 Permission is sought to carry forward an amount of £0.010m in order to help fund the implementation of Empty Dwellings Management Orders. These orders will be invoked on properties within the County whereby the Council will take over the management of the property. It will involve improving a property to a standard so that it can be let out and the rental income used to pay back what the Council has outlaid (over a period of 7 years). This is not a quick process because it is a new legislative tool which will involve serving an Interim Management Order and a Final Management Order both of which may be the subject of an appeal to a Residential Property Tribunal.

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.14 Permission is sought to carry forward an amount of £0.025m in order to provide for anticipated costs of prosecution on Public Protection enforcement issues such as Trading Standards, Food Safety, Licensing and Dog Fouling.

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.15 Permission is sought to carry forward an amount of £0.012m in order to mitigate against reduced WAG funding levels in 2011/12 to maintain existing service standards.

REQUEST FOR CARRY FORWARD - ENVIRONMENT

- 3.16 An amount of £0.050m will be required in 2011/12 to maintain a Project Manager to complete the Street Scene Review. An amount of £0.025m remains from an allocation from the contingency reserve. It is requested that an amount of £0.025m is carried forward into 2011/12 to be met from vacancy savings within Management, Support and Performance.

REQUEST FOR CARRY FORWARD - LIFELONG LEARNING

- 3.17 An amount of £0.035m was included in the 2010/11 budget in order to fund extra capacity to help deliver school modernisation. Although this has not been required in 2010/11 it is anticipated that the school modernisation project will require extra capacity in 2011/12. Permission is therefore sought to carry forward the funding into 2011/12.

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 £1.045m. This is £0.754m more than the £0.291m anticipated when the 2011/12 budget was set.

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 £0.311m is that there would be balances in hand at the end of the year of £1.369m which at 5.7% of budgeted expenditure is greater than the minimum level of 3% recommended by the Head of Finance. The projected year end balance is £0.118m greater 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 3.08 to 3.17).

- c) Note the estimated Council Fund Contingency Sum as at 31st March 2011. (Section 5).
- d) Note the projected final level of balances on the Housing Revenue Account. (para 6.04)

8.00 FINANCIAL IMPLICATIONS

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

9.00 ANTI-POVERTY/ENVIRONMENTAL IMPACT

9.01 None.

10.00 PERSONNEL IMPLICATIONS

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Council Fund - Movement in Variances from Month 10 - 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 11 Monitoring Papers

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

**Budget Monitoring (Month 11)
Summary of Movement from Month 10**

	£M	£M
Month 10		
Out of County Ringfenced Budget	1.333	
Service Directorates	0.746	
Central and Corporate Finance	(1.690)	
Variance as per Executive Report		0.389
Month 11		
Out of County Ringfenced Budget	1.256	
Service Directorates	0.382	
Central and Corporate Finance	(1.675)	
Variance as per Directorate Returns		(0.037)
Change Requiring Explanation		(0.426)
<u>Community Services</u>		
<ul style="list-style-type: none"> • Domiciliary Support (Services for Older People) - reduction in direct care costs due to an increase in the proportion of care provided by the Independent Sector. (0.100) • Professional Support (Services for Older People) - Saving from vacant posts had been committed to other expenditure - commitment released following review of expenditure. (0.042) • Professional Support (Physical Disability and Sensory Impairment) - additional costs required to meet an increase in the waiting list for OT assessment and support. 0.267 • Out of County Pooled Budget (Children's Services) - revised costing information on existing placements. (0.054) • Homelessness (Housing Services) - maximisation of Supporting People Grant (0.082) • Renovation Grants (Housing Services) - release of commitments associated with restructure costs which is no longer longer required in 2010/11 (0.064) • Ringfenced Homelessness (Housing Services) - further reductions in Bed and Breakfast projections (0.052) • Day Services (Services for Older People) - reduction in projected staff pay across the service as a whole (0.028) • Intermediate Care Beds (Services for Older People) - higher than expected client contributions (0.021) • Residential Services (Physical Disability and Sensory Impairment) - reduced payments to Independent Sector Care Providers (0.029) • Other minor changes of less than £20k (0.127) 		(0.332)

Environment

• Waste Trading Account - adjustment of Domestic Property numbers correcting an overcharge on Waste Collection client account	(0.047)
• Design Services & Corporate Property Maintenance - Additional fee income from Corporate Property Maintenance related projects	(0.054)
• Environmental Maintenance - Revised income projections for Cemeteries contract and Trunk Road Agency related work	(0.039)
• Other variances (aggregate) - Minor variances of no more than £25k including income shortfalls under Flintshire Business Services (£7k), Pollution Control (£20k) and Recycling (£12k)	0.086
	<hr/>
	(0.054)

Lifelong Learning

• Out of County Pooled Budget (Children's Services) - revised costing information on existing placements.	(0.023)
• Other minor changes of less than £20k	(0.020)
	<hr/>
	(0.043)

Corporate Services

• Chief Executive - Reduction in projected outturn within Corporate Communications, Publications and Policy, Performance and Partnerships and Community Strategy following review of commitments.	(0.021)
• Finance - Transfers of reported increase in Housing Benefit Subsidy to Housing Benefit Equalisation Reserve (£45k) plus other minor variations.	0.064
• Legal and Democratic - a number of minor variations including increased income levels	(0.052)
• Other Variances less than £5k	(0.003)
	<hr/>
	(0.012)

Central and Corporate

• Financing and Funding (insurance, banking etc) - Increased windfall income due to additional Net Rateable Value reductions.	(0.013)
• Corporate - (Other) - An increase in the anticipated Collection Fund Surplus of £24k	0.024
• Other Variances less than £5k	0.004
	<hr/>
	0.015

Total changes

(0.426)

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 11)

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	7.860	0.382	0.482	<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. • Movement in period 11 reflects a reduction in direct care costs due to an increase in the proportion of care provided by the Independent Sector. The impact of the measures introduced is also having a positive effect on projections. 	<ul style="list-style-type: none"> • Continual review of individual care packages will contribute to reducing the overspend, alongside trend analysis to enable projections of service demand. • Task and finish group has started to consolidate data to assess the impact of measures on future projections for 2010/11 and beyond.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 11)

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	0.076	(0.042)	(0.043)	<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 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Residential Services (Services for Older People)	8.402	8.655	0.253	0.225	<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.
Professional Support (Services for Older People)	2.994	2.952	(0.042)	0.00	<ul style="list-style-type: none"> The projected underspend is due to vacant posts. 	<ul style="list-style-type: none"> Not recurring once vacancies are filled.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Supported Living (Physical Disability and Sensory Impairment)	0.080	0.129	0.049	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.
Professional Support (Physical Disability and Sensory Impairment)	1.500	1.580	0.080	(0.187)	<ul style="list-style-type: none"> The majority of the movement in period 11 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	8.596	(0.069)	(0.054)	<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. The change in period 11 reflects increase in client numbers and costs together with reduced Health joint funding (Care Management) offset by a reduction in paid hours and additional Health funding (Purchased Care). 	<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 11)

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	0.197	(0.044)	(0.047)	<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	0.530	(0.315)	(0.333)	<ul style="list-style-type: none"> Projections reflect current client packages for 2010/11. The movement in period 11 is mainly due to a reduction in the projected outturn as at period 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)	(2.506)	(0.036)	(0.040)	<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 11. 	<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	0.651	(0.048)	(0.043)	<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	0.575	0.043	0.054	<ul style="list-style-type: none"> Projected in year overspend due to one off redundancy and pension strain cost The movement in period 11 results from the re-examination of commitments. 	<ul style="list-style-type: none"> Non recurrent

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Training (Development & Resources)	0.242	0.130	(0.112)	(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
Public Information & Planning (Development & Resources)	0.437	0.386	(0.051)	(0.054)	<ul style="list-style-type: none"> The underspend is mainly due to established posts being funded by the PMDF grant. 	<ul style="list-style-type: none"> Not recurrent
Family Placement (Children's Services)	1.773	1.853	0.080	0.082	<ul style="list-style-type: none"> The projected overspend is as a result of an increase in the number of foster care places within the 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	0.400	(0.146)	(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

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
						detailed breakdown is being sought prior to a decision being taken, reflecting the decision for incremental expansion.
Professional Support (Children's Services)	5.216	5.160	(0.056)	(0.074)	<ul style="list-style-type: none"> The reduction in the underspend for period 11 reflects additional agency staff costs, the costs of an unanticipated invoice from Health offset by a reduction in the projected outturn for Leaving Care. 	<ul style="list-style-type: none"> Continue to review but not expected to be recurrent.
Out of County Pooled Budget (Children's Services)	3.525	3.965	0.440	0.494	<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

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
						make recommendations regarding the current processes deployed.
Homelessness (Housing Services)	0.410	0.328	(0.082)	0.000	<ul style="list-style-type: none"> The movement in period 11 is mainly due to additional Supporting People Grant offsetting 80% of the costs of a post that had previously moved into the Council Fund with no budget. 	<ul style="list-style-type: none"> Continue to review but not expected to be recurrent.
Renovation Grants (Housing Services)	(0.182)	(0.246)	(0.064)	0.000	<ul style="list-style-type: none"> The movement in period 11 is mainly due to the release of a commitment against vacancy savings which was there to meet restructure costs but which is not longer required. 	<ul style="list-style-type: none"> Continue to review but not expected to be recurrent.
Ringfenced Homelessness (Housing Services)	0.189	0.040	(0.149)	(0.097)	<ul style="list-style-type: none"> Reflects improvements made to service provision and preventative measures. The increased underspend in period 11 was due to increased reductions in BB and associated costs . 	<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)	13.292	13.174	(0.118)	0.126	Various minor variances including £28k underspend in Day Services (Services for Older People) mainly on staff pay, a	Continue to review but not expected to be recurrent.

COMMUNITY SERVICES

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					£21k underspend on Intermediate Care Beds (Services for Older People) due to higher than expected client contributions, and £29k Residential Services (Physical Disability and Sensory Impairment) mainly on payments to Independent Sector Care Providers.	
Total :	54.532	54.485	(0.047)	0.285		

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Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Transportation	1.614	1.481	(0.133)	(0.111)	<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	0.040	<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)	(0.010)	0.012	0.005	<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	0.669	0.579	(0.090)	(0.090)	<ul style="list-style-type: none"> Vacancy savings in Planning Service Area 	Assist with financing the fee income shortfall below

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Budget Monitoring 2010/11 (Month 11)

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)	(0.100)	<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	0.245	<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	1.671	1.566	(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	4.748	(0.073)	(0.064)	<ul style="list-style-type: none"> Net landfill tax gains from reduced tonnages. 	

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Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Waste Collection	2.858	2.820	(0.038)	(0.048)	<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)	(0.342)	(0.007)	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	0.193	0.077	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

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Budget Monitoring 2010/11 (Month 11)

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	2.421	0.002	0.056	<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)	(1.665)	0.077	0.086	<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>

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Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Valuation & Estates	0.493	0.423	(0.070)	(0.068)	<ul style="list-style-type: none"> • Vacancy Savings 	
Administrative Buildings	1.004	1.142	0.138	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	0.546	0.507	(0.039)	(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	0.029	<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	2.432	(0.033)	0.006	<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.

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Budget Monitoring 2010/11 (Month 11)

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.

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Budget Monitoring 2010/11 (Month 11)

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)	(0.025)	<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)	8.777	8.827	0.050	(0.036)	<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 :	33.152	33.140	(0.011)	0.043		

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 11)

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	3.067	0.816	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 11)

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 11)

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	2.748	0.333	0.339	<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

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Budget Monitoring 2010/11 (Month 11)

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	0.967	(0.126)	(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	2.105	2.888	0.783	0.783	<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 11)

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 11)

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	5.915	0.017	0.012	<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	1.297	(0.087)	(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 11)

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	1.398	0.032	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.

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Budget Monitoring 2010/11 (Month 11)

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. After consultation with HR and the Unions the Service has been advised to settle an equal pay claim totalling £33k. 	
Youth and Community	1.303	1.315	0.012	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, 	<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

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>it is important that the package of efficiencies identified by the client directorate and external consultants is prioritised and implemented by the Integrated Transport Unit.</p> <ul style="list-style-type: none"> • 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 - 	January.

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Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>increase in 1 to 1 routes at Ysgol Pen Coch (and are subject to specific 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). 	

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Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<ul style="list-style-type: none"> ▪ Increase in colleges due to a taxi travelling to Llysfasi £5k 	
Service Units	1.954	1.998	0.044	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.
Management and Administration	0.830	0.762	(0.068)	(0.045)	<ul style="list-style-type: none"> • £30k estimated Mobile classroom rentals reduction in expenditure. • £15k estimated reduction 	<ul style="list-style-type: none"> • This is a one off in year exercise to assist in reducing the Directorate overall overspend.

LIFELONG LEARNING

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>in expenditure on Audio Visual repairs and replacement in schools.</p> <ul style="list-style-type: none"> The budget for school modernisation preparatory work has not been needed this year. However, with the increased focus in 2011/12 it is anticipated that the base budget will be insufficient, so carry forward of the £35k underspend is requested to supplement the provision. 	
Other Variances (aggregate)	77.556	77.539	(0.017)	(0.028)	<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 :	109.155	111.035	1.880	1.923		

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.309	2.251	(0.058)	(0.037)	<ul style="list-style-type: none"> • Corporate Communications Publications savings (A to Z, Your Comm, Your Council, Flintshire Focus) (-£0.037m) • Policy, Performance & Partnerships vacancy and Community Strategy savings (-£0.027m) • Other Minor Pressures (£0.006m) 	Assumes carry forward budget requested in previous period has been approved.
Finance	3.168	3.206	0.038	(0.026)	<ul style="list-style-type: none"> • The net position on staffing costs is an underspend of (-£0.008m) , 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 (-£0.053) covering consultant costs (£0.053) • Net increase in court costs (£0.040) • Additional funding received from WAG (-£0.032m) • Savings on other employee costs (-£0.018m) • Savings on essential car allowances and transport costs due to staff vacancies (-£0.015m) • Additional costs of software and 	<ul style="list-style-type: none"> • The HB position is being closely monitored pending finalisation and audit of 2010/11 subsidy claim.

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					software maintenance due to legislative changes and purchase of Accounts Payable software add on (£0.017m) <ul style="list-style-type: none"> • Various other minor variances (£0.054m) 	
Legal & Democratic	3.805	3.538	(0.267)	(0.215)	<ul style="list-style-type: none"> • Various vacancy savings (-£0.067m) • Reduction in Members' Allowances payable and expenses (-£0.116m) • Various other minor reductions in expenditure (-£0.027m) • Increases in income received (-£0.057m) 	
Human Resources & Organisational Development	2.252	2.353	0.101	0.099	<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 (£0.011m) • Additional expenditure on CRB Checks (£0.028m) • Additional Consultancy Support including HR Review (£0.023m) • Additional costs Trent Improvement Programme (£0.055m) • Other Minor Efficiencies (-£0.004m) 	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.
ICT & Customer Services	4.985	4.987	0.002	0.007	<ul style="list-style-type: none"> • Estimated deficit D&P (+£0.108m) • Vacancy Savings (-£0.231m) • Pressure Broadband (+£0.050m) • Pressure Consultancy Fees (+£0.049m) • Saving Software (-£0.098m) 	DESIGN & PRINT We are currently projecting a £0.108m deficit for Design & Print for 2010/11. The options appraisal

CORPORATE SERVICES

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<ul style="list-style-type: none"> • Additional Income Registrars (-£0.011m) • Reduction in Income Postages (+£0.061m), offset partially by reduction in Postage Expenditure (-£0.032m) • Reduction in income Translation (£0.012m) • Other Minor pressures (£0.09m) 	<p>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. Assumes all carried forward budget requests in previous periods have been approved.</p>
Clwyd Theatr Cymru	1.013	1.013	0.000	0.000		
Total :	17.532	17.348	(0.184)	(0.172)		

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2010/11 (Month 11)

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 11)

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	0.191	(1.120)	(1.107)	<ul style="list-style-type: none"> The projected outturn of £0.191m reflects write-off income of £0.009m and an increase in Windfall Income of £1.111m due to net Rateable Value reductions income of £0.632m, refund of energy overpayments for the years 2007/08 & 2009/10 of £0.039m, a refund of £0.004m received from British Gas and £0.436m of more than anticipated refunds of VAT following a recent House of Lords decision. 	<ul style="list-style-type: none"> Continue to monitor closely.
Corporate Other	5.573	4.959	(0.614)	(0.638)	<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 	<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

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>process was known.</p> <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 £66k. • An underspend of £104k on the Director/2nd Tier Officer appraisal review budget. 	Futures Programme.
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 	<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 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					treated as other Council Fund services for the purposes of the end of year support cost recharges. This overspend is the net effect of overspends previously reported within the effected services.	
Other variances (aggregate)	8.781	8.795	0.014	0.010	<ul style="list-style-type: none"> Anticipated overspend in Coroners' fees of £0.019m. £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 :	27.519	25.844	(1.675)	(1.690)		

APPENDIX 7

Movements on Council Fund Unearmarked Reserves

	£m	£m
Un-earmarked Reserves as at 1 April 2010		6.484
Less - Base Level (Includes increase as per budget report 2009/10)		<u>(5.476)</u>
Amount Available for Delegation to Executive		1.008
Add Projected Underspend as at 31 st March 2011		<u>0.037</u>
Estimated Level of Non-Earmarked Contingency Reserve		1.045
<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		1.045

HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance (£m)	Cause of Variance	Action Required
Rental Income	(23.428)	(23.312)	0.116	0.100	<ul style="list-style-type: none"> • £0.050m due to slightly lower rental income as some properties included in budget at zero rent e.g. community houses and the Glan y Morfa conversion from 1 to 2 bed flats. • Increased projection for council tax charges on empty properties, in line with voids, leading to a projected overspend of £0.022m • £0.039m adverse on empty properties. Average voids are now projected at 2.35% of income, an improvement of 0.86% since the start of 10/11. 	<ul style="list-style-type: none"> • Implementation of outcomes from lean management review by 1st April 2011.
Estate Management	1.326	1.095	(0.231)	(0.193)	<ul style="list-style-type: none"> • £0.187m vacancy savings. This is due to restructures not being implemented in 2010/11 as anticipated. 	
Building	0.077	(0.340)	(0.417)	(0.100)	<ul style="list-style-type: none"> • The increase in income 	<ul style="list-style-type: none"> • Continue to review and

HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance (£m)	Cause of Variance	Action Required
Maintenance - Trading Account					reflects the £0.2m of additional capital works on kitchens and damp proofing undertaken by the in-house team	monitor productivity and performance ensuring optimum use of retained workforce in delivering repairs within the allocated client budget
Capital Financing / Finance Support	4.548	4.240	(0.308)	(0.210)	<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. • £0.06m favourable variance on training following a review of the training budgets • £0.04m stock ballot costs not anticipated to be spent in 10/11 will be carried forward into 11/12. 	

HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance (£m)	Cause of Variance	Action Required
Repairs & Maintenance	9.192	9.598	0.406	0.211	<ul style="list-style-type: none"> • £0.406m adverse to budget. • £490k costs have been incurred due to the bad weather placing a strain on emergency repairs and call outs this has been partially offset by a managed under spend of £260k on periodic testing. • £145k projected additional spend on voids. • A one off increased spend of £83k on servicing costs from a change of procedures following the lean review. • £50k redundancy budget arising from the restructure and not anticipated to be spent in 10/11 will be carried forward into 11/12. 	
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. 	

HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance (£m)	Cause of Variance	Action Required
Other Variances (aggregate)	2.415	2.417	0.002	0.016		
Total :	0.393	0.082	(0.311)	(0.055)		

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **COUNCIL TAX HELP FOR PENSIONERS**

1.00 PURPOSE OF REPORT

- 1.01 To provide members with information on the continuation of the Assembly Government Pensioner Discount Grant Scheme in 2011-12 which provides financial assistance for pensioners to pay their Council Tax.
- 1.02 To provide details of the grant levels and overall take-up of the 2010-11 scheme and recommend to members the adoption of a further grant scheme during 2011-12, which would be similar to the scheme that was previously supported by members.

2.00 BACKGROUND

- 2.01 The Assembly Government 'Strategy for Older People in Wales', gives a commitment that *"within its devolved powers the Assembly has continued to develop and implement a range of policies and programmes to combat the poverty and exclusion faced by disadvantaged groups and those living in the most deprived communities. The aim to increase income, encourage better financial management and stimulate wealth creation. Our commitment in One Wales is to provide extra help for pensioners with council tax"*
- 2.02 Members will recall that a report was considered by Executive in June 2010 in relation to last years' Assembly Government grant scheme to target funding to those pensioners most in need of financial help. A total of £3.89m million was made available to all 22 authorities in Wales during 2010-11, distributed on the older adults formula used in the calculation of the Standard Spending Assessment. As a result, the amount of grant accepted by Flintshire was £164,571.
- 2.03 The 2010-11 grant allocation was considerably more generous than the previous year and afforded members the opportunity to apportion the grant differently in an attempt to reach more pensioner households, without introducing costly administrative processes.
- 2.04 In summary, the 2010-11 grant scheme provided financial assistance through three ways :-
- Replication of the "Vale of Glamorgan" scheme that was also adopted in

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2009-10 which distributed grants to pensioners in receipt of partial Council Tax Benefit.

- The introduction of an 'apply on advert' scheme, with a cut off date of the 30th September, to distribute grants to those pensioners who responded to various public adverts but who were not already in receipt of Council Tax Benefit.
- The introduction of a 'contingency' fund that provided grants to those pensioners who had not benefited from the grant and having presented to welfare agencies, were felt to be in need of financial assistance on hardship grounds.

2.05 In relation to the 'apply on advert' campaign, a variety of communication channels to promote 'take-up' were launched. These included :-

- Press releases and news articles in the local media to advise pensioners of the scheme and to urge those interested in making an application to contact the Council
- The Council's website being updated to provide publicity and news of the scheme
- A poster campaign in areas across the Council's network of public buildings, including all leisure centres, libraries, receptions and cash offices.
- An advert within the September edition of 'Your Community Your Council' which was delivered to all households during the 1st week in September.

2.06 The overall 'take-up' of the 2010-11 scheme proved to be very successful and a total of 6,963 grants were awarded to pensioners meeting the criteria. (1,629 awards were made using the 'Vale of Glamorgan' element, 5,317 awards using the 'apply on advert' scheme but only 17 applications were made using the 'hardship' contingency fund). In all cases, pensioners received a grant of £23.50 towards their Council Tax.

2.07 Whilst the 2010-11 scheme has been very positively received, despite the wide publicity to promote 'take-up', a small number of pensioners failed to respond to the 'apply on advert' scheme by the qualifying date and were not within the category of financial hardship. Some pensioners therefore missed out on the grant awards during 2010-11 as a result of not responding by the deadline date and this is considered within the design of the 2011-12 scheme.

3.00 CONSIDERATIONS FOR 2011-12 PENSIONER DISCOUNT SCHEME

3.01 As part of the same 'One Wales' policy commitment, the Assembly Government recently announced a further £3.89m funding package across Wales for 2011-12 (the same level as in 2010-11) to enable local authority pensioners discount schemes to continue. Flintshire has been allocated

grant funding of £163,990 for 2011-12 in line with older adults formula used in the calculation of the Standard Spending Assessment.

- 3.02 To access this latest round of funding, the Council must again confirm its approved scheme for distributing the grant by 30th June 2011 and ensure that grants are distributed by 31st March 2012.
- 3.03 The 2011-12 grant funding is at a similar level to the previous year and given the successful outcomes of the last scheme, it is proposed to continue with the same scheme but with minor adjustment to the 'contingency' element of the scheme to principally allow for a limited number of late applications to be supported on a 'first come first served basis'. This will ensure that those pensioner households who have missed out on the latest 'apply on advert' scheme, to be conducted in August/September 2011, are afforded a further opportunity to apply for the grant.
- 3.04 In order to qualify for a fixed grant award in 2011-12, which will be credited against Council Tax accounts, having the effect of reducing instalments, pensioners are required to :-
- Be liable to pay Council Tax at a property in Flintshire which is their sole or main residence on the 30th September 2011; **and**
 - Be aged 60 years or over on the 30th September 2011 and be in receipt of State Retirement Pension; **and either**
 - Be in receipt of Council Tax Benefit on the 30th September 2011 but not in receipt of 100% Council Tax Benefit; **or**
 - Have responded to the Council's previous 'Apply on Advert' campaign and qualified for a grant and not in receipt of any Council Tax Benefit on the 30th September 2011, **or**
 - Have responded to the Council's latest 'Apply on Advert' campaign by 30th September 2011, designed to specifically target new applications from those pensioners who meet the scheme criteria but have not qualified previously. and who are not in receipt of Council Tax Benefit on 30th September 2011; **or**
 - Have responded to the Councils 'Apply on Advert' after 30th September 2011 but before 31st March 2012, or having presented to welfare agencies in financial hardship after 30th September 2011 and not having received an award through the above routes but meeting all other qualifying conditions. This element of the scheme is subject to limited contingency fund availability and will be awarded on a 'first come first served basis'.
- 3.05 It should be noted that the adoption of this scheme will provide an opportunity for all pensioners liable to pay Council Tax to seek an award from the Assembly Government Pensioner Discount Grant Scheme in 2011-12.

Although the awards are likely to fairly small in value, they will have the effect of reducing monthly or weekly instalments in most cases.

- 3.06 Members will be pleased to also note that 2011-12 awards will be awarded automatically in most cases using data already available through the Council Tax Benefit system or based on the previous 'apply on advert' application. New applications will only be sought from residents who are applying for the first time and who meet the criteria of the scheme.

4.00 RECOMMENDATIONS

- 4.01 That members agree to adopt the Pensioner Discount Scheme in 2011-12 as detailed in the report.

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

5.00 FINANCIAL IMPLICATIONS

- 5.01 An amount of £5,000 has been made available by the Assembly Government to cover the further administrative costs associated with the implementation of the 2011-12 grant scheme.

- 5.02 The overall grant awards would be cost neutral to match the £163,990 funding provided by the Assembly.

6.00 ANTI POVERTY IMPACT

- 6.01 The purpose of the scheme is part of an Assembly Strategy to help promote to combat the poverty and exclusion faced by disadvantaged groups and those living in the most deprived communities. The continuance of this scheme in 2011-12 will provide assistance to those pensioners who are either in receipt of partial Council Tax Benefit or who wish to apply for a grant award.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None

8.00 EQUALITIES IMPACT

- 8.01 None

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 The Assembly Government has introduced this scheme as part of the Strategy for Older People in Wales. The Welsh Local Government Association has previously been in discussions with the Assembly Government in relation to the introduction of this scheme.

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Section 31 of the Local Government Act 2003

Welsh Assembly Government - Pensioners Grant Scheme for 2011-12

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E-Mail: david_barnes@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 14

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **COUNCIL TAX - SINGLE PERSON DISCOUNT REVIEW**

1.00 PURPOSE OF REPORT

1.01 To provide members with details of a collaborative project across North Wales to review Council Tax Single Person Discounts (SPD).

2.00 BACKGROUND

2.01 Council Tax makes an assumption that the majority of dwellings are occupied by at least two adults using the property as their main home. The full Council Tax in each valuation band is payable on this assumption. A property occupied by one adult is entitled to a 25% discounts and is referred to as a Single Person Discount (SPD).

2.02 Council Tax Regulations also require Councils to take reasonable steps to periodically ensure that those taxpayers receiving a discount continue to be entitled to the reductions.

2.03 In the past, the Council, like other Councils in North Wales, has carried out yearly or biannual reviews to establish that the discounts are correct. This has usually been done by either writing to the liable person asking whether or not they are still living alone, or participating in a National Fraud Initiative (NFI) exercise which compares the single persons discounts with the register of electors.

2.04 The current ways of reviewing and canvassing SPD cases have always prompted some taxpayers to provide details of additional people who have joined the household, but there is no independent check or verification of the taxpayers actual circumstances and therefore the Council accepts the completion of the review form on face value and means that if the taxpayer signs and returns the form, the discount continues.

2.05 The current methods are also resource intensive and costly, especially in relation to postage costs incurred with outgoing and incoming review forms. Postal costs alone amount to approximately £20,000 per annum to the Council, and this does not take into account the stationery costs associated with the paper based exercise.

2.06 There have been several case studies cited by the Audit Commission as good examples where local authorities, working together with private sector

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partners, have removed significant numbers of SPD claims where taxpayers have failed to notify change of circumstances. Based on all evidence and research available, reductions in SPD levels between 3% and 6% are considered to be accurate financial projections, even for those Councils, like Flintshire, who have been very pro-active in undertaking canvass based reviews in the past.

- 2.07 The recent Audit Commission report 'Protecting the Public Purse' projected that when SPD's are reviewed and verified by more effective ways, particularly through data matching to public records and credit reference data, it is reasonable to assume that 4% reductions in levels of SPD's could be realised.

3.00 CONSIDERATIONS

- 3.01 In 2010-11, the North Wales Chief Financial Officers Group and the North Wales Regional Support Services Partnership Board accepted the recommendations of the North Wales Revenues Practitioners Group (a specialised team of officers who work together to share good practice and explore joint working opportunities) to develop more effective ways of reviewing SPD claims. All six North Wales authorities, including Powys and Ceredigion have been participating in this project.
- 3.02 This project now forms part of the work programme being sponsored by the Support Services Board for Regional Collaboration across North Wales and is set to 'go live' in May 2011. The Regional Transformation Fund is also providing some funding for this collaborative project on the basis that the project has the potential to reduce SPD costs, increase the ongoing Council Tax Revenue and lead to efficiencies.
- 3.03 The Council's 2011-12 budget agreed on 1st March includes £328,000 of estimated savings that are expected to be achieved as a result of this initiative.
- 3.04 On a regional basis, there are approx. 137,000 SPD households across North and Mid Wales who are currently receiving the 25% discount - one in three properties.
- 3.05 Flintshire has approximately 20,743 households - one in three properties - currently claiming SPD (19,607 band D equivalent households) with the average SPD equating to £278.80. The total cost of awarding SPD claims is approximately £5.5m per annum, although this is reflected in the calculation of the Tax Base on which the Revenue Support Grant is calculated.
- 3.06 Even using the lowest level of predicted savings, a reduction of 3% in overall SPD levels at this Council, could equate to the removal of the 25% discount for approx. 622 cases (588 band D equivalent households) which in monetary terms would be at least £164,000 per annum. The removal of the

25% SPD for residents that are not entitled to receive it, will, in most cases, be limited to the 1st April 2010. This effective date is being adopted across the region and forms an essential part of our 2011-12 budget calculations that will lead to savings of £328,000.

- 3.07 In order to undertake a similar exercise across the region, based on the findings of the case studies cited by the Audit Commission, the North Wales Revenues Practitioners Group have been undertaking a joint procurement exercise involving all Councils across North and Mid Wales, to establish a single SPD review contract for the region and one that provides better value for money for taxpayers compared to the current review methods.
- 3.08 Northgate Information Solutions, a market leader in providing specialist IT services to the public sector, successfully tendered for the project and will now work in conjunction with each participating Council and with Experian UK, a leading credit reference agency, using the latest data matching technology, to identify taxpayers who are claiming a 25% SPD discount when they are not entitled to it.
- 3.09 The Council will work with Northgate and Experian, in full compliance with the provisions of the Data Protection Act and Local Government Finance Act 1992, to match extracted SPD claims against Experian records. It is accepted that in most cases the SPD discount will be positively verified without the need of contacting the taxpayer (unlike the current system) but where there is a strong indication that there may be more than one person at an address, for example where an SPD is being claimed but a credit search reveals two current named adults have loans or credit cards registered at the address, in partnership with the Council, Northgate will write directly to taxpayers to ascertain the number of adults living at the property. The letter will also remind taxpayers who fail to cooperate with the review that discounts will be removed by the Council unless taxpayers provide clarity around their household make-up.
- 3.10 Members can be assured that all personal data being held in relation to current single person will be transferred and processed securely by Northgate and Experian to comply with the full requirements of the law.
- 3.11 In advance of the regional review commencing in May 2011, and to positively engage with all customers, each Council will raise public awareness by providing further public information in the local media and via their websites.
- 3.12 The key messages will highlight the public benefit of this review - providing 'fairness for all' residents, by helping to ensure that those who are already paying the correct level of Council Tax are not subsidising those who are claiming when they should not.

3.13 The expected outcomes are :-

- o The generation of additional Council Tax Income of £328,000 as planned in the 2011-12 budget assumptions.
- o An Increase in the Tax Base for future years.
- o A consistent and fair approach across North and Mid Wales to discount reviews.
- o A driver for enhanced collaboration of Revenue services across the region.
- o Deterrent against fraudulent claims for SPD in the future.
- o The implementation of a more efficient, cost effective way of carrying out reviews.
- o A thorough review of SPD claims without the need, in most cases, of writing to customers on an annual basis to confirm their household make-up.

4.00 RECOMMENDATIONS

- 4.01 That members note the regional SPD review to take place in May 2011.
- 4.02 That a further report is presented to members to consider the viability of future reviews being undertaken by external specialists once the outcomes of the SPD review are known.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The implementation of this contract and the SPD review exercise is cost neutral and will not result in any financial pressures for the Council given that there is already budget provision for postages for the exercise to be undertaken in the former way of reviewing SPD levels.
- 5.02 £328,000 of additional and 'one-off' income, as planned in the 2011-12 budget, will be available to the Council until the reduction in SPD levels are reflected in the next round of the Tax Base calculations for 2012-13.

6.00 ANTI POVERTY IMPACT

- 6.01 None as a direct result of this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The use of alternative, more innovative ways of conducting SPD reviews across the region will result in substantial savings in the volume of paper that is usually generated through the annual SPD review.

- 7.02 It is estimated that this Council will reduce it's paper consumption by 20,000 pieces of A4 paper and approx 40,000 envelopes by carrying out the review in a more effective way (recognising that a reply paid envelope is normally sent out with paper based reviews to encourage a good return rate).

8.00 EQUALITIES IMPACT

- 8.01 The review of SPD is a necessary and important step to ensure fairness for all taxpayers, ensuring that only those taxpayers who are entitled to SPD actually receive it.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None.

10.00 CONSULTATION REQUIRED

- 10.01 None.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation has been undertaken with 'The North Wales Chief Financial Officers Group' and 'North Wales Regional Support Services Programme Board' in relation to this initiative.

12.00 APPENDICES

- 12.01 Appendix A - Frequently Asked Questions

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

Audit Commission Publication - "Protecting the Public Purse - Fighting fraud against local government and local taxpayers

Local Government Finance Act 1992 (section 11)

The Local Authorities (Contracting Out of Tax Billing, Collection and Enforcement Functions) Order 1996

Single Persons Discount Review Service - Tender OJEU Contract Number 2010/S 246-375977

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APPENDIX A –QUESTIONS AND ANSWERS – SINGLE PERSON DISCOUNT REVIEW

Why are you checking these single person discounts?

All Councils are required to ensure that discounts are awarded properly. The review of discounts helps the Council to confirm that these discounts are being accurately claimed and to identify people who are claiming the single persons discount on their Council Tax when they are not entitled to it.

The review also provides 'fairness for all' residents – helping to ensure those who are already paying the correct level of Council Tax are not subsidising those who are claiming when they should not be.

We realise that the vast majority of people claiming the discount are genuinely entitled to receive it and they have absolutely nothing to fear as they will continue to receive this discount. But the Council has an obligation to ensure that it receives all the money that it is due so it can deliver the levels of services that local people expect.

Is the Council able to use a third party to carry out the review?

Yes. The law allows the Council to contract out certain functions, including the verification of discounts. This is covered in section 12 of the Local Authorities (Contracting Out of Tax Billing, Collection and Enforcement Functions) Order 1996.

Who are Northgate Information Solutions – the company carrying out the review on the Councils behalf?

Northgate Information Solutions Limited is a market leader in providing specialist software, outsourcing and information technology (IT) services to the human resources, local government, education and public safety markets. Northgate, employs over 10,000 employees in 35 countries, across 5 continents.

Northgate have been contracted by all North and Mid Wales Councils to undertake this review work.

How can I be sure that the data handled by Northgate is kept securely?

All personal data is being held and processed securely to comply with the requirements of the Data Protection Act 1998. Northgate's employees are contracted to comply in the same way as any member of staff at the Council.

How is the review being carried out?

Acting on behalf of the Council, Northgate is checking all Council Tax accounts which currently receive a 25% single persons discount using the latest data matching technology and credit reference details to confirm the discount for genuine claimants or to identify people who are claiming a 25% single persons discount on their Council Tax when they are not entitled to it.

Does this mean that my personal details are being sent to other companies?

No. Northgate do not share any personal information with anyone else and they will not allow any other company to access that information.

What should I do if I receive a letter from Northgate?

You need to appreciate that Northgate are acting on behalf of the Council and it is important that you accurately complete the details on the letter. If you fail to complete and return the letter then your discount will be cancelled from an appropriate date according to the information obtained.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **HOUSING AND COUNCIL TAX BENEFIT TAKE UP GRANT
FROM WAG**

1.00 PURPOSE OF REPORT

1.01 To advise members of Benefit Take Up grant available to the Council for 2011/12 and to give information about previous years activity funded by Benefit Take Up grant for 2010/11.

2.00 BACKGROUND

2.01 Housing Benefit and Council Tax Benefit are administered on behalf of the Department of Work and Pensions. Activities are principally governed by the Social Security Act 1998, which directs authorities to promote and maximise take up of benefit by those entitled to claim.

2.02 In September 2010, members approved a Take Up Strategy which had been developed to set out Flintshire County Council's approach to maximise Benefit Take Up and utilise funding from Welsh Assembly Government. This Strategy also outlined the authorities ongoing and proposed activities to promote take-up.

2.03 Over the last 5 years Welsh Assembly Government have offered grants to Welsh Authorities encourage benefit take up. For 2011/12 Flintshire County Council has been offered and accepted £47,300 for this purpose. As part of the acceptance conditions, the authority must provide information to support the proposed spending of this grant by June, which consists of employee costs and advertising and promotional costs. At the end of the financial year, the authority must also provide evidence of the amount actually spent. In addition, wherever possible, authorities are expected to measure the success of take up activity in terms of additional take-up generated as a result of this activity.

2.04 The report on Pensioner Discount submitted for approval, which is also on this agenda, will link in closely to the Benefit Take Up Strategy work.

3.00 CONSIDERATIONS

3.01 During last year, to support this work the authority employed a dedicated take up officer for the first time to carry out this work which included research

Date: 11/05/2011

with various different authorities, including a visit to Swansea City Council to investigate established productive Take-up methods.

- 3.02 Benefit caseload continued to rise during 2010/11, with an increase in claimants of 4%, to just over 14,000 claimants. The increase is generally attributable to current employment difficulties. However, this figure included claims generated by specific targeted take up activity. In January 2011 an estimate of additional benefit granted as a result of take up work was just over 100 people with successful claims amounting to an additional £3,300 per week in Housing Benefit and £1,165 per week in Council Tax Benefit, and an additional £260,000 granted in benefit annually.
- 3.03 A fast track system was established with the Council Tax department to refer people experiencing difficulties paying their Council Tax, who were unaware that they may be entitled to Council Tax Benefit.
- 3.04 A similar referral system has been introduced with the Housing Benefit debt recovery officer to identify customers experiencing difficulties repaying their overpayments, who may also be entitled to benefit.
- 3.05 Reports have been produced to identify potential claimants and individuals contacted directly to determine whether they may be eligible to claim Housing or Council Tax benefit or both.
- 3.06 The Benefits Website has been updated to include Benefits Take-up and a new direct phone line with answer machine for 24 hour contact has been introduced and publicised. A new e-mail address for the Take up Officer has also been introduced to request contact or to answer any queries..
- 3.07 New Benefit leaflets have been designed with a benefits calculator inside them to help aid people to see if they could qualify for any help without contacting us or giving us details of their circumstances first.

4.00 RECOMMENDATIONS

- 4.01 For Members to note the report.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The authority will receive a grant of £47,300 to pay for the Benefit take up activities

6.00 ANTI POVERTY IMPACT

- 6.01 The take up of benefit is a key government objective for tackling poverty and the effects of poverty.

- 6.02 The scheme is intended to encourage authorities to advertise and use innovative methods to reach potential claimants who would otherwise not claim. The purpose of the scheme is to tackle poverty within the county by maximising take up which improves the quality of life for those customers who are eligible and this will have a positive impact on long term poverty.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None

8.00 EQUALITIES IMPACT

- 8.01 The council has a Benefit Take Up Policy which was approved by members in 2010 and this outlines the Council's approach which encourages equal access to the Benefit Service and encourages all who are eligible to claim to do so.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None

10.00 CONSULTATION REQUIRED

- 10.01 None

11.00 CONSULTATION UNDERTAKEN

- 11.01 None

12.00 APPENDICES

- 12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None.

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 16

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **HOUSING AND COUNCIL TAX BENEFIT CHANGES 2011/12 -
DISCRETIONARY HOUSING BENEFIT POLICY**

1.00 PURPOSE OF REPORT

- 1.01 This report advises members about the changes to Housing and Council Tax Benefit which are being implemented during 2011/12, that impact on benefit administration and on claimants and landlords locally.
- 1.02 To seek approval of the draft Discretionary Housing payment policy that will be applied to future applications for Discretionary Housing payments.

2.00 BACKGROUND

- 2.01 Flintshire County Council administers Housing and Council Tax Benefit on behalf of the Department of Works and Pensions (DWP).
- 2.02 There have been numerous announcements issued by the Department of Works and Pensions over the last year aimed at reforming the welfare system and reducing costs. At £193bn, the DWP is the government's largest spending department and expenditure on Housing Benefit is second only to Tax Credits. Housing and Council Tax Benefit costs nationally £20bn in 2009/10 and is forecast to hit £24bn by 2015/16 without reform. It is inevitable that reform will result in benefit customers receiving less help with their living costs.
- 2.03 The main areas of change are covered in the report.

3.00 CONSIDERATIONS

- 3.01 **Housing and Council Tax Changes During 2011/12**
- 3.00 From April 2011, Local Housing Allowance (LHA) rates will be reduced so that they are set at the 30th percentile of the list of levels for each property size rather than at the median figure. Essentially this will mean that about 3 in 10 properties for rent in the area should now be affordable to people on Housing Benefit rather than every 5 in 10 properties as now. There will be transitional protection for up to 9 months from the date the claim is reviewed to allow claimants time to adjust to any reduction in Housing Benefit ie to move to a cheaper property or realign their finances. In practice, some customers will not be affected until after January 2012.

Date: 11/05/2011

- 3.01 The table at Appendix 1 shows the LHA rates in place as at March 2011 and the difference in the figures if the 30th percentile were to be used now.
- 3.02 This change has been brought forward from October 2011 when it was originally scheduled for implementation. This change will affect 100% of claimants who receive Housing Benefit under the Local Housing Allowance scheme i.e. those that claimed at their current address on or after 7th April 2008.
- 3.03 Flintshire has an LHA caseload of around 2047 and this is broken down as follows:-

	Shared room rate	1 bed	2 bed	3 bed	4 bed	5 bed
No of LHA Claims	266	570	821	300	74	16

- 3.04 Another change from April is to the 5 bedroom rate. This will now be restricted to the 4 bedroom rate. We currently have 16 cases that are 5 bedrooms and those cases will now be restricted.
- 3.05 There are also overall caps in housing benefit levels for each property size;-
- 1 bed £250 per week 3 bed £340 per week
2 bed £290 per week 4 bed £400 per week

This capping only really impacts in London Boroughs. The high levels of the caps mean that this change will not be an issue for this Council.

- 3.06 Under Local Housing Allowance if a customer chooses to live in a cheaper property than the household requires under LHA rules, the customer can receive up to £15 of the excess difference between that actual rent and the LHA maximum rent figure. This will be removed from April 2011. There is transitional protection for up to 9 months. This affects 521 cases who receive between 38p and the full £15 per week.
- 3.07 Non dependant rates will also increase from April. A non-dependant is any person over the age of 18 years, who normally lives with the claimant other than a partner, dependent child, joint tenant or sub-tenant. For Housing and Council Tax Benefit purposes, where a non-dependant person is in a household the Housing Benefit Regulations assume that they should be capable of making a contribution to the household expenses and therefore a deduction is made from a customer's weekly benefit to take account of this contribution.

- 3.08 Non dependent deductions have been increased for the first time since 2001. In 2011/12 they will increase by 27% and will do the same over the next 2 years.
- 3.09 A positive change from April is customers can now claim for an extra bedroom where they need someone to stay overnight. To qualify for this the customer must be entitled to highest rate of Attendance Allowance or highest rate of Disability Living Allowance (care component). The other criteria, is the property must have a room that the carer uses to sleep overnight and the carer must have their main home elsewhere. We currently have 87 cases where this may apply.
- 3.10 It has been anticipated that landlords may not be happy with some of the above changes and are now intending to relax the rules to enable landlords to receive direct payment where they reduce the rent charged to or around the new LHA levels. This will enable tenants to retain or secure tenancies. These changes are to be temporary and it has been made clear that this provision is not an intention to revert to direct payments as a matter of course.

Discretionary Housing Payments (DHP)

- 3.11 The Department for Work and Pensions provides extra funding to local authorities to provide all claimants with further financial assistance with housing costs. Examples of where a DHP may help;
- Where a rent restriction has been applied
 - Reductions in HB entitlement following changes to LHA rates from April 2011
 - Non dependant deductions
 - Income tapers
 - Increases in essential work related expenditure eg increased fares to work if a customer has had to move because they could not afford to live in proximity to their work following a reduction in their LHA rate
- 3.12 This list is not exhaustive but it does **not** include;
- Ineligible service charges
 - Increases in rent due to outstanding rent arrears
 - Shortfalls in second adult rebate elements of a customers CTB
 - Certain sanctions and reductions in benefits
- 3.14 Where it is needed this funding is designed to help in the short term. This is a cash limited budget and each application for DHP is assessed on need and a decision will be made on a case by case basis.
- 3.15 In 2011/12, there is an increased allocation of £10 million DHP funding from the Department of Work and Pensions (DWP) available to local authorities.

The total allocation of £30 million nationally, however represents only 4% of the cash losses anticipated by this round of savings. Councils generally will find that the pressure on this fund will intensify and that the funding by DHP will not be able to provide adequate long term support for customers. In fact the purpose of DHP is to provide short term assistance and not supporting customers with long term solutions.

- 3.16 Each year the DWP allocate DHP funding to Local Authorities, but allow the authority to top this amount up. The authority is allowed to award up to 2.5 times the government allocation of DHP.

For example In 2010/11, Flintshire County Council's allocation was £45,047 and the Council contributed an additional £39 953 making the total awarded by Flintshire County Council £85,000 (the council could have spent up to £112,617)

For the financial year 2011/2012 Flintshire has been allocated £81,620 and to ensure that we can meet the estimated additional demand as a result of the changes to Housing Benefit, we will need to award our full overall limit of £204,050. This means that the Council's contribution will be £122,430.

- 3.17 A formal policy document has been designed to set out our procedures when dealing with applications for DHP, taking into account the welfare changes that came into force in April 2011. It is anticipated that there will be a sharp increase in DHP applications from customers experiencing difficulties paying their rent.

4.00 RECOMMENDATIONS

- 4.01 That the Executive note the changes and impact of the welfare changes in April 2011.
- 4.02 That the Executive approve the Discretionary Housing Policy .
- 4.03 That the Executive note that for the financial year 2011/2012 Flintshire County Council have been allocated £81,620 by DWP for Discretionary Housing Payments and it is estimated that we will award our full overall limit of £204,050. This means that the Councils contribution to the overall total will be £122,430.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The DHP allocation for Flintshire County Council for the financial year 2011/2012 is £81,620 and it is estimated that we will award our full overall limit of £204,050. This mean that the Councils contribution to the overall total will be £122,430. The 2011/12 budget contains provision to enable the Council to meet its full contribution.

6.00 ANTI POVERTY IMPACT

6.01 As there is an intention by the Government to reduce the overall cost of welfare benefits, the revised rates for Local Housing Allowance will have an impact on households where benefit payments are capped to the new rates but where the rent exceeds this amount. Examples and comparisons of this are seen at Appendix 1.

7.00 ENVIRONMENTAL IMPACT

7.01 None arising directly from this report.

8.00 EQUALITIES IMPACT

8.01 None arising directly from this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None arising directly from this report.

10.00 CONSULTATION REQUIRED

10.01 None arising directly from this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None arising directly from this report.

12.00 APPENDICES

12.01 Appendix 1 - LHA Rates for March and the comparison to the 30th percentile
Appendix 2 - Discretionary Housing Payment Policy

Background Documents:

None.

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

None.

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Potential LHA Impact 30th Percentile Changes April 2011 - Based on March 2011

	Mar LHA	30th percentile	Mar LHA	30th percentile	Mar LHA	30th percentile	Mar LHA	30th percentile	Mar LHA	30th percentile	Mar LHA	30th percentile	%
	1 Bed shared	1 Bed shared	1 Bed	1 Bed	2 Bed	2 Bed	3 Bed	3 Bed	4 Bed	4 Bed	5 Bed	5 Bed	
BRMA Ref													
Flintshire	£63.50	£55.00	£86.54	£75.00	£114.23	£103.85	£132.69	£126.92	£167.31	£150.00	£178.85	NA	
Clwyd North	£65.00	£55.00	£80.00	£75.00	£103.85	£94.62	£126.92	£114.23	£160.38	£150.00	£160.38		
16 West Cheshire	£65.00	£62.81	£103.85	£98.08	£126.92	£121.04	£145.96	£137.31	£205.38	£183.48	£271.15		

	BRMA Ref	Shared		1 Bed		2 Bed		3 Bed		4 Bed	
		Change	%	Change	%	Change	%	Change	%	Change	%
	Flintshire	-£8.50	-13.39	-£11.54	-13.33	-£10.38	-9.09	-£5.77	-4.35	-£17.31	-10.35
	Clwyd North	-£10.00	-15.38	-£5.00	-6.25	-£9.23	-8.89	-£12.69	-10.00	-£10.38	-6.47
	16 West Cheshire	-£2.19	-3.37	-£5.77	-5.56	-£5.88	-4.63	-£8.65	-5.93	-£21.90	-10.66

Discretionary Housing Payments – Policy April 2011

1. Background to Discretionary Housing Payments (DHPs)

In July 2001, a new scheme was introduced granting all Local Authorities powers to make discretionary payments in addition to Housing and Council Tax Benefits.

The scope of the scheme:

- covers shortfalls between rental liability and payment of Housing Benefit
- covers shortfalls between Council Tax liability and entitlement to Council Tax Benefit

The main features of the scheme are that:

- the scheme is discretionary; a claimant does not have a statutory right to receive a payment
- the amount that can be paid out by an Authority in any financial year is cash-limited by the Secretary of State.
- the administration of the scheme is for Flintshire County Council to determine

DHP's are not a payment of Housing Benefit or Council Tax Benefit. However, the minimum amount of HB / CTB must be in payment in the benefit week that a DHP is awarded for.

Flintshire County Council Guidance

2. Purpose

The purpose of this guidance is to explain how Flintshire County Council will operate the scheme and to highlight some of the factors that will be considered when deciding to award a DHP. Each case will be decided strictly on its merits and all customers will be treated equally and fairly. Flintshire County Council is committed to working with the local voluntary sector and other interested parties to maximise entitlement to all available state benefits and this will be reflected in the administration of the DHP scheme.

Links to homelessness and worklessness are major considerations when making decisions relating to payments. Prevention is a major priority and links to Housing Strategy policies.

Demand for social rented and privately rented homes in the borough has also increased in recent years, with more people applying for Council accommodation and less properties becoming available to rent each year. Landlords are under financial pressures to retain properties and have their own current economic issues, so it is vital to engage with them to give some confidence to let properties to people in receipt of Benefit.

Flintshire DHP Policy Version One 27 Feb 2011 Revised SP

3. Statement of objectives

Flintshire County Council will consider making a payment of a DHP to claimants who meet the criteria specified in this guidance. Flintshire County Council will treat all applications on their individual merits, and will seek by using this guidance to help:

- alleviate poverty
- encourage and sustain residents in employment;
- safeguard residents in their homes
- help those who are trying to help themselves
- keep families together
- support the vulnerable in the local community
- help claimants through personal crises and difficult events

4. Claiming a DHP

A claim for a DHP must be made in writing and signed by the claimant. A letter or signed statement made at Flintshire County Council will be deemed as sufficient providing the following conditions are met.

On request or in appropriate circumstances, Flintshire County Council will issue the claimant with a special DHP application form. The claimant will be required to return the form to Flintshire County Council and will be asked to include any relevant supporting evidence.

Private Interview facilities and appointments will be available for all customers wishing to make a claim for DHP and where appropriate a welfare visitor will call to assist applicants.

Flintshire County Council may request any (reasonable) evidence in support of an application for a DHP. The claimant will be asked to provide the evidence within one month of such a request although this will be extended in appropriate circumstances.

5. Period of award

In all cases, Flintshire County Council will decide the length of time for which a DHP will be awarded on the basis of the evidence supplied and the facts known.

The start date of an award will normally be:

- the Monday after the written claim for a DHP is received by Flintshire County Council; and
- Flintshire County Council cannot award a DHP for any period outside an existing HB/CTB benefit period granted under the HB/CTB statutory scheme.

Flintshire County Council will usually award a DHP for not less than 3 months. Flintshire County Council will consider any reasonable request for backdating an award of a DHP but such consideration will usually be limited to the current financial year.

6. Awarding a DHP

In deciding whether to award a DHP, Flintshire County Council will take into account:

- the shortfall between Housing and Council Tax Benefit and the liability
- any steps taken by the claimant to reduce their rental or Council Tax liability
- the financial and medical circumstances of the claimant, their partner and any dependants or other occupants of the claimant's home.
- the income and expenditure of the claimant, their partner and any dependants or other occupants in the claimant's home
- any savings or capital that might be held by the claimant or their family
- the level of debt of the claimant and if appropriate their family
- the exceptional nature of the claimant and their family's circumstances
- the amount available in the DHP budget at the time of the application
- the possible impact on the Council of not making such an award, e.g. the pressure on priority homeless accommodation
- any other special circumstances brought to the attention of Flintshire County Council.

Flintshire County Council will decide how much to award based on all of the circumstances. This may be an amount below the difference between the liability and the payment of Housing Benefit and / or Council Tax Benefit. An award of a DHP does not guarantee that a further award will be made at a later date even if the claimant's circumstances have not changed.

Flintshire County Council considers that the DHP scheme should be seen as a short term emergency fund. It is not and should not be considered as a way around any current or future entitlement restrictions set out within the Housing and Council Tax Benefit legislation.

7. Changes of Circumstances

Flintshire County Council may need to revise an award of a DHP where the claimant's circumstances have changed.

8. Method of Payment

Flintshire County Council will decide the most appropriate person to pay based upon the circumstances of each case. This could include paying:

- the claimant
- their partner
- an appointee

- their landlord (or an agent of the landlord); or
- any third party to whom it might be most appropriate to make payment.

Flintshire County Council will pay an award of DHP by the most appropriate means available in each case. This could include payment:

- by electronic transfer (e.g. BACS)
- by crediting the claimant's Council Tax account

Payment frequency will normally be made in line with current Housing Benefit and / or Council Tax Benefit arrangements.

9. Notification

Flintshire County Council will inform claimants of the outcome of their application within 14 days of receipt or where reasonable. Where the application is unsuccessful, Flintshire County Council will set out the reasons why the decision was made and explain the right of review.

Where the application is successful, Flintshire County Council will advise:

- the weekly amount of DHP awarded
- whether it is paid in advance or in arrears
- the period of the award
- how, when and to whom the award will be paid
- the requirement to report a change in circumstances

10. Review of decisions

DHP's are not payments of Housing or Council Tax Benefits and are therefore not subject to the statutory appeals process. All Councils are expected to set up an appropriate review process.

Flintshire County Council will operate in the following way when dealing with queries about a refusal to award a DHP, a decision to award a reduced amount of DHP, a decision not to backdate a DHP or a decision that there has been an overpayment of a DHP.

A claimant (or their appointee or agent) who disagrees with a DHP decision may dispute the decision. A request for a review shall be made to Flintshire County Council within one calendar month of the written decision about the DHP being issued. Where appropriate, officers from Flintshire County Council will explain the DHP decision to the claimant by telephone, at interview or in writing and will seek to resolve the matter.

Where the disagreement can't be resolved the case will be reviewed by an officer who was not part of the original decision making process. All the evidence will be reviewed and a decision will be made within 14 days of referral or as soon as practicable.

Where the decision is not revised the claimant will be notified in writing, setting out the reasons for the decision. Their decision will be final and binding and may only be challenged via the judicial review process or by complaint to the Local Government Ombudsman.

11. Overpayments

Flintshire County Council can decide whether it is appropriate to recover overpayments of DHP. If recovery action is decided we will issue an invoice and letter detailing the circumstances of the overpayment to the claimant or the person to whom the award was made.

Recovery will not usually be attempted for any overpayments that occur as the result of a Local Authority error unless the person who received the payment could reasonably have known they were being overpaid or they contributed to the overpayment.

12. Publicity

Flintshire County Council will work with all interested parties to publicise the scheme. A copy of this policy statement and accompanying literature will be made available at our Benefits Reception and posted on the Council's Internet site.

13. Fraud

Flintshire County Council is committed to fighting fraud in all its forms. A claimant who tries to fraudulently claim a DHP by falsely declaring their circumstances, providing a false statement or evidence in support of their application, may have committed an offence under the Theft Act 1968. Where Flintshire County Council suspects that such a fraud may have occurred, the matter will be investigated as appropriate and this may lead to criminal proceedings.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT**
SUBJECT : **WORKFORCE INFORMATION REPORT**

1.00 PURPOSE OF REPORT

1.01 To provide Executive Members with an update for the fourth quarter and whole year 2010 / 11. This report provides details of the following:

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

2.00 BACKGROUND

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

2.02 The redesigned top level Organisation report was redeveloped and submitted for the first time last quarter. This report has now been redeveloped for use by all of the other levels throughout the organisation

3.00 CONSIDERATIONS

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

3.02 As mentioned in previous reports, work has been undertaken during 20010/11 to cleanse the data held on the Midland Trent system.

3.03 When comparing the Establishment in 2010/11 to the same point last year the biggest difference is in the number of vacancies. There are now only 79% of the number of vacancies that were on the establishment last year.

3.04 There is a piece of work being undertaken to further analyse vacancies, as they appear on The Midland Trent System, to identify which ones are to be

recruited to and those that should be removed. The removal of these positions will allow a more accurate reflection of the establishment.

- 3.05 The Headcount Summary Report shows that the total Headcount figure has decreased by 222 when comparing the headcount at the end of 2010/11 to the same time last year. This headline figure is strongly influenced by work that is undertaken to look at turnover and the number of leavers.
- 3.06 The Turnover Summary by Directorate Report reflects the number of leavers, turnover and the stability rate for each Directorate. When looking at the number of leavers in 2011 compared to 2010 there is an increase in over 100 from 970 in 2010 to 1075 in 2011.
- 3.07 The accuracy of the workforce information reports is dependent on the timely receipt of the relevant paperwork into Human Resources. Leaver forms are just one example of this and will impact on the headcount, establishment (vacancies) and turnover data. A piece of work that is currently being undertaken is the removal of individuals, and the positions they occupy, from the Midland Trent System if they have not been paid in the previous twelve months. This reduction in people and positions will be more noticeable in the headline figures of the first quarter report of 2011/12.
- 3.08 During this quarter there were 134 leavers, and of these 59% left voluntarily. The overall turnover rate for 2010/11 was 11.94% compared to 10.70% in 2009/10. This increase has largely been as a result of the data cleanse work that has been undertaken.

Turnover %			
	2009/10 Actual	2010/11 Actual	2010/11 Actual
Quarter 1	1.41	4.05	3.00
Quarter 2	3.03	4.35	3.00
Quarter 3	3.10	2.10	2.75
Quarter 4	3.07	1.50	2.50

- 3.09 The Diversity Summary report shows the Equality strands within the organisation.
- 3.10 As recently as September 2010, CIPD and CMI presented a report stating that by 2020, almost a third of the UK workforce will be over the age of 50. The Age Summary Report shows that approximately 1 in 3 (35%) employees are over fifty years old. With approximately 3.3% being over sixty-five years old. These statistics provide us with important data and trends to undertake workforce and succession planning for the future.

- 3.11 The Absence Rate Summary report includes two sickness absence figures, the first is a sickness absence figure based on the calculation required for the Welsh Local Authority KPI (Key Performance Indicator). This looks at FTE (Full Time Equivalent) days lost and is calculated over the four quarters, from 1 April up to and including 31 March. Below is a table detailing the (FTE) days lost for each quarter since 2008/09.

Days Lost

	2008/09 Actual	2009/10 Actual	2010/1 1 Actual
Quarter 1	2.63	2.42	2.27
Quarter 2	2.37	2.33	2.19
Quarter 3	3.28	3.03	2.87
Quarter 4	3.32	3.04	3.03
Whole Year	11.61	10.83	10.36

- 3.12 The second sickness absence figure is based on industry recommendations (ACAS and CIPD) and shows a percentage absence rate figure for the organisation. This figure is not part of our Key Performance Improvement Targets and as such does not have any targets set. This can be used to benchmark the Council against a range of similar type of high performing organisations.

Absence % Rate

	2008/09 Actual	2009/10 Actual	2010/1 1 Actual
Quarter 1	4.94	4.54	4.26
Quarter 2	7.31	4.38	4.11
Quarter 3	6.16	5.69	5.45
Quarter 4	6.23	5.70	5.69
Whole Year	5.45	5.08	4.86

- 3.13 The final report has been created to support the Attendance Management Strategy. This report shows a snapshot of the days lost per full time equivalent (FTE) and the absence rate across each quarter. For the whole year 2010 /11, 40% of employees in the organisation attained 100% attendance. A method for recognising excellent attendance is being introduced during the first quarter of 2011 / 12.

- 3.14 Within **Community Services** the number of days lost to sickness absence remains higher than the other Directorates but there has been a substantial decrease over the past twelve months by over a day per full time equivalent (FTE) employee from 16.43 in 2009/10 to 15.1 in 2010/11. This is the second biggest decrease of all the Directorates.
- 3.15 Within **Corporate Services**, this year's levels of absence have shown a significant decrease of almost 2 days per FTE. This is the largest decrease of all the Directorates from 8.61 in 2009/10 to 6.69 in 2010/11. Corporate Services continues to have the lowest absence rate across the organisation.
- 3.16 Within the **Environment Directorate** levels of absence have increased during the last twelve months. This year the number of days lost is 10.48 compared to 10.15 days lost last year.
- 3.17 Within **Lifelong Learning**, levels of absence have decreased over the last twelve months by over half a day per FTE Employee. This decrease has taken the Directorates number of days lost from 11.98 to 11.29. This trend needs to be sustained and improved on further as this Directorate continues to have the second highest number of days lost per FTE employees.
- 3.18 Within Schools, the level of absence remains fairly consistent with the previous year at 8.13 days lost.
- 3.19 It is important to note that the days lost / absence rate for sickness absence for the last quarter (quarter 3) has reduced from 3.32 days / 5.69% to 2.87 days / 5.39% when the report was generated for this quarter 4. This has occurred as a result of late paperwork being received in Human Resources to notify that periods of absence have ended. Given this on-going trend, the intention is to run this report again during quarter 1 of 2011 / 12 to enable a more accurate figures to be determined.
- 3.20 The target set for 2010 / 11 was 10.8 days but was further reduced to a tougher target of 10 days during the Member's workshop in November 2010. On the basis of this report, the actual whole year figure for attendance is 10.36 days lost. Whilst this is just short of meeting the revised target set it does represent a steady improvement (11.61 days for 2008 /09 and 10.83 days for 2009 /10), over the last two of years. Attendance management is seen to be a critical area for on-going focus and improvement and forms part of the Performance and Productivity project under the People workstream of the Flintshire Futures Programme.

4.00 RECOMMENDATIONS

- 4.01 Members note Workforce Information Report for the fourth quarter and whole year 2010/11.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

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

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 Already undertaken with Corporate Management Team and Equalities Unit.

12.00 APPENDICES

12.01 Fourth Quarter / Whole year Workforce Information Report 2009/10

12.02 Fourth Quarter / Whole Year Quarter Workforce Information Report 2010/11

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

None

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FLINTSHIRE COUNTY COUNCIL

Workforce Information Report

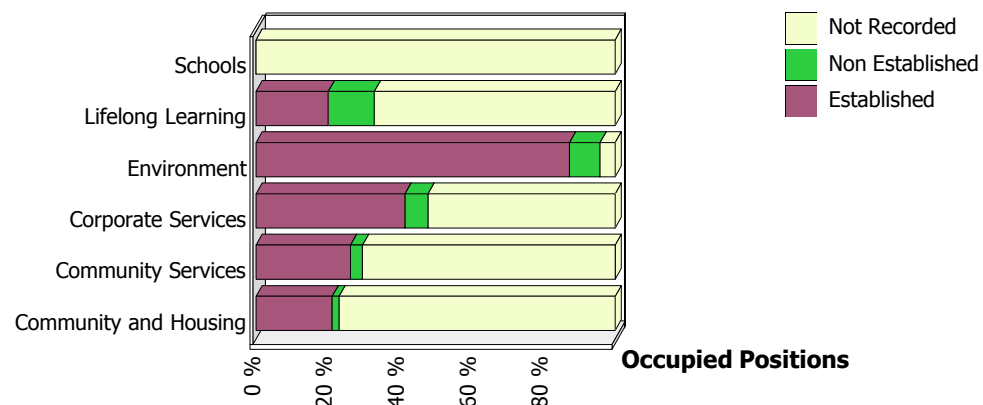
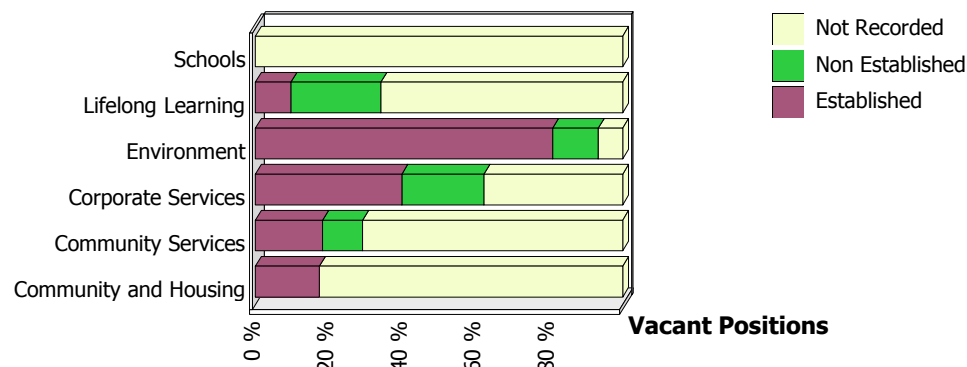
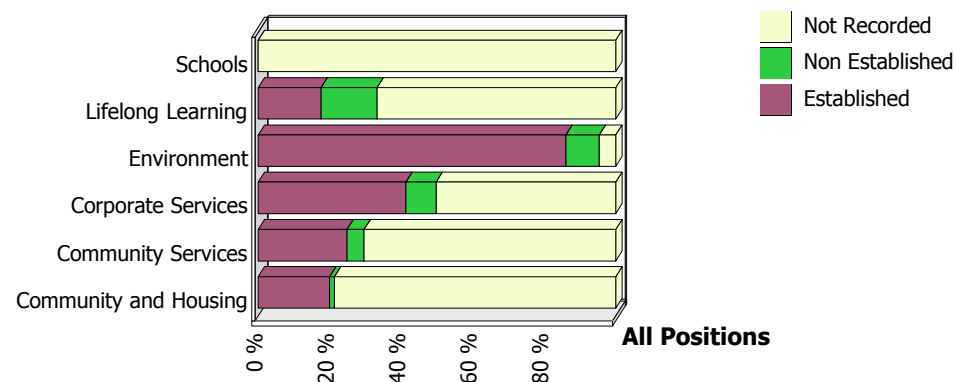
Period Up To: 31/03/2010

Establishment Summary By Directorate

Data on this page is effective as at : 31/03/2010

Last Refreshed On : 13/04/2010

Directorate	Position Status	Positions		
		Total	Vacant	Occupied
Community and Housing	<i>Established</i>	15	4	11
	<i>Non Established</i>	1	0	1
	<i>Not Recorded</i>	59	19	40
	Total:	75	23	52
Community Services	<i>Established</i>	554	77	477
	<i>Non Established</i>	106	46	60
	<i>Not Recorded</i>	1,572	298	1,274
	Total:	2,232	421	1,811
Corporate Services	<i>Established</i>	449	57	392
	<i>Non Established</i>	92	32	60
	<i>Not Recorded</i>	547	54	493
	Total:	1,088	143	945
Environment	<i>Established</i>	979	170	809
	<i>Non Established</i>	105	26	79
	<i>Not Recorded</i>	53	14	39
	Total:	1,137	210	927
Lifelong Learning	<i>Established</i>	568	76	492
	<i>Non Established</i>	507	193	314
	<i>Not Recorded</i>	2,158	518	1,640
	Total:	3,233	787	2,446
Schools	<i>Established</i>	1	0	1
	<i>Not Recorded</i>	8,290	1,004	7,286
	Total:	8,291	1,004	7,287
	Totals:	16,056	2,588	13,468



Headcount Summary By Directorate

Data on this page is effective as at : 31/03/2010

Last Refreshed On : 13/04/2010

Flintshire County Council Actual Total Headcount : 9,176

Directorate	HEADCOUNT			POSITION TYPE						POSITION BASIS			
	Total FTE	People	Positions	Permanent	Relief	Temporary Fixed Term	* Via Managed Agency Service	Seasonal Fixed Term	Contract For Services	Full Time	Full Time Term Time	Part Time	Part Time Term Time
Community and Housing	35	48	52	41	1	10	0	0	0	34	0	18	0
Community Services	1,232	1,564	1,778	1,342	227	208	0	1	0	963	0	813	1
Corporate Services	446	794	932	458	386	88	0	0	0	406	2	505	1
Environment	755	903	925	705	29	191	0	0	0	680	1	239	5
Lifelong Learning	784	1,785	2,283	1,211	627	443	0	0	2	485	11	1,754	13
Schools	2,272	4,620	7,285	3,531	1,800	1,954	0	0	0	1,369	78	5,404	434
Totals:	5,524	9,714	13,255	7,288	3,070	2,894	0	1	2	3,937	92	8,733	454
				54.98 %	23.16 %	21.83 %	0.00 %	0.01 %	0.02 %	29.70 %	0.69 %	65.88 %	3.43 %

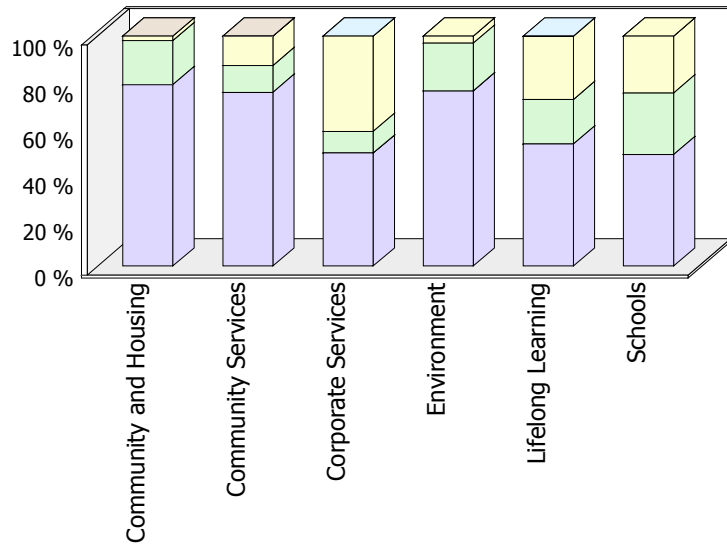
Contract For Services
 Seasonal Fixed Term
 Relief

Temporary Fixed Term
 *Agency
 Permanent

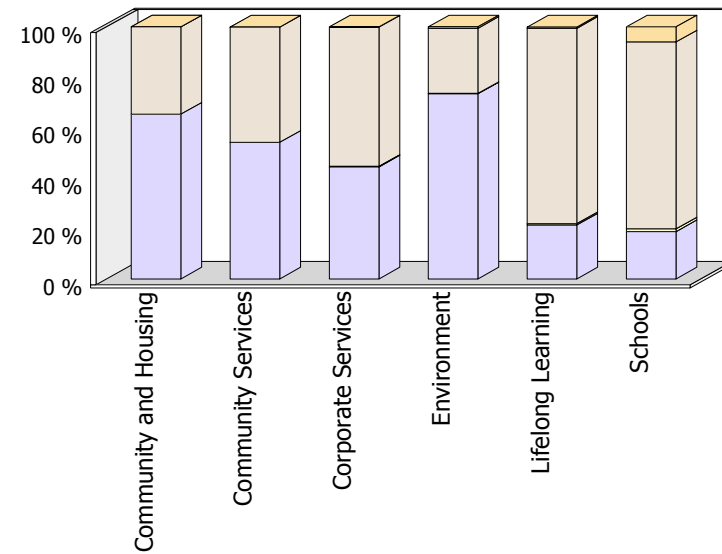
Part Time Term Time
 Part Time

Full Time Term Time
 Full Time

Position Type



Position Basis



* Data for the managed agency service is not recorded in Trent, but has been provided from the managed agency service system - Matrix

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

Turnover Summary

Data on this page is effective between : 01/04/2009 & 31/03/2010

Last Refreshed On : 13/04/2010

Flintshire County Council Turnover

People at Start Point	People at End Point	Average People HeadCount	All Leavers (People)	Voluntary Leavers	All Turnover %	Voluntary Turnover %
8,899	9,240	9,070	970	737	10.70	8.13

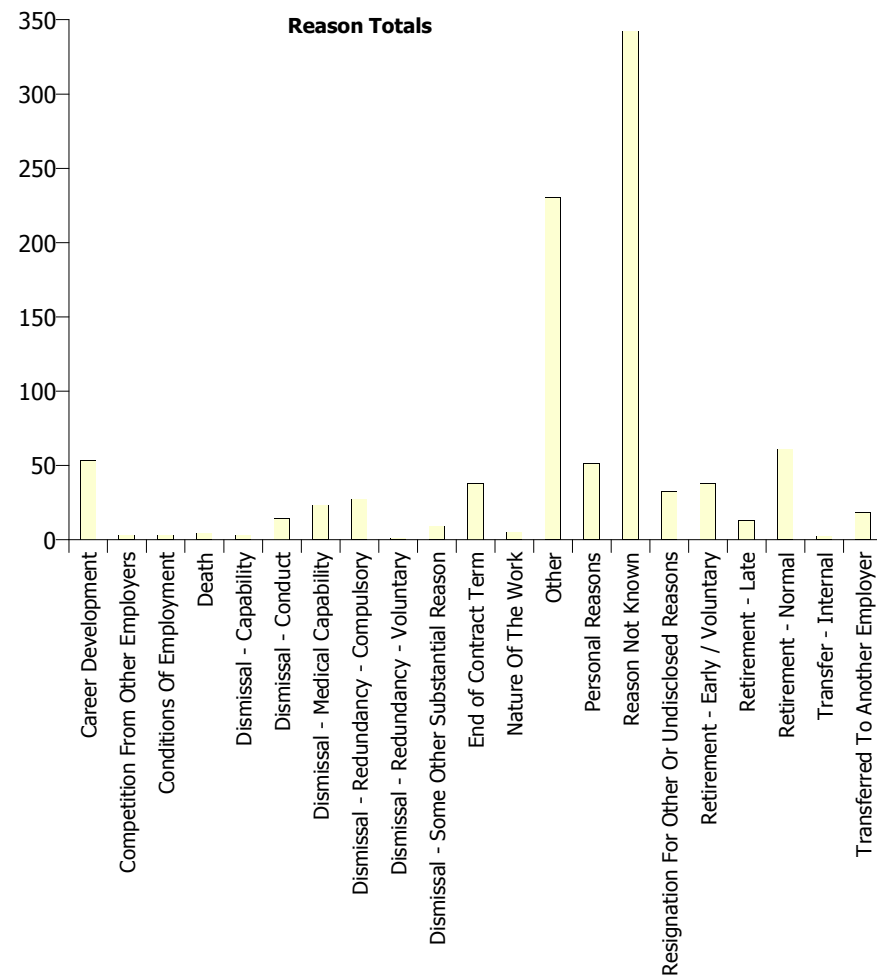
Directorate Turnover

Directorate	People at Start Point	People at End Point	Average People HeadCount	Leavers (People)	Voluntary Leavers (People)	All Turnover %	Voluntary Turnover %
Community and Housing	64	48	56	9	2	16.07	3.57
Community Services	1,529	1,576	1,553	133	85	8.57	5.48
Corporate Services	745	800	773	58	36	7.51	4.66
Environment	874	904	889	51	28	5.74	3.15
Lifelong Learning	1,820	1,836	1,828	267	223	14.61	12.20
Schools	4,390	4,621	4,506	467	374	10.37	8.30
Totals:	9,422	9,785	9,604	985	748		

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

Flintshire County Council Leaving Reasons

Leaving Reason	FCC Total	Leavers %
Career Development	53	5.46 %
Competition From Other Employers	3	0.31 %
Conditions Of Employment	3	0.31 %
Death	4	0.41 %
Dismissal - Capability	3	0.31 %
Dismissal - Conduct	14	1.44 %
Dismissal - Legal Restrictions	0	0%
Dismissal - Medical Capability	23	2.37 %
Dismissal - Redundancy - Compulsory	27	2.78 %
Dismissal - Redundancy - Voluntary	1	0.10 %
Dismissal - Some Other Substantial Reason	9	0.93 %
End of Contract Term	38	3.92 %
Nature Of The Work	5	0.52 %
Other	230	23.71 %
Pay	0	0%
Personal Reasons	51	5.26 %
Reason Not Known	342	35.26 %
Resignation For Other Or Undisclosed Reasons	32	3.30 %
Retirement - Early / Voluntary	38	3.92 %
Retirement - Late	13	1.34 %
Retirement - Normal	61	6.29 %
Transfer - Demotion	0	0%
Transfer - Internal	2	0.21 %
Transfer - Promotion	0	0%
Transfer - Re-Deployed	0	0%
Transferred To Another Employer	18	1.86 %
Transfer - Re-Organisation	0	0%
Transfer - System	0	0%
Total:	970	



Turnover Summary

Data on this page is effective between : 01/04/2009 & 31/03/2010

Last Refreshed On : 13/04/2010

Leaving Reasons by Directorate

Leaving Reason	Community and Housing	Community Services	Corporate Services	Environment	Lifelong Learning	Schools
Career Development	0	28	9	8	10	0
Competition From Other Employers	0	2	0	1	0	0
Conditions Of Employment	0	1	1	1	0	0
Death	1	1	0	1	0	1
Dismissal - Capability	0	1	1	1	0	0
Dismissal - Conduct	0	6	3	4	2	0
Dismissal - Legal Restrictions	0	0	0	0	0	0
Dismissal - Medical Capability	0	12	2	2	5	2
Dismissal - Redundancy - Compulsory	6	0	4	1	2	14
Dismissal - Redundancy - Voluntary	0	0	1	0	0	0
Dismissal - Some Other Substantial Reason	0	5	0	0	2	2
End of Contract Term	0	2	5	3	19	11
Nature Of The Work	0	2	1	0	2	0
Other	0	14	12	5	171	30
Pay	0	0	0	0	0	0
Personal Reasons	1	17	4	4	21	6
Reason Not Known	0	11	4	2	13	316
Resignation For Other Or Undisclosed Reasons	1	5	1	1	3	22
Retirement - Early / Voluntary	0	2	2	6	2	26
Retirement - Late	0	6	2	3	2	1
Retirement - Normal	0	13	2	2	10	34
Transfer - Demotion	0	0	0	0	0	0
Transfer - Internal	0	0	0	0	0	2
Transfer - Promotion	0	0	0	0	0	0
Transfer - Re-Deployed	0	0	0	0	0	0
Transferred To Another Employer	0	5	4	6	3	0
Transfer - Re-Organisation	0	0	0	0	0	0
Transfer - System	0	0	0	0	0	0
Total:	9	133	58	51	267	467

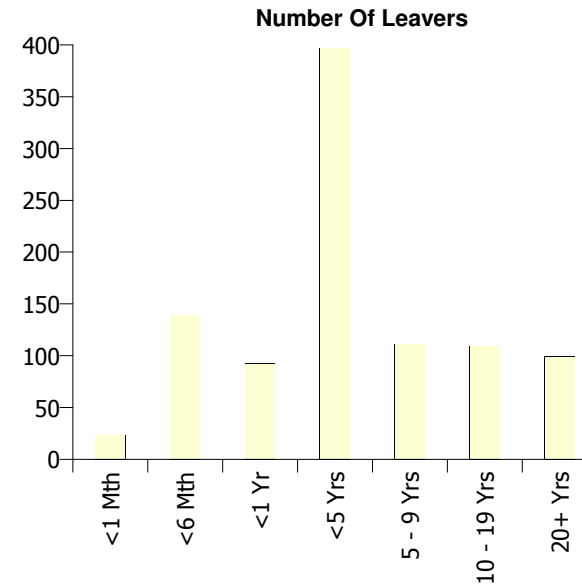
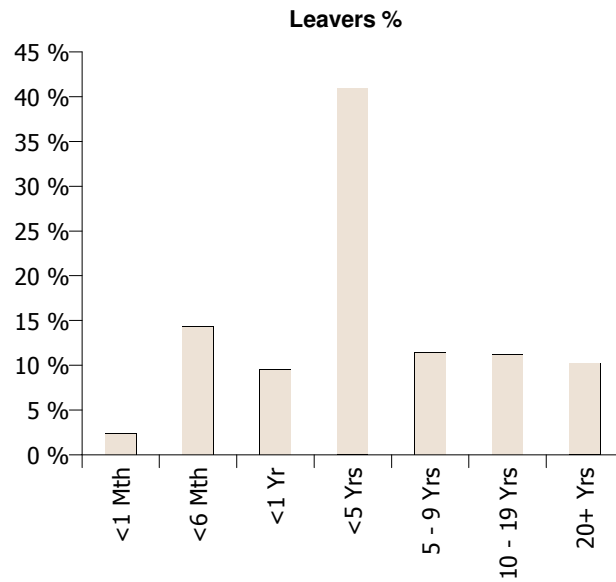
Turnover Summary

Data on this page is effective between : 01/04/2009 & 31/03/2010

Last Refreshed On : 13/04/2010

Flintshire County Council Leavers by Length Of Service

Length Of Service At Leaving	Leavers	Leavers %
<1 Mth	23	2.37 %
<6 Mth	139	14.33 %
<1 Yr	92	9.48 %
<5 Yrs	397	40.93 %
5 - 9 Yrs	111	11.44 %
10 - 19 Yrs	109	11.24 %
20+ Yrs	99	10.21 %
Total	970	



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

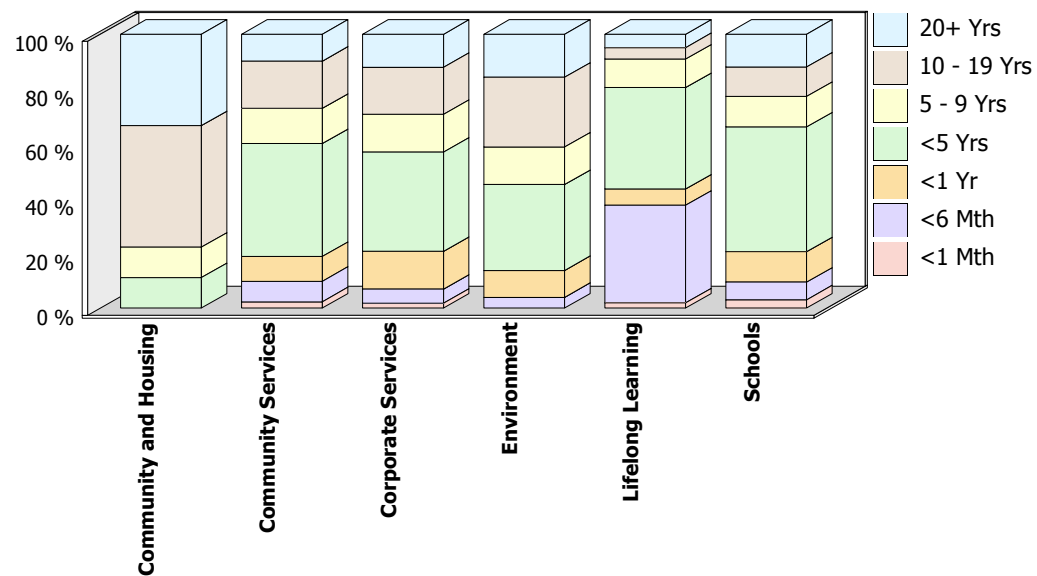
Turnover Summary

Data on this page is effective between : 01/04/2009 & 31/03/2010

Last Refreshed On : 13/04/2010

Leavers by Length Of Service By Directorate

Directorate	<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs
Community and Housing	0	0	0	1	1	4	3
Community Services	3	10	12	55	17	23	13
Corporate Services	1	3	8	21	8	10	7
Environment	0	2	5	16	7	13	8
Lifelong Learning	5	95	16	99	28	11	13
Schools	14	30	52	213	52	50	56
Totals	23	140	93	405	113	111	100



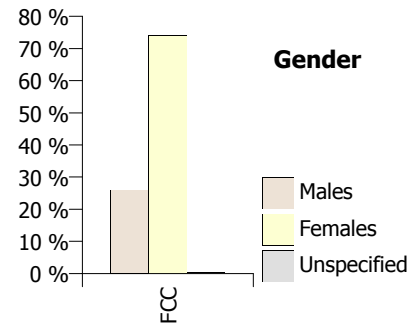
Diversity Summary

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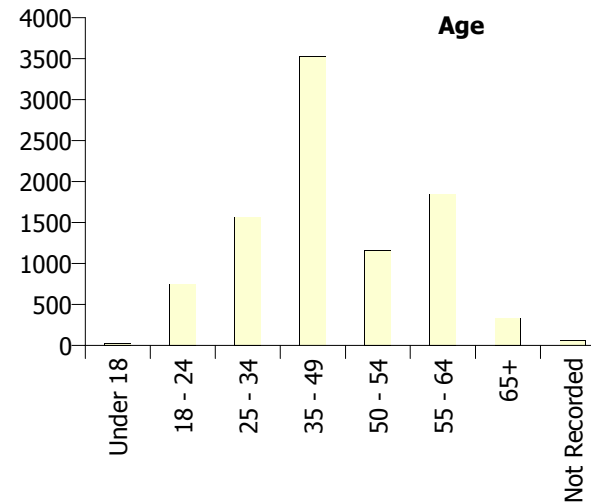
Last Refreshed On : 13/04/2010

Flintshire County Council Diversity Summary

% Male	% Female	% unspecified	% White	% BME	% Ethnicity Not Recorded	% Welsh (Preferred Language)	% Disabled
25.94 %	73.98 %	0.08 %	54.85 %	0.21 %	44.94 %	0.95 %	1.24 %



Age Band	Count	%
Under 18	18	0.19 %
18 - 24	745	8.06 %
25 - 34	1564	16.93 %
35 - 49	3526	38.16 %
50 - 54	1152	12.47 %
55 - 64	1844	19.96 %
65+	333	3.60 %
Not Recorded	58	0.63 %
Total	9240	

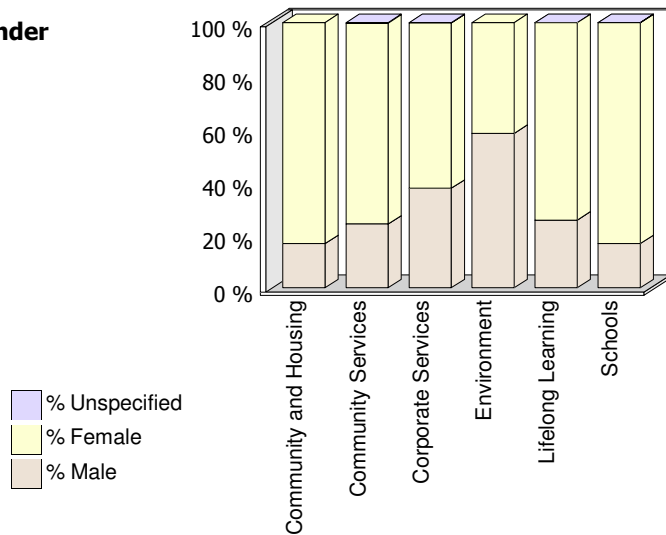


The sum of the percentages may not always total to 100% due to rounding.

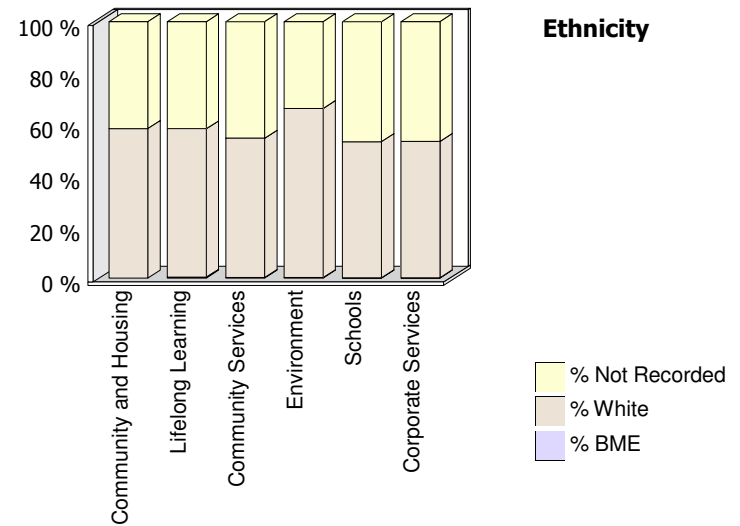
Diversity Summary By Directorate

Directorate	% Male	% Female	% Unspecified	% White	% BME	% Not Recorded	% Welsh (Preferred language)	% Disabled
Community and Housing	16.67 %	83.33 %	0%	58.33 %	0%	41.67 %	0%	0%
Community Services	23.98 %	75.82 %	0.19 %	54.31 %	0.25 %	45.43 %	0.13 %	2.16 %
Corporate Services	37.50 %	62.38 %	0.13 %	53.25 %	0.13 %	46.63 %	1.00 %	1.50 %
Environment	58.30 %	41.70 %	0%	65.93 %	0.22 %	33.85 %	0%	2.65 %
Lifelong Learning	25.49 %	74.46 %	0.05 %	57.95 %	0.33 %	41.72 %	0.71 %	1.14 %
Schools	16.64 %	83.32 %	0.04 %	53.08 %	0.13 %	46.76 %	1.45 %	0.56 %

Gender



Ethnicity



Diversity Summary

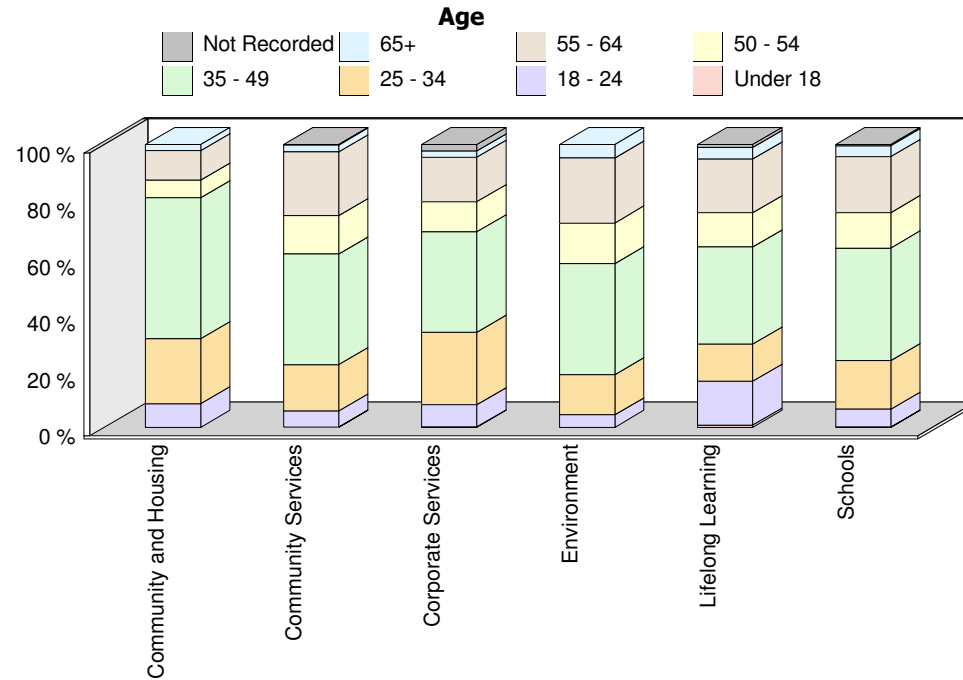
Data on this page is effective as at : 31/03/2010

Last Refreshed On : 13/04/2010

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

Age Summary By Directorate

Directorate	Under 18	%	18 - 24	%	25 - 34	%	35 - 49	%	50 - 54	%	55 - 64	%	65+	%	Not Recorded	%
Community and Housing	0	0%	4	8.33 %	11	22.92 %	24	50.00 %	3	6.25 %	5	10.42 %	1	2.08 %	0	0%
Community Services	1	0.06 %	89	5.65 %	259	16.43 %	618	39.21 %	214	13.58 %	354	22.46 %	39	2.47 %	2	0.13 %
Corporate Services	1	0.13 %	63	7.88 %	205	25.62 %	284	35.50 %	85	10.63 %	126	15.75 %	18	2.25 %	18	2.25 %
Environment	0	0%	40	4.42 %	128	14.16 %	356	39.38 %	129	14.27 %	208	23.01 %	43	4.76 %	0	0%
Lifelong Learning	13	0.71 %	286	15.58 %	240	13.07 %	633	34.48 %	222	12.09 %	349	19.01 %	75	4.08 %	18	0.98 %
Schools	3	0.06 %	294	6.36 %	792	17.14 %	1,842	39.86 %	580	12.55 %	913	19.76 %	177	3.83 %	20	0.43 %
Totals:	18		776		1,635		3,757		1,233		1,955		353		58	



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

Absence Rate Summary By Directorate

Data on this page is effective for quarters between : 01/04/2009 and 31/03/2010

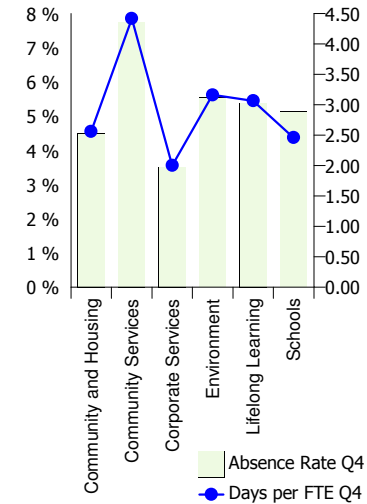
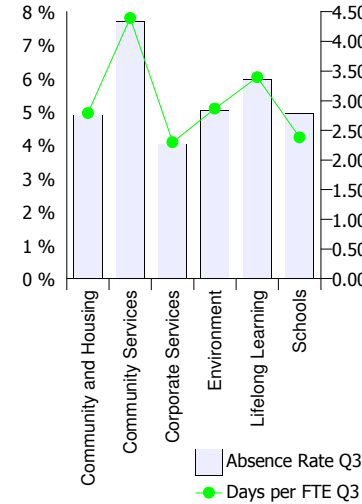
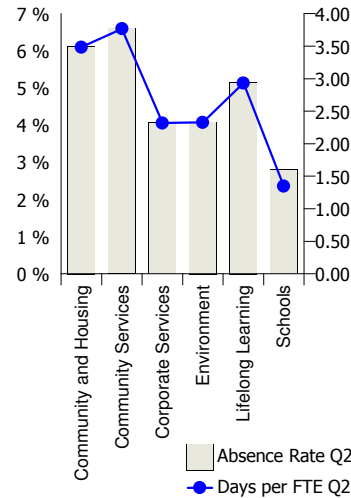
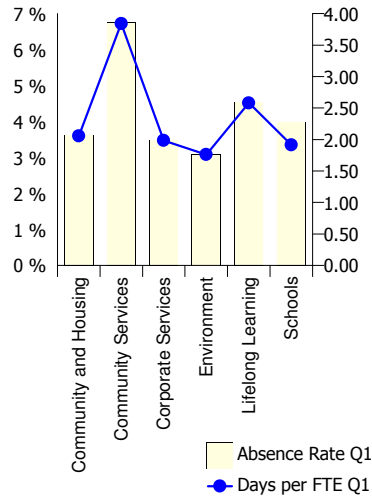
Last Refreshed On : 13/04/2010

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

Cumulative Totals

Day Lost	Average Days Available	Absence Rate	FTE Days Lost
59,576	1,172,509	5.08 %	10.83

Directorate	Days Lost Q1	Average Days Available Q1	Absence Rate Q1	Days per FTE Q1	Days Lost Q2	Average Days Available Q2	Absence Rate Q2	Days per FTE Q2	Days Lost Q3	Average Days Available Q3	Absence Rate Q3	Days per FTE Q3	Days Lost Q4	Average Days Available Q4	Absence Rate Q4	Days per FTE Q4	FTE Days Lost
Community and Housing	94	2,611	3.61 %	2.06	152	2,491	6.11 %	3.48	118	2,417	4.90 %	2.79	98	2,178	4.49 %	2.56	10.88
Community Services	4,626	68,593	6.74 %	3.84	4,586	69,419	6.61 %	3.77	5,425	70,396	7.71 %	4.39	5,448	70,308	7.75 %	4.42	16.43
Corporate Services	904	25,953	3.48 %	1.98	1,058	26,017	4.07 %	2.32	1,050	26,009	4.04 %	2.30	898	25,579	3.51 %	2.00	8.61
Environment	1,280	41,376	3.09 %	1.76	1,690	41,345	4.09 %	2.33	2,126	42,273	5.03 %	2.87	2,385	43,031	5.54 %	3.16	10.15
Lifelong Learning	1,953	43,114	4.53 %	2.58	2,238	43,478	5.15 %	2.93	2,615	43,886	5.96 %	3.40	2,369	44,097	5.37 %	3.06	11.98
Schools	4,343	108,854	3.99 %	1.92	3,087	110,081	2.80 %	1.35	5,457	110,132	4.96 %	2.38	5,577	108,872	5.12 %	2.46	8.10
Totals	13,199	290,502	4.54 %	2.42	12,812	292,830	4.38 %	2.33	16,791	295,113	5.69 %	3.03	16,774	294,064	5.70 %	3.04	



Target KPI :

0809 Directorates	Prev Days Lost Q1	Prev Average Days Available Q1	Prev Absence Rate Q1	Prev Days Per FTE Q1	Prev Days Lost Q2	Prev Average Days Available Q2	Prev Absence Rate Q2	Prev Days Per FTE Q2	Prev Days Lost Q3	Prev Average Days Available Q3	Prev Absence Rate Q3	Prev Days Per FTE Q3	Prev Days Lost Q4	Prev Average Days Available Q4	Prev Absence Rate Q4	Prev Days Per FTE Q4	Prev FTE Days Lost
ASC	2386	39177	6.09 %	3.47	2699	40968	6.59 %	3.75	3794	42074	9.02 %	5.14	3400	42468	8.01 %	4.56	17.00
C&H	1808	27885	6.48 %	3.70	2223	28409	7.82 %	4.46	2693	28584	9.42 %	5.37	2204	28747	7.67 %	4.37	17.91
Chief Exces	27	700	3.85 %	2.20	68	700	9.68 %	5.52	30	700	4.29 %	2.45	23	703	3.29 %	1.87	12.03
Corp Start	311	10644	2.92 %	1.66	326	10701	3.04 %	1.73	299	10843	2.76 %	1.57	477	10981	4.34 %	2.47	7.46
ED CS & Rec	2827	51143	5.53 %	3.15	2638	51626	5.11 %	2.91	3090	51967	5.95 %	3.39	3727	52162	7.15 %	4.07	13.54
Env & Regen	1211	30	4.06 %	2.31	1145	60612	3.74 %	2.13	1580	30754	5.14 %	2.93	1519	31070	4.89 %	2.79	10.17
Fin, Legal & Dem	412	11494	3.58 %	2.04	523	11545	4.53 %	2.58	486	11569	4.20 %	2.40	657	11660	5.64 %	3.21	10.24
Schools	4706	104525	4.50 %	2.16	2961	106431	2.78 %	1.34	5740	108721	5.28 %	2.53	5890	109008	5.40 %	2.59	8.64
Theatre	128	2874	4.47 %	2.55	54	2904	1.86 %	1.06	45	2929	1.53 %	0.87	141	2929	4.82 %	2.75	7.22
Unattached	54	2508	2.15 %	1.22	46	1229	3.75 %	2.14	29	771	3.74 %	2.13	49	612	7.98 %	4.55	7.90
Totals	13870	280805	4.94 %	2.63	12682	285126	7.31 %	2.37	17788	288912	6.16 %	3.28	18086	290340	6.23 %	3.32	

Previous Year Cumulative Totals

Prev Days Lost	Prev Average Days Available	Prev Absence Rate	Prev FTE Days Lost
62,426	1,145,184	5.45 %	11.61

FLINTSHIRE COUNTY COUNCIL

Workforce Information Report

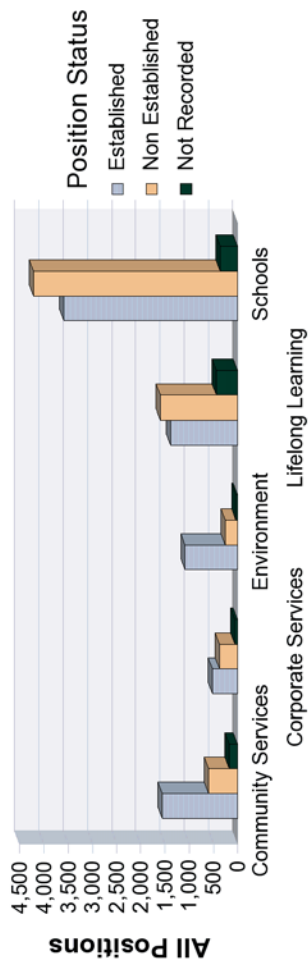
Period Up To : 31/03/2011

Establishment Summary By Directorate

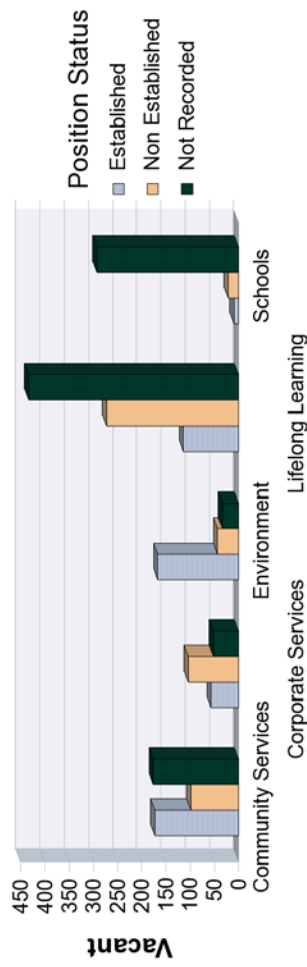
Data effective as at : 31/03/2011

Last Refreshed On : 04/04/2011

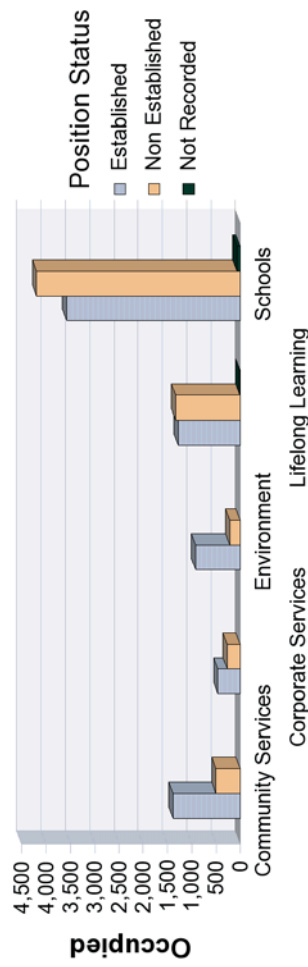
Directorate	Position Status	POSITIONS	
		Total	Occupied
Community Services	Established	1,545	1,373
	Non Established	593	495
	Not Recorded	175	175
	Total:	2,313	1,868
Corporate Services	Established	511	455
	Non Established	368	265
	Not Recorded	51	51
	Total:	930	720
Environment	Established	1,076	910
	Non Established	254	211
	Not Recorded	33	33
	Total:	1,363	1,121
Lifelong Learning	Established	1,377	1,264
	Non Established	1,589	1,317
	Not Recorded	438	5
	Total:	3,404	2,586
Schools	Established	3,582	3,573
	Non Established	4,209	4,188
	Not Recorded	357	65
	Total:	8,148	7,826
	Overall Total:	16,158	14,121



Directorate



Directorate



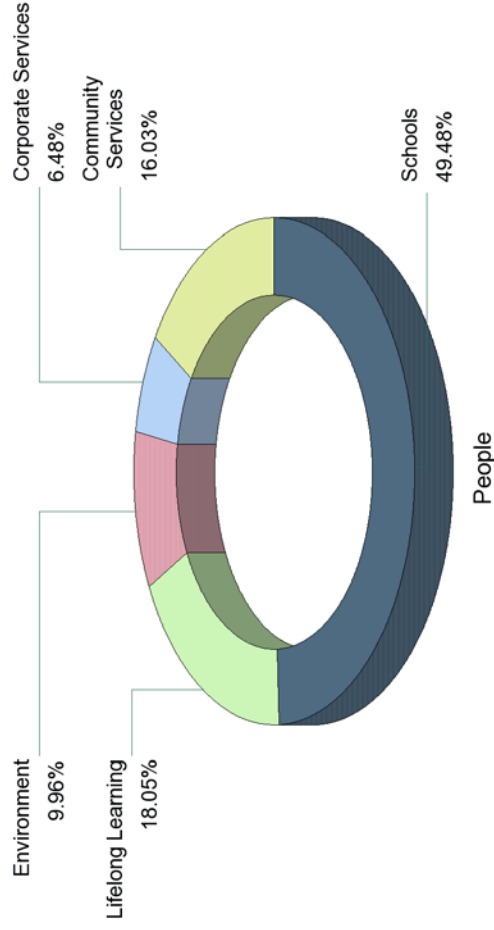
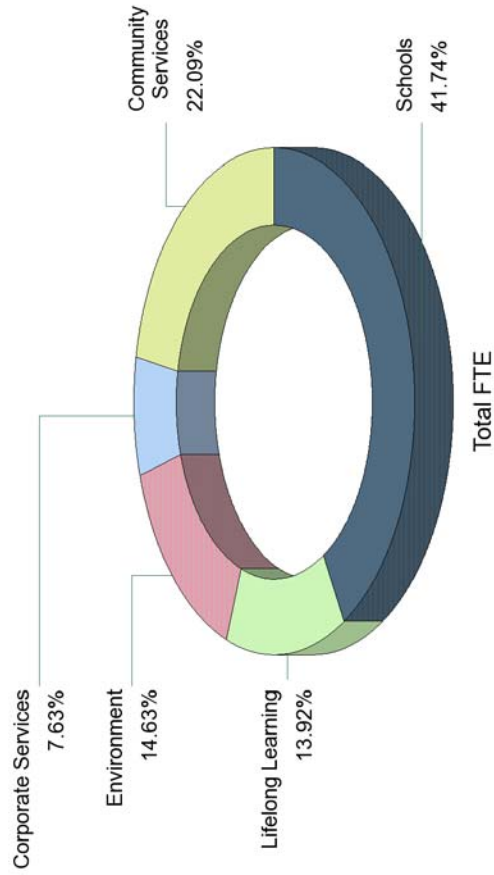
Directorate

Headcount Summary By Directorate

Data on this page is effective as at : 31/03/2011
Last Refreshed On : 04/04/2011

Flintshire County Council Actual Total Headcount : **8,954**

Directorate	HEADCOUNT			POSITION TYPE							POSITION BASIS				
	Total FTE	People	Positions	Permanent	Relief	Temporary Fixed Term	Seasonal Fixed Term	* Via Managed Agency Service	Contract For Services	Full Time	Part Time	Full Time Term Time	Part Time Term Time	No Basis	
Community Services	1216	1,520	1,745	1,297	234	214	0	95	0	931	0	669	0	145	
Corporate Services	420	614	684	427	119	91	0	12	47	387	5	134	1	157	
Environment	805	944	969	771	19	179	0	88	0	727	1	229	5	7	
Lifelong Learning	766	1,711	2,503	1,214	1,093	194	2	5	0	413	10	1,104	19	957	
Schools	2297	4,691	7,754	3,576	3,686	492	0	0	0	1,361	86	1,942	997	3,368	
Sum:	5504	9,480	13,655	7,285	5,151	1,170	2	200	47	3,819	102	4,078	1,022	4,634	



Turnover Summary by Directorate

Flintshire County Council Annual Total

Last Refreshed On : 05/04/2011

HC Q1 From	HC Q4 To	Head Count For Year	Leavers For Year	Turnover For Year	Stability For Year
9,047	8,960	9,003.5	1,075	11.94%	90.06%

Flintshire County Council Total

Quarter 1

April to June

HC Q1 From	HC Q1 To	Q1 Average Head Count	Q1 Leavers	Q1 Turnover	Q1 Stability	
9,047	8,884	8,965.5	363	4.05%	88.53%	
Flintshire County Council Total						
Directorate	HC Q1 From	HC Q1 To	Q1 Average Head Count	Q1 Leavers	Q1 Turnover	Q1 Stability
Community and Housing	44	43	43.5	1	2.30%	94.25%
Community Services	1,555	1,546	1,550.5	31	2.00%	92.10%
Corporate Services	783	606	694.5	190	27.36%	80.20%
Environment	907	898	902.5	18	1.99%	91.97%
Lifelong Learning	1,767	1,727	1,747	65	3.72%	90.44%
Schools	4,508	4,586	4,547	60	1.32%	88.12%

Quarter 2

July to September

HC Q2 From	HC Q2 To	Q2 Average Head Count	Q2 Leavers	Q2 Turnover	Q2 Stability	
8,972	8,906	8,939	389	4.35%	89.46%	
Flintshire County Council Total						
Directorate	HC Q2 From	HC Q2 To	Q2 Average Head Count	Q2 Leavers	Q2 Turnover	Q2 Stability
Community Services	1,571	1,562	1,566.5	42	2.68%	93.01%
Corporate Services	603	610	606.5	22	3.63%	90.19%
Environment	913	907	910	19	2.09%	92.42%
Lifelong Learning	1,820	1,729	1,774.5	132	7.44%	88.76%
Schools	4,599	4,619	4,609	178	3.86%	88.65%

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Flintshire County Council Total

Quarter 3

October to December

HC Q3 From	HC Q3 To	Q3 Average Head Count	Q3 Leavers	Q3 Turnover	Q3 Stability	
8,989	8,974	8,981.5	189	2.10%	89.78%	
Flintshire County Council Total						
Directorate	HC Q3 From	HC Q3 To	Q3 Average Head Count	Q3 Leavers	Q3 Turnover	Q3 Stability
Community Services	1,563	1,538	1,550.5	33	2.13%	93.65%
Corporate Services	612	623	617.5	14	2.27%	88.42%
Environment	952	943	947.5	18	1.90%	90.77%
Lifelong Learning	1,729	1,709	1,719	51	2.97%	91.10%
Schools	4,654	4,672	4,663	76	1.63%	88.83%

Quarter 4

January to March

HC Q4 From	HC Q4 To	Q4 Average Head Count	Q4 Leavers	Q4 Turnover	Q4 Stability	
8,966	8,960	8,963	134	1.50%	90.47%	
Flintshire County Council Total						
Directorate	HC Q4 From	HC Q4 To	Q4 Average Head Count	Q4 Leavers	Q4 Turnover	Q4 Stability
Community Services	1,535	1,519	1,527	22	1.44%	95.02%
Corporate Services	620	614	617	18	2.92%	88.65%
Environment	943	944	943.5	21	2.23%	92.00%
Lifelong Learning	1,706	1,711	1,708.5	28	1.64%	92.77%
Schools	4,672	4,698	4,685	49	1.05%	89.09%

Turnover Summary

Last Refreshed On : 05/04/2011

Directorate	Q1 Leavers	Q2 Leavers	Q3 Leavers	Q4 Leavers	Sum
Community and Housing	1	0	0	0	1
Community Services	31	42	33	22	128
Corporate Services	190	22	14	18	244
Environment	18	19	18	21	76
Lifelong Learning	65	132	51	28	276
Schools	60	178	76	49	363
Sum:	365	393	192	138	1,088

Directorate	Q1 Turnover	Q2 Turnover	Q3 Turnover	Q4 Turnover
Community and Housing	2.30%	0%	0%	0%
Community Services	2.00%	2.68%	2.13%	1.44%
Corporate Services	27.36%	3.63%	2.27%	2.92%
Environment	1.99%	2.09%	1.90%	2.23%
Lifelong Learning	3.72%	7.44%	2.97%	1.64%
Schools	1.32%	3.86%	1.63%	1.05%

Directorate	Q1 Stability	Q2 Stability	Q3 Stability	Q4 Stability
Community and Housing	94.25%	0%	0%	0%
Community Services	92.10%	93.01%	93.65%	95.02%
Corporate Services	80.20%	90.19%	88.42%	88.65%
Environment	91.97%	92.42%	90.77%	92.00%
Lifelong Learning	90.44%	88.76%	91.10%	92.77%
Schools	88.12%	88.65%	88.83%	89.09%

Turnover Leaver Analysis

Last Refreshed On : 05/04/2011

Quarter 1

April to June		<1 Mth	<1 Yr	<6 Mth	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Death In Service	Female	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	1	0	1
Dismissal	Female	0	0	0	1	4	3	3	11
	Male	0	0	0	2	0	2	3	7
End of Contract Term	Female	0	17	4	56	4	0	0	81
	Male	0	16	6	69	8	0	0	99
Left Voluntarily	Unspecified	0	1	0	0	0	0	0	1
	Female	3	12	6	48	14	8	6	97
Retirement	Male	1	5	2	22	5	4	2	41
	Female	0	0	0	1	1	1	8	11
Transferred To Another Employer	Male	0	0	0	1	4	2	3	10
	Female	0	1	0	1	1	0	0	2
Sum:		4	52	18	202	41	21	25	363

Quarter 2

July to September		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Death In Service	Female	0	0	0	1	0	2	0	3
	Male	0	0	0	0	0	1	1	2
Dismissal	Female	0	0	1	5	4	5	6	21
	Male	0	0	0	2	1	0	3	6
End of Contract Term	Female	0	53	5	6	0	0	0	64
	Male	1	20	1	3	0	0	0	25
Left Voluntarily	Unspecified	0	0	0	0	0	0	0	0
	Female	3	13	23	71	26	19	5	160
Retirement	Male	1	2	5	23	6	4	5	46
	Female	0	0	1	1	5	13	22	42
Transferred To Another Employer	Male	0	0	0	1	1	4	11	17
	Female	0	0	0	2	0	0	0	2
Sum:		5	88	36	116	44	47	53	389

Turnover Leaver Analysis

Last Refreshed On : 05/04/2011

Quarter 3

October to December		<1 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	<1 Mth	Sum:
Death In Service	Female	0	0	0	1	1	0	0	2
	Male	0	0	0	0	0	0	0	0
Dismissal	Female	0	0	0	2	3	1	0	6
	Male	0	0	1	1	2	0	0	4
End of Contract Term	Female	6	0	2	1	0	0	0	9
	Male	0	1	12	0	0	0	0	13
Left Voluntarily	Unspecified	0	0	0	0	0	0	0	0
	Female	4	6	48	18	3	5	2	86
Retirement	Male	3	4	17	11	1	0	0	36
	Female	0	0	1	2	4	8	0	15
Transferred To Another Employer	Male	0	0	1	6	2	5	0	14
	Female	0	0	1	0	0	0	0	1
Sum:		13	11	86	42	16	19	2	189

Quarter 4

January to March		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Death In Service	Female	0	0	0	1	0	1	0	2
	Male	0	0	0	0	0	0	1	1
Dismissal	Female	0	0	1	5	3	2	1	12
	Male	0	0	0	0	1	0	0	1
End of Contract Term	Female	0	1	3	4	0	0	0	8
	Male	0	0	1	3	0	0	0	4
Left Voluntarily	Unspecified	0	0	0	0	0	0	0	0
	Female	1	6	6	31	9	4	0	57
Retirement	Male	0	1	2	12	7	0	0	22
	Female	0	0	0	0	3	0	0	3
Transferred To Another Employer	Male	0	0	0	0	3	2	4	9
	Female	0	0	0	3	0	1	2	6
Sum:		1	8	13	61	26	11	14	134

Directorate Leaver Analysis

Last Refreshed On : 05/04/2011

Quarter 1

April to June

		<1 Mth	<1 Yr	<6 Mth	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Community and Housing	Dismissal	0	0	0	0	1	0	0	1
	Sum:	0	0	0	0	1	0	0	1
Community Services	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	2	1	2	1	6
	End of Contract Term	0	1	0	0	0	0	0	1
	Left Voluntarily	0	0	0	8	3	3	0	14
	Retirement	0	0	0	1	1	1	7	10
	Transferred To Another Employer	0	0	0	0	0	0	0	0
	Sum:	0	1	0	11	5	6	8	31
Corporate Services	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	1	1	1	0	3
	End of Contract Term	0	31	10	122	12	0	0	175
	Left Voluntarily	0	0	1	6	2	1	0	10
	Retirement	0	0	0	0	1	1	0	2
	Sum:	0	31	11	129	16	3	0	190
Environment	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	0	1	3	4
	End of Contract Term	0	0	0	1	0	0	0	1
	Left Voluntarily	0	1	1	3	0	0	3	8
	Retirement	0	0	0	0	3	0	0	3
	Transferred To Another Employer	0	0	0	1	0	1	0	2
	Sum:	0	1	1	5	3	2	6	18
Lifelong Learning	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	1	1	2	4
	End of Contract Term	0	0	0	1	0	0	0	1
	Left Voluntarily	1	11	2	26	9	3	3	55
	Retirement	0	0	0	1	0	1	1	3
	Transferred To Another Employer	0	1	0	1	0	0	0	2
	Sum:	1	12	2	29	10	5	6	65
Schools	Death In Service	0	0	0	0	1	0	0	1
	Dismissal	0	0	0	0	0	0	0	0
	End of Contract Term	0	2	0	1	0	0	0	3
	Left Voluntarily	3	5	4	28	6	5	2	53
	Retirement	0	0	0	0	0	0	3	3
	Sum:	3	7	4	29	7	5	5	60

Directorate Leaver Analysis

Last Refreshed On : 05/04/2011

Quarter 2

July to September

		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Community Services	Death In Service	0	0	0	0	1	0	0	1
	Dismissal	0	0	0	2	1	2	0	5
	End of Contract Term	0	1	0	1	0	0	0	2
	Left Voluntarily	0	0	0	14	4	4	0	22
	Retirement	0	0	0	1	1	3	5	10
	Transferred To Another Employer	0	0	0	2	0	0	0	2
	Sum:	0	1	0	20	7	9	5	42
Corporate Services	Death In Service	0	0	0	0	0	1	0	1
	Dismissal	0	0	0	0	0	0	0	0
	End of Contract Term	1	1	1	1	0	0	0	4
	Left Voluntarily	0	0	4	10	1	0	0	15
	Retirement	0	0	0	0	0	0	2	2
		Sum:	1	1	5	11	1	1	2
Environment	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	0	0	1	1
	End of Contract Term	0	0	1	0	0	0	0	1
	Left Voluntarily	0	0	0	5	0	3	0	8
	Retirement	0	0	0	0	1	1	6	8
	Transferred To Another Employer	0	0	0	1	0	0	0	1
	Sum:	0	0	1	6	1	4	7	19
Lifelong Learning	Death In Service	0	0	0	1	0	1	1	3
	Dismissal	0	0	0	1	1	0	0	2
	End of Contract Term	0	70	1	5	0	0	0	76
	Left Voluntarily	1	2	9	19	10	4	1	46
	Retirement	0	0	0	0	3	1	1	5
	Transferred To Another Employer	0	0	0	0	0	0	0	0
	Sum:	1	72	10	26	14	6	3	132
Schools	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	1	4	3	3	8	19
	End of Contract Term	0	1	4	2	0	0	0	7
	Left Voluntarily	3	13	15	47	17	12	9	116
	Retirement	0	0	1	1	2	13	19	36
	Sum:	3	14	21	54	22	28	36	178

Directorate Leaver Analysis

Last Refreshed On : 05/04/2011

Quarter 3

October to December

		<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	<1 Mth	Sum:
Community Services	Death In Service	0	0	0	1	0	0	0	1
	Dismissal	0	0	1	1	0	1	0	3
	End of Contract Term	2	0	0	0	0	0	0	2
	Left Voluntarily	0	0	15	5	2	0	0	22
	Retirement	0	0	1	0	2	0	0	3
	Transferred To Another Employer	0	0	2	0	0	0	0	2
	Sum:	2	0	19	7	4	1	0	33
Corporate Services	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	0	0	0	0	0
	End of Contract Term	1	0	1	0	0	0	0	2
	Left Voluntarily	1	1	3	1	0	1	1	8
	Retirement	0	0	1	1	0	2	0	4
	Sum:	2	1	5	2	0	3	1	14
Environment	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	1	1	0	0	2
	End of Contract Term	0	0	1	0	0	0	0	1
	Left Voluntarily	1	1	4	3	0	0	0	9
	Retirement	0	0	0	1	2	2	0	5
	Transferred To Another Employer	0	0	1	0	0	0	0	1
	Sum:	1	1	6	5	3	2	0	18
Lifelong Learning	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	1	1	0	0	2
	End of Contract Term	3	1	1	0	0	0	0	5
	Left Voluntarily	2	5	19	8	1	1	0	36
	Retirement	0	0	0	3	1	3	0	7
	Transferred To Another Employer	0	0	1	0	0	0	0	1
	Sum:	5	6	21	12	3	4	0	51
Schools	Death In Service	0	0	0	0	1	0	0	1
	Dismissal	0	0	0	0	3	0	0	3
	End of Contract Term	0	0	11	1	0	0	0	12
	Left Voluntarily	3	3	26	13	1	3	1	50
	Retirement	0	0	0	3	1	6	0	10
	Sum:	3	3	37	17	6	9	1	76

Directorate Leaver Analysis

Last Refreshed On : 05/04/2011

Quarter 4

January to March

		<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs	Sum:
Community Services	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	1	4	1	0	0	6
	End of Contract Term	0	0	1	1	0	0	0	2
	Left Voluntarily	0	1	2	4	2	1	0	10
	Retirement	0	0	0	0	1	1	2	4
	Transferred To Another Employer	0	0	0	0	0	0	0	0
	Sum:	0	1	4	9	4	2	2	22
Corporate Services	Death In Service	0	0	0	0	0	0	1	1
	Dismissal	0	0	0	0	0	0	0	0
	End of Contract Term	0	1	1	2	0	0	0	4
	Left Voluntarily	0	2	2	5	2	0	0	11
	Retirement	0	0	0	0	0	0	2	2
	Sum:	0	3	3	7	2	0	3	18
Environment	Death In Service	0	0	0	0	0	1	0	1
	Dismissal	0	0	0	0	1	0	0	1
	End of Contract Term	0	0	0	1	0	0	0	1
	Left Voluntarily	0	0	1	5	0	0	0	6
	Retirement	0	0	0	0	1	1	2	4
	Transferred To Another Employer	0	0	0	4	0	2	2	8
	Sum:	0	0	1	10	2	4	4	21
Lifelong Learning	Death In Service	0	0	0	0	0	0	0	0
	Dismissal	0	0	0	2	2	2	1	7
	End of Contract Term	0	0	0	2	0	0	0	2
	Left Voluntarily	0	2	0	9	0	1	0	12
	Retirement	0	0	0	0	4	0	2	6
	Transferred To Another Employer	0	0	0	1	0	0	0	1
	Sum:	0	2	0	14	6	3	3	28
Schools	Death In Service	0	0	0	1	0	1	0	2
	Dismissal	0	0	0	0	0	0	0	0
	End of Contract Term	0	0	2	1	0	0	0	3
	Left Voluntarily	1	2	3	20	12	3	0	41
	Retirement	0	0	0	0	1	0	2	3
	Sum:	1	2	5	22	13	4	2	49

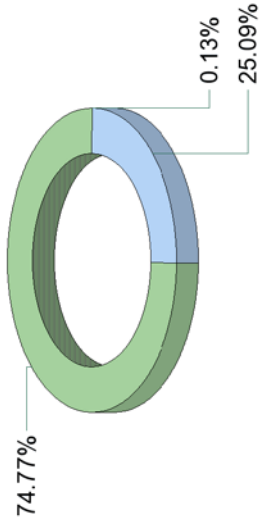
Diversity Summary

Data on this page is effective as at : 31/03/2011

Last Refreshed On : 04/04/2011

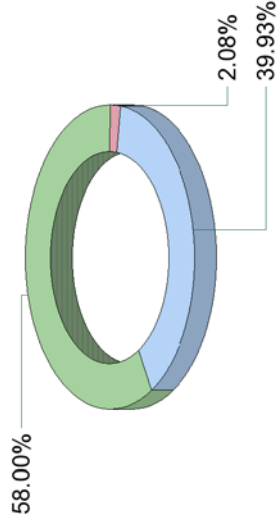
Flintshire County Council Diversity Summary

Gender	Total	%
Female	6,695	74.77%
Male	2,247	25.09%
Unspecified	12	0.13%
Sum:	8,954	



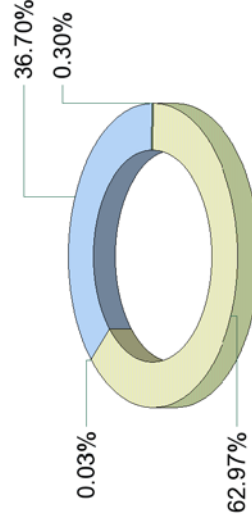
Gender
 Female
 Male
 Unspecified

Disabled ?	Total	%
No	5,193	58.00%
Not Known	3,575	39.93%
Yes	186	2.08%
Sum:	8,954	



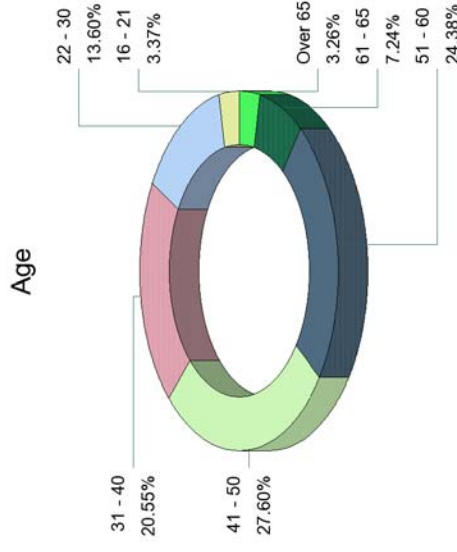
Disabled ?
 No
 Not Known
 Yes

Ethnicity	Total	%
BME	27	0.30%
Not Recorded	3,286	36.70%
Not Stated	3	0.03%
White	5,638	62.97%
Sum:	8,954	



Ethnicity
 BME
 Not Recorded
 Not Stated
 White

Age	Total	%
16 - 21	302	3.37%
22 - 30	1,218	13.60%
31 - 40	1,840	20.55%
41 - 50	2,471	27.60%
51 - 60	2,183	24.38%
61 - 65	648	7.24%
Over 65	292	3.26%
Sum:	8,954	



Age

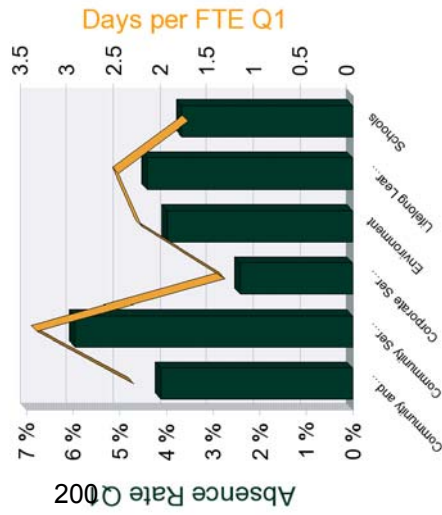
Absence Rate Summary By Directorate

Last Refreshed On : 06/05/2011

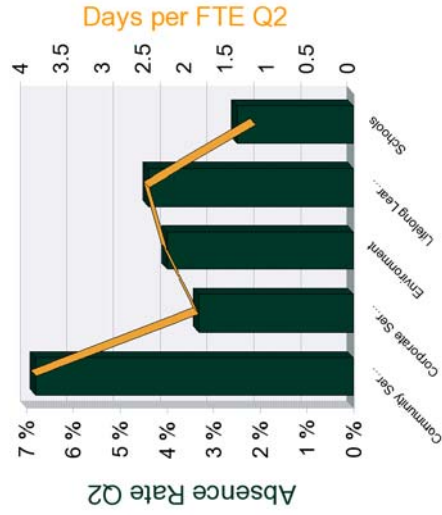
Cumulative Totals

Average Days Available	FTE Days Lost	Absence Rate	Days Lost Per FTE
1,171,192	56,963	4.86 %	10.36

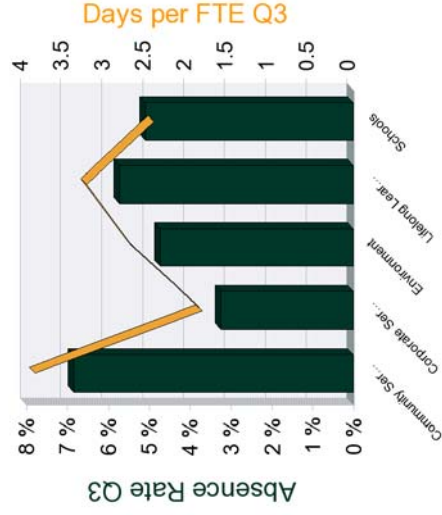
Directorate	FTE Days Lost Q1	Average Days Available Q1	Absence Rate Q1	Days per FTE Q1	FTE Days Lost Q2	Average Days Available Q2	Absence Rate Q2	Days per FTE Q2	FTE Days Lost Q3	Average Days Available Q3	Absence Rate Q3	Days per FTE Q3	FTE Days Lost Q4	Average Days Available Q4	Absence Rate Q4	Days per FTE Q4	Days Lost Per FTE
Community and Housing	77	1,881	4.11 %	2.35	0	0	0	0	0	0	0	0	0	0	0	0	2.35
Community Services	4,152	69,885	5.94 %	3.39	4,796	70,477	6.80 %	3.88	4,795	70,199	6.83 %	3.89	69,482	69,482	6.91 %	3.94	15.1
Corporate Services	598	24,828	2.41 %	1.37	818	24,774	3.30 %	1.88	794	24,591	3.23 %	1.84	24,143	24,143	2.80 %	1.6	6.69
Environment	1,721	43,293	3.98 %	2.27	1,743	43,689	3.99 %	2.27	2,173	45,960	4.73 %	2.69	45,850	45,850	5.69 %	3.24	10.48
Lifelong Learning	1,935	43,859	4.41 %	2.51	1,924	43,866	4.39 %	2.5	2,504	43,792	5.72 %	3.26	43,379	43,379	5.30 %	3.02	11.29
Schools	3,970	108,369	3.66 %	1.76	2,707	108,960	2.48 %	1.19	5,594	109,924	5.09 %	2.44	109,991	109,991	5.70 %	2.74	8.13
	12,454	292,115	4.26 %	2.27	11,988	291,766	4.11 %	2.19	15,860	294,466	5.39 %	2.87	16,661	292,845	5.69 %	3.03	



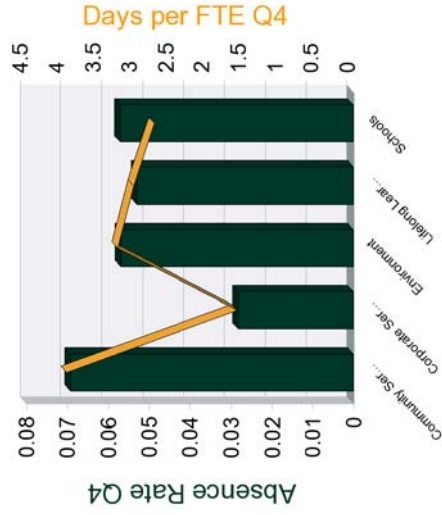
Directorate



Directorate



Directorate

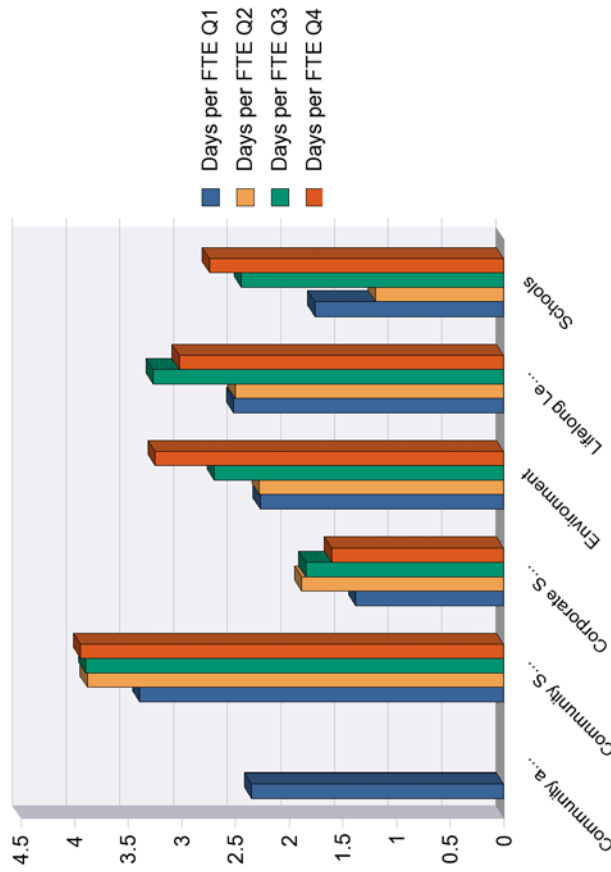


Directorate

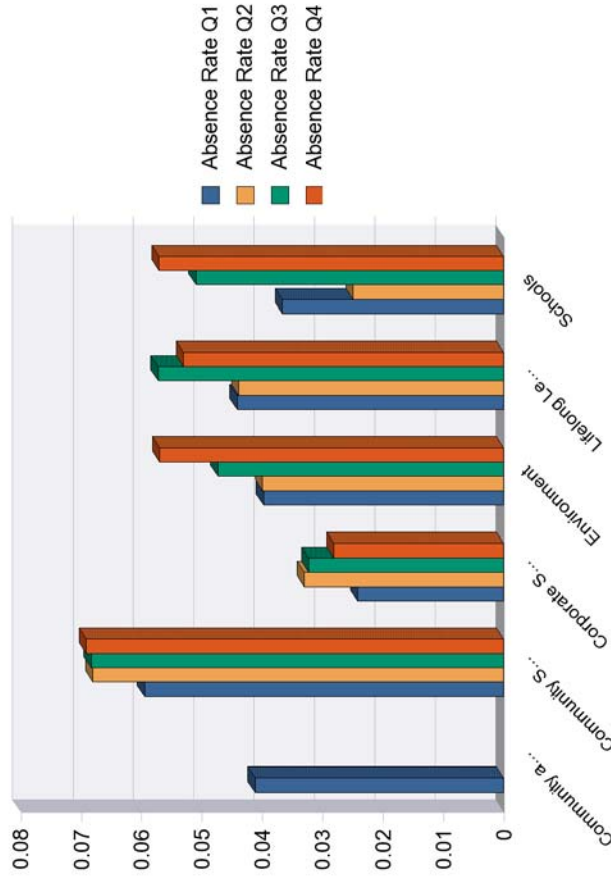
Absence Rate Summary By Directorate

Last Refreshed On : 06/05/2011

Directorate	Days per FTE Q1	Days per FTE Q2	Days per FTE Q3	Days per FTE Q4
Community and Housing	2.35			
Community Services	3.39	3.88	3.89	3.94
Corporate Services	1.37	1.88	1.84	1.6
Environment	2.27	2.27	2.69	3.24
Lifelong Learning	2.51	2.5	3.26	3.02
Schools	1.76	1.19	2.44	2.74



Directorate	Absence Rate Q1	Absence Rate Q2	Absence Rate Q3	Absence Rate Q4
Community and Housing	4.11 %			
Community Services	5.94 %	6.80 %	6.83 %	6.91 %
Corporate Services	2.41 %	3.30 %	3.23 %	2.80 %
Environment	3.98 %	3.99 %	4.73 %	5.69 %
Lifelong Learning	4.41 %	4.39 %	5.72 %	5.30 %
Schools	3.66 %	2.48 %	5.09 %	5.70 %



FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 18

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT**
SUBJECT : **MATRIX CONTRACT UPDATE (MANAGED AGENCY STAFF
SOLUTION)**

1.00 PURPOSE OF REPORT

1.01 This report provides an update on the contract for the provision of agency workers. The report shows quarter 4 of 2010/11 savings and provides an update on the development of procedures to maximise efficiencies and improve practice in relation to the use of agency workers.

2.00 BACKGROUND

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

3.00 CONSIDERATIONS

3.01 The savings reported under 5 (Financial Implications) of this report represent the net savings (i.e. after deducting the Matrix SCM management fee) from the use of Matrix to procure agency workers as a result of negotiated rates with supplying agencies.

3.02 Flintshire's share of the cost of the Contract Manager position is to be funded out of these savings. This cost is split three ways between Flintshire County Council, Denbighshire County Council and Wrexham County Council at a rate of £4,500 per quarterly period.

3.03 The Housing Revenue Account (HRA) savings will be transported back to the HRA, which equates to the sum of £11,973.79 for quarter 4 of 2010 /11.

3.04 The revised process for the extension of temporary agency staff beyond 6 months has been running for 19 months. There is a decreasing trend based on last year and the numbers of agency staff who have been in the organisation for longer than 6 months has decreased since the last quarter. However, this remains an area which requires ongoing consideration.

Date: 11/05/2011

Agency Head Count

Year	2010	2011
January	189	149
February	197	164
March	206	189

3.05 The reduction in head count is clearly reflected in the hours worked compared with last year. Overall 39,487 fewer hours have been worked in 10/11, compared with the previous financial year, this equates to a reduction of 13.80% across the year.

Comparison - Full Year 2009/10 Vs. Full Year 2010/11

Period	Hours			
	Full Year 09/10	Full Year 10/11	Diff	% Diff
Q1	82,547	74,200	-8,347	-10.11%
Q2	83,438	72,259	-11,179	-13.40%
Q3	61,679	49,620	-12,059	-19.55%
Q4	58,483	50,580	-7,902	-13.51%
Total	286,147	246,659	-39,487	-13.80%

3.06 The fixed pence margin was implemented on 23rd August 2010. The table below illustrates an additional saving of £32,500.85 has been achieved, through this initiative. Whilst HR & Organisational Development has enjoyed savings of 18%, the biggest impact has been on Community Services and Environment spend, benefiting by a combined saving of £28,918.32.

Fixed Pence Margin Savings - 23/08/2010 to end of Quarter 4

Division	Managers Charge	Total Savings Inc FP	% Inc FP	FP Savings	Savings without FP	% Savings without FP
Chief Executive's Department	£26,648.57	£4,743.60	17.8%	£799.61	£3,943.99	14.8%
Community Services	£1,001,350.25	£117,669.98	11.8%	£11,526.85	£106,143.13	10.6%
Environment	£846,366.70	£74,098.03	8.8%	£17,391.47	£56,706.57	6.7%
Finance	£130,183.39	£21,740.25	16.7%	£1,561.82	£20,178.43	15.5%
HR & Organisational Development	£59,753.94	£10,779.18	18.0%	£381.99	£10,397.19	17.4%
Legal and Democratic Services	£2,432.25	£341.86	14.1%	£25.66	£316.19	13.0%
Lifelong Learning	£30,472.47	£4,348.27	14.3%	£813.46	£3,534.81	11.6%
Grand Total	£2,097,207.57	£233,721.17	11.1%	£32,500.86	£201,220.31	9.6%

3.07 In addition to managing the enhanced fixed pence margin, we are continuing to identify further options for improving efficiencies and reducing costs. This includes reviewing the use of Matrix to assist in managing the use of consultants for one off projects to control the level of usage and spend. This will offer both direct and indirect cost savings and process efficiencies. This is currently being explored further.

3.08 A review of pay rates has been undertaken as these are currently being set independently within each authority and department. The aim is to set consistent pay brackets in line with neighbouring authorities and ensure the permanent staff salaries match the temporary pay rates. Information was gathered from Wrexham and Denbighshire to draw a comparison with similar posts within Flintshire. The results are under review to decide on how this will affect temporary staff joining the organisation in the future.

4.00 RECOMMENDATIONS

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

5.00 FINANCIAL IMPLICATIONS

5.01 The figures shown below have been generated by the Matrix system and have been reconciled with the general ledger accounts. The tables show the spend and savings on agency workers during the final quarter of 2010 / 11. The management fee for Matrix SCM and the agency margin has already been deducted from these figures.

- 5.02 Projected savings of £269,000 were approved for the financial year 2010 / 11. The net savings for the fourth quarter are £112,477.86
- 5.03 From the savings of £112,477.86, there are two further figures that need to be deducted, i.e. Flintshire's share of the cost of the Contract Manager at £4,500 per quarter and the savings achieved for the Housing Revenue Account which must be passported back to that account. This will give a total net saving for this quarter of £96,004.07. The total net savings made for the 2010 / 11 financial year at the end of the fourth quarter is £358,271.48.

Period	Total Charge	Rebate	Rebate %
	£	£	
Q1	1,118,771.34	104,881.99	9.5%
Q2	1,116,531.63	105,910.81	9.7%
Q3	872,907.86	93,844.60	10.8%
Q4	977,528.52	112,477.86	11.6%
Less Contract Manager		£4,500.00	
Less HRS Savings		£11,973.65	
Revised Total		£96,004.07	

- 5.04 The following statistics provide a breakdown of the average number of agency workers per month. In the third quarter, the average headcount was 165 agency workers, which remained fairly static at an average of 167 in this quarter.

Month	Spend £	Net savings £	Net Savings %	Average number of agencyworkers (headcount)
Jan	£293,904.48	£35,418.07	12.05%	149
Feb	£280,792.86	£32,677.35	11.64%	164
March	£402,831.18	£44,382.44	11.02%	189

- 5.05 The information below provides details of the length of placements of agency workers, by Directorate. In summary, the current length of service report shows there are 34 placements with a duration of under one month, 103 placements have a duration of between one and six months, 22 placements with a duration of six to twelve months and 25 placements with a duration of over one year.

LENGTH OF PLACEMENT

Current Length of Placement by Directorate

Directorate	<1 month	<6 months	<12 months	>12 months
Community Services	14	56	5	9
Chief Executive's Department			1	
Lifelong Learning		5		
Environment	20	34	15	15
Finance		7	1	
HR & Organisational Development		1		1
ICT & Customer Services				
Legal and Democratic Services				
Clwyd Theatr Cymru				

5.06 The statistical information above indicates that work needs to continue, both corporately and by Directorates, to ensure that agency workers are used only for limited time periods. 21.56% of all Flintshire temporary workers have been in the organisation for over 6 months, which has dropped by 4.11% compared to last quarter. This is a result of HR Managers working closely with Directorates to minimise redundancies by implementing deployment programmes where possible. Further work continues to be carried out.

5.07 The most significant piece of legislation due to come into force in 2011 is the implementation of the European Union's Agency Workers Directive into UK law on 1st October 2011. This covers the relationship between end-user, temporary work agency and the worker and guarantees the right to equal treatment: basic employment and working conditions after 12 weeks in the job (working time, holidays, public holidays and pay) in comparison with directly recruited counterparts. The Contract Manager is currently reviewing the extension process with the intention of reducing the time frames of temporary workers to mitigate risk.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 None

9.00 PERSONNEL IMPLICATIONS

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

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 19

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **BUCKLEY MASTERPLAN**

1.00 PURPOSE OF REPORT

1.01 To inform Members of the progress with the production of the Buckley Masterplan and to outline the proposed next steps in delivering key elements of the Masterplan.

2.00 BACKGROUND

2.01 The 2008 Town Centre Healthchecks Study made the following key observations in regard to Buckley Town Centre:

- there's scope to improve the convenience (grocery/day to day shopping items)offer;
- there's a qualitative deficiency in cultural and service related uses and spaces (e.g.restaurant/café provision).

2.02 Following the Healthchecks Study by Roger Tym and partners in 2008, a Town Partnership was established in Buckley the following year. The Buckley Partnership has developed an Action Plan which included the need for a Masterplan to provide a detailed guide for the future development of the town, in particular, the need to attract significant investment in new retail development.

2.03 Such a Masterplan would;

- set out a clear way forward for Buckley, providing a major step forward in securing the regeneration of the town,
- help to inform the proposed Flintshire Local Development Plan.

Accordingly, the study was jointly funded by the Council's Regeneration, Planning and Property Service areas. A project steering group of Buckley Partnership members and County Council officers, was also set up to guide this process and, following a competitive tendering process, the consultants, Urban Practitioners were appointed to prepare the masterplan for Buckley Town Centre.

2.04 In January 2011, a major public consultation exercise took place as part of the development of the Buckley masterplan. A draft masterplan for the whole of the town centre, together with three options for the key sites to the rear of

Date: 11/05/2011

The Precinct was presented. These plans were displayed in Buckley Library for a two week period and the exercise received extensive coverage in the local press. A large number of people attended the exhibition and over four hundred consultation questionnaires were returned.

- 2.05 Attached to this report is a plan of the town centre which sets out the preferred way forward following the public consultation process. The draft masterplan has now been finalised to take on board the comments received during the public consultation exercise and is available in the Members library.
- 2.05 A key element in developing options has been to market test the demand for, and viability of, any proposals put forward and this has been done. The consultancy team included property specialists Savills and part of the work undertaken included a full financial and market testing of all of the options identified. This has included detailed discussions with both developers and major retailers.

3.00 CONSIDERATIONS

- 3.01 The Masterplan provides an evidence-based framework to guide future development for the town and contains a mix of short, medium and long term actions and aspirations designed to help create a strong, vibrant and sustainable town centre.
- 3.02 The Masterplan suggests a preferred option for future development of the town, which in essence recommends that the core shopping area be expanded through a major extension of The Precinct, with a range of new shops and cafes anchored by a new supermarket. The market testing exercise subsequently undertaken has clearly shown that the options put forward are achievable and that there is genuine and current development interest in Buckley Town Centre.
- 3.03 The County Council is a key landowner within the main proposed development area of the Masterplan, the study sets out a role for the County Council as both a facilitator and as a key landowner.
- 3.04 The table below sets out indicative timescales for the next stages of the project and will be subject to actual progress with negotiations:

Item	Commentary	Timescale
1. Preparation of a Development Brief for The Precinct and adjoining areas.	Document required to guide potential redevelopment - includes planning, highways requirements, together with other	Brief to be completed end of May 2011

	aspirations of the Council.	
2. Discussions with key landowners	FCC Property to lead and proposing an external agent be appointed to represent FCC's property interests	Mid August 2011
3. Send development package to interested parties	Competitive tendering process, where a number of developer partners will be invited to submit proposals	End of September 2011
4. Evaluation of proposals.		Mid November 2011
5. Selection of preferred scheme	It is expected that more than one proposal will be received. To help understand which offers the best value (and this may be more than a simple cash value), UP are preparing an evaluation matrix which will allow different schemes to be compared.	Executive - 13 December 2011 (LSG - 29 November 2011)

4.00 RECOMMENDATIONS

That:-

- 4.01 Members note the contents of the Buckley Masterplan and agree it as providing key guidance for the Authority in considering future development proposals in Buckley Town Centre.
- 4.02 Members authorise commencement of negotiations with necessary landowners in order to identify the potential site area(s) available for development;
- 4.03 Members authorise officers to identify interested developers capable of bringing forward a development scheme for Buckley in line with the Masterplan framework, and Development Brief.
- 4.04 A further report is brought to Executive, setting out the suggested development partner and identifying their proposals for Buckley.

5.00 FINANCIAL IMPLICATIONS

5.01 None at present. Any future implications will form part of a further report, as negotiations progress.

6.00 ANTI POVERTY IMPACT

6.01 Town centres play a key role in providing accessible goods and services for those most vulnerable. Town centres are also a key source of local employment, actions and activities that help to strengthen the vitality and viability of town centres are therefore very important.

7.00 ENVIRONMENTAL IMPACT

7.01 The masterplan has included consideration of environmental concerns. Sustrans has also provided comments on the draft proposals and some of their points have been incorporated into the final plan.

8.00 EQUALITIES IMPACT

8.01 The masterplan seeks to enhance and expand the vitality and viability of Buckley Town Centre. The town centre provides vital, locally-based services, especially to those without access to private transport.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 The County Council, Buckley Town Council and Buckley Partnership, along with the general public, will continue to be involved with the development of the actions and aspirations contained within the masterplan.

11.00 CONSULTATION UNDERTAKEN

11.01 As outlined, comprehensive public and stakeholder consultation was undertaken to gain views, opinions and ideas on the draft masterplan proposals. Amendments to the masterplan were then made in line with the priorities highlighted from this consultation.

12.00 APPENDICES

12.01 Buckley Masterplan - Main Report

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 20

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **SPONSORSHIP OF ROUNDABOUTS**

1.00 PURPOSE OF REPORT

1.01 To implement a finalised policy for the sponsorship of and advertising on adopted highway roundabouts.

2.00 BACKGROUND

2.01 For many years, requests have been received by organisations to either sponsor the maintenance of a roundabout or advertise their business on a roundabout. To date, all such requests have been refused on highway safety grounds in Flintshire, yet many other highway authorities across Wales and England have permitted such arrangements in similar circumstances.

2.02 A well-managed highway roundabout sponsorship scheme can provide an opportunity to promote local businesses, with real potential to strengthen links with these local businesses, as well as improving the environment, particularly in 'gateways' and town centres. These opportunities need to be carefully balanced against any associated highway risks and environmental sensitivities, but the signs usually find favour with road users, residents and businesses.

2.03 The Welsh Assembly Government do not permit sponsorship of roundabouts on their own Trunk Road network. Within Flintshire, the four roundabouts on the Mold By-Pass are on the Trunk Road network. However, there are 20 roundabouts on the County Road network as follows:

A548 Talacre to Deeside Industrial Park	7
Mold Town Centre	2
A550 Dobshell / Penyffordd	3
A5151 Lloc	1
Manor Lane, Hawarden	3
Queensferry / Ewloe	2
A5104 (Broughton - maintained by Retail Park)	2

- 2.04 The term 'sponsorship' in this report includes the erection of works of art, landscaping or similar features on roundabouts, as well as the erection of signs.
- 2.05 It is important to understand the difference between sponsorship and advertising. Sponsorship normally applies where the sponsoring organisation is asked to contribute, in whole or in part, to the on-going revenue costs associated with the maintenance of the roundabout. It could also be a one-off payment to undertake environmental improvements which enhance the location, together with annual maintenance costs. The organisation would also fund in whole the costs associated with the supply and installation of the signs and any feature on the roundabout.
- 2.06 A report was considered by the Executive on the sponsorship of roundabouts in September 2009. Whilst Members agreed to the implementation of an associated policy, legal issues were raised about the associated signage and potential features on roundabouts. This report updates Members about the issues and seeks approval to implement a finalised policy on roundabout sponsorship.

3.00 CONSIDERATIONS

- 3.01 Councils have various statutory powers to authorise planting schemes and the erection of statues and monuments in any street or public place within their area.
- 3.02 Traffic signs to be erected in the adopted highway are either prescribed in the Traffic Signs Regulations and General Directions (TSRGD) 2002 or are special one-off traffic signs authorised by Welsh Assembly Government.
- 3.03 Sponsorship signs are not provided for in the TSRGD and Welsh Assembly Government will not authorise them. Without authorisation, traffic signs within the adopted highway can be deemed an unlawful obstruction of the highway and some of the associated risks to the authority are outlined below:
- the authority may not be able to defend a third-party claim arising either from collision with the sign/feature or an accident attributable to the presence of the sign/feature, e.g. driver distraction;
 - the authority may be viewed as favouring a particular organisation who sponsors a roundabout/verge.
- 3.04 Planning Guidance (Wales) Technical Advice Note (Wales) 7 "Outdoor Advertisement Control" (November 1996) provides advice on issues associated with signs that are considered as advertisements rather than traffic signs. This document recognises that the development of any policy requires balance in considering the needs of business, public amenity and safety. In particular it states that: "*It will always be necessary to assess the specific amenity and public safety merits of the proposed advertisement*"

display in relation to the particular application site.” Similar advice is contained in “Planning Policy Wales” (dated February 2011) which notes that: “The test in assessing an advertisement’s impact on public safety is whether the advertisement itself, or the exact location proposed for its display, is likely to be so distracting or confusing that it creates a hazard to, or endangers, people in the vicinity who are taking reasonable care for their own and others’ safety.”

3.05 For the purposes of this policy, all signs should therefore be considered as advertisements rather than traffic signs. Nevertheless, in view of the potential risks, particularly associated with the authority's ability to defend Third Party claims arising from the features/signs erected on roundabouts, the Council asked a Barrister for his advice regarding :-

1. Whether the Council can lawfully permit the erection of signs on roundabouts.
2. Whether, in extreme conditions, the erection of sponsorship signs on roundabouts might result in the prosecution of Senior Council Officers for Corporate Manslaughter.

3.06 The Barrister's Opinion concludes by saying :-

"When it comes to the assessment of individual proposals, Officers of the Council might well be held to owe users of the highway a duty of care, just as they might owe a duty of care in relation to other works on or alterations to the highway. So long as Officers exercise reasonable care in the assessment of those proposals, rejecting those that created an unacceptable risk of injury to users of the highway, by definition they could not be guilty of negligence, let alone gross negligence. As so much will depend on the individual circumstances of each proposal, I cannot say more."

A copy of the full Barrister's Opinion is available should Members wish to see it.

3.07 A Department for Transport Report (Road Safety Research Report No 95 ‘Scoping Study of Driver Distraction’) states that “Robust research on the effects of external signs and advertising on distraction-related accidents also appears to be scarce”. Separately the UK Roads Liaison group has commissioned research (Highway risk and liability claims – A Practical Guide to Appendix C of the Roads Board report ‘Well Maintained Highways – Code of Practice for Highway Maintenance Management’ [UK Roads Liaison Group London 2005]) to further understand case law surrounding a range of different highway litigation claims. The conclusions of most relevance are:

“Court rulings repeatedly state that road users are responsible for their own safety and have a duty to take the road as they find it.

Highway authorities can ensure procedures are in place to obtain rational, balanced decisions, with the minimum of bureaucracy, and to create an audit trail that could subsequently be used as evidence in court.”

- 3.08 In view of the information outlined in paragraphs 3.06 and 3.07 above, a series of safety-related and other principles have been established to assist Officers when considering individual requests for sponsorship signs and/or erection of features on roundabouts :-
1. The road should be classified (A, B, or C).
 2. The size of roundabout sponsorship signs and mounting height shall be as shown in Appendix 'A'. The areas denoted for sponsor's message and sponsor's logo can be combined, if necessary.
 3. To allow ease of reading, signs shall have no more than 12 words on the sponsor's section and shall not include phone numbers. No more than one simple website address that is clearly associated with the sponsor's company name may be included (counting as one word).
 4. No part of the sponsor's sign shall be placed closer to the central island kerb-line than existing traffic signs.
 5. No part of the sign shall be permitted to include directions to traffic or any symbol that resembles a traffic sign or component parts thereof, although the address of the sponsor, excluding postcode, may be given.
 6. Images that are provocative or controversial shall not be permitted.
 7. Any change of image within the agreement period shall be agreed by the Officers and paid for by the sponsor.
 8. The signs should be produced and installed by the authority, at the sponsor's expense.
 9. Signs should not be externally or internally illuminated, or contain any form of moving display.
 10. No more than one sign per entry arm shall be erected. Signs should be located to the right of the existing traffic signs in the central island when viewed from the entry arm give-way line.
 11. Signs should be mounted on passive poles or behind any existing crash barriers.
 12. Signs must not obscure any existing traffic signs and must not be attached to any existing traffic signs.
 13. Any central feature that is not passively safe must be a minimum of 4.5m from the kerb-line. The height and structural detailed design of any such feature must consider the possibility of inadvertent collapse or failure of any component part causing risk to road users and must therefore not result in infringement onto the carriageway or pedestrian route after failure.
 14. Features with moving parts, those associated with water and those that produce light or noise will not normally be permitted.
 15. High features should be designed so as to preclude climbing.

16. The sponsor should indemnify the authority against loss or damage and agree to fund the replacement of any damaged or vandalised sign or feature erected on a roundabout. A minimum of £5m Public Liability Cover is required.
 17. Any agreement may be cancelled and signage or features removed if they are found to be a contributory factor in a recorded road traffic injury accident.
 18. The maximum duration of any agreement will be three years. Upon completion of this term, a review of the Road Safety impacts of the signage/feature will be undertaken and, if appropriate, a new agreement will be entered into.
 19. Detailed placement of signs and features must be agreed by Officers who will record and store their assessment against the above criteria for permitted applications.
- 3.09 The use of a Road Safety Audit is not considered necessary for designs that comply with the requirements of paragraph 3.08.
 - 3.10 All signs and features to be erected on roundabouts must receive the prior consent under the Town & Country Planning (Control of Advertisement) Regulations 1992, together with satisfying the criteria listed in 3.08 above. This process will include consulting the Highways Development Control Team.
 - 3.11 It is proposed that the Regeneration Service Area administers the applications. Formal agreements between the authority and sponsor will be developed and entered into for each roundabout.
 - 3.12 It is not proposed that the Council allows sponsors to maintain roundabouts themselves, as this could have associated Health & Safety and/or Traffic Management implications.
 - 3.13 There is already clear interest from the business community in sponsoring roundabouts in Flintshire, including the erection of features upon them. Should this policy be approved, it is intended that the Regeneration Service Area actively markets the sponsorship opportunity amongst the business community within the County. We would hope to have completed this process and sourced sponsors for all our roundabouts before the end of this financial year. Whilst this policy will generate relatively modest annual income, its implementation will help to raise the profile of local businesses and create the opportunity for 'marking' individual roundabouts with different features appropriate to the specific localities concerned.

4.00 RECOMMENDATIONS

- 4.01 That Members consider all of the issues surrounding the sponsorship of highway roundabouts and approve the policy set out in the report.

4.02 That delegated authority is given to the Director of Environment, following consultation with the Executive Member for Environment, to make amendments to the policy in the future.

4.03 That the Regeneration Service Area administers the policy to optimise the revenue generated for the authority.

5.00 FINANCIAL IMPLICATIONS

5.01 Any additional income to the Council would support the revenue costs associated with the maintenance of roundabouts. It could be a source of potential external capital investment to enhance the environment in the difficult financial period ahead.

5.02 The present economic situation may influence the number of organisations who would want to participate.

6.00 ANTI POVERTY IMPACT

6.01 None identified.

7.00 ENVIRONMENTAL IMPACT

7.01 The adoption of this policy could environmentally enhance strategic locations on the adopted highway network. Any negative impacts of individual applications will be assessed in the normal manner.

8.00 EQUALITIES IMPACT

8.01 None identified.

9.00 PERSONNEL IMPLICATIONS

9.01 None identified.

10.00 CONSULTATION REQUIRED

10.01 None required.

11.00 CONSULTATION UNDERTAKEN

11.01 None required.

12.00 APPENDICES

12.01 As set out in this report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

BACKGROUND DOCUMENTS

Executive Report dated 16th September 2009

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 21

REPORT TO: **EXECUTIVE**
DATE : **17 MAY 2011**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **SUPPORTING PEOPLE OPERATIONAL PLAN 2011/12**

1.00 PURPOSE OF REPORT

1.01 To inform the Executive about the Supporting People Operational Plan (SPOP) 2011-2012 and seek approval for the proposals detailed within the plan (attached at Appendix 1)

2.00 BACKGROUND

2.01 In January 2010, Executive approved the three year Supporting People Strategy 2010 - 2013. The Supporting People Strategy set the direction for the Supporting People Programme for the next three years. The document contained a 12 month action plan for 2010-2011 and Executive were informed that this would be updated on an annual basis.

2.02 The SPOP for 2011-2012 has now been developed by the Supporting People Team, in partnership with the providers of housing related support services, and overseen by the Supporting People Planning Group.

3.00 CONSIDERATIONS

3.01 The SPOP provides an update on the progress made against the 2010/2011 action plan contained within the Supporting People Strategy.

3.02 The SPOP also includes an action plan for 2011/2012. The action plan is split into three sections to reflect the three policy areas covered by housing related support services - Community Care, Community Safety and Homeless Prevention.

3.03 The Community Care section covers those services which contribute to the strategic outcomes of Health and Social Care Services. The service user groups covered in this section are Learning Disabilities, Mental Health, Physical Disability and Sensory Impairment, Chronic Illness, Vulnerable Adults and Older People. This section provides detail on the reduction of Supporting People funding from core services. The proposed change in funding within this section includes a contribution to the Sheltered Housing Improvement Project.

Date: 11/05/2011

- 3.04 The Community Safety section covers those services which contribute to the strategic outcomes of the Community Safety Partnership. The service user groups covered in this section are Domestic Abuse, Substance Misuse and Offenders. This section provides detail on the opportunity to improve existing services and the commitment to continue to work in partnership with providers and stakeholders to ensure that there is appropriate support in place for service users.
- 3.05 The Homeless Prevention section covers those services which contribute to the strategic outcomes within the Homeless Strategy. This section covers the homeless service user group including families, single people and young people who find themselves homeless or at risk of homelessness. This service user group will often have multiple support needs.
- 3.06 New developments for 2011/12 in the Homeless Prevention section include the development of a Homeless Services Coordinator role within the Supporting People Team. This post will ensure the best use is made of existing resources and improve access to housing support provision. The post will work with providers to ensure that statutory services and housing related support providers work together to meet the needs of those service users with the most complex needs. The aim of the post is to ensure that vulnerable people are able to access and receive services most appropriate to their need. The requirement to develop this post was also identified within the Flintshire Homelessness Strategy.

4.00 RECOMMENDATIONS

- 4.01 It is recommended that Executive approves the Supporting People Operational Plan for 2011/2012 in Appendix 1.
- 4.02 It is recommended that Executive approves the creation of a Homeless Coordinator Post on a two year fixed term post.
- 4.03 A Member Workshop to update on new developments and outcomes achieved is planned for July.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The Supporting People Grant is a specific grant for funding housing related support services. For 2011/2012, Flintshire County Council have been informed of a reduction to the grant of £110K. with further reductions expected as a result of redistribution.
- 5.02 The SPOP highlights new services for priority development, however, services will only be developed according to available funding as a result of any cuts/redistribution. The priority for development has been agreed with the Supporting People Planning Group and is contained within the Action Plan for 2011/2012.

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 The Supporting People Programme was established to provide low-level accommodation support services to people with an assessed need for support. Access to these support services should be available to people living within the community and not just tied to Social Services provision.

9.00 PERSONNEL IMPLICATIONS

9.01 The creation of a temporary Flintshire County Council grant funded post, anticipated to be SO2 grade, subject to Job Evaluation.

10.00 CONSULTATION REQUIRED

10.01 No further consultation is envisaged.

11.00 CONSULTATION UNDERTAKEN

11.01 Supporting People has held a provider forum to consult with providers of housing related support services. The team has also held one to one meetings with Senior Managers from within Flintshire County Council and Provider Organisations. The Supporting People Planning Group has agreed the draft. The strategy summary has been forwarded to a range of groups and forums for comment.

12.00 APPENDICES

12.01 Appendix 1 - Supporting People Operational Plan 2011 - 2012

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None

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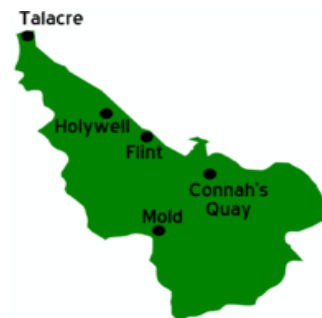
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Flintshire County Council

Supporting People Operational Plan

2011-2012

Final awaiting Exec Approval



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1. Introduction

Supporting People is required to submit an annual plan to the Welsh Assembly Government. In 2010, following wide consultation with stakeholders, Flintshire County Council implemented its 3 year strategy for Supporting People services. The strategy set out a vision for the Supporting People programme in Flintshire. This operational plan for 2011-2012 will provide an update on the actions set within the strategy and also outline the service development priorities for the next 12 months.

2. Strategy Update

Flintshire Supporting People Team continues to ensure that the programme funds and supplies the most appropriate housing related support services for the county, in order to maximise the outcomes achieved by service users.

Within the current Supporting People Strategy a series of overarching key commissioning priorities were identified. These priorities are applied to all services commissioned by Flintshire Supporting People:-

- ✚ Provide a range of support and accommodation models across all vulnerable groups;
- ✚ Ensure existing services are high quality and delivering positive outcomes;
- ✚ Link with the Social Housing Grant (SHG) programme to facilitate new development;
- ✚ Improve access to services, to ensure that services are flexible and able to respond to a wider range of needs, are tenure neutral and where appropriate – cross authority;
- ✚ Provide a mix of generic and more targeted services; and
- ✚ Develop an outcomes framework for all services.

Supporting People continue to group priorities across the three policy objectives of Community Care, Community Safety and Homeless and Homeless Prevention. The following sections provide a progress report against the actions set within the 2010-2011 Operational Plan.

The strategy included a detailed action plan for Supporting People for the 12 month period April 2010 to March 2011. All of the actions detailed within this plan have either been completed or are in the project development phase. (An updated action plan is included within Section 6 of this document). In brief these include:-

2.1 Community Care

- Additional Keyring network developed in the Flint area
- Mental Health Awareness Training provided for support staff
- New project to provide support for vulnerable adults

In addition to the key achievements above, the Supporting People Team continues to work with Social Services for Adults (SSA) to continue to reduce funding to services that are not eligible for Supporting People Grant. In 2010/2011 £200k was removed from SSA funding.

In addition, Flintshire Supporting People Team were allocated an additional £30k to our Supporting People Grant funding by the Welsh Assembly. This enabled us to bring forward a project identified for development in 2011/12 – the Disability Outreach Project. This new service has been operational since November 2010.

2.2 Community Safety

- Development of a new project to provide dispersed refuge support to people fleeing domestic violence
- Extension of the Positive Outlook Service
- Joint needs assessment work undertaken with the Mental Health service

The Supporting People Team continues to build strategic links with various partners within Community Safety. Supporting People is represented on strategic planning groups such as SMAT and Domestic Abuse. Supporting People is also represented on the SMAT Commissioning Group.

2.3 Homeless and Homeless Prevention

- Increase in the provision for Supported Lodgings
- Formation of Us UnLtd service user group to focus on learning, work and education for homeless young people
- Remodel of Llys Emlyn Williams
- Development of Bod Hyfryd – a new generic, open referral hostel

During 2010/2011 Supporting People and our provider partners have undertaken major remodelling of homeless provision across the County, with a particular emphasis on services for young people. The actions identified within the Supporting People strategy include an additional reconfiguration for 2011/2012, to develop a complex needs project for young people, and a steering group has been developed to oversee this project.

3. Supporting People Review

In December 2009, Jocelyn Davies, Deputy Minister for Housing and Regeneration, commissioned an independent review of the Supporting People Programme.

The review was led by Professor Sir Mansel Aylward, and considered the current policies, arrangements, systems and resources. Flintshire Supporting People team and the local providers engaged fully with the review process and met with representatives from the review team in order to provide an overview of the programme within the county.

The final report was published in November 2010. In brief, the findings and recommendations consider:-

- How the Programme's funds are allocated and distributed throughout Wales;
- New structures for administration, commissioning and oversight of delivering services;
- Improving governance, planning, funding, service delivery and regulation;
- More tangible outcomes and evaluation; and
- Ways of estimating the cost-effectiveness and value for money of the Programme

Flintshire Supporting People Team has delayed developing the SPOP for 2011/2012, in order to ensure that all implications arising out of the final review report can be considered and incorporated where necessary.

A major factor influencing this decision was the impact of any findings regarding redistribution, together with implications arising from the Comprehensive Spending Review. For 2011/2012 we have been informed that there is a 1.48% cut to the current grant funding allocated to Flintshire. However, to date, we have not received any further information about a possible redistribution formula.

This will have a significant impact on the project development process for the programme within the County. The Operational Plan for 2011/2012 has been developed as an overview for Supporting People service development. However, development of new services will be dependant upon funding allocation.

4. Regional Statement September 2010

4.1 Context

The North Wales Supporting People Lead Officer Group have always sought to work collaboratively to develop the Supporting People programme. To further strengthen regional working the Lead Officers and Supporting People Planning Group members commissioned a report which concluded that additional resources would be needed to deliver and support regional projects and processes. It was therefore decided that a Regional Development Officer should be employed to carry out this specific role, with a main focus being on helping to drive collaboration across North Wales in areas that can lead to cost efficiencies. It is the consensus of the six North Wales Supporting People Teams to work together to ensure that the provision of Housing Related Support services are available across the region and that cross authority working arrangements are in place to effectively meet the needs of service users and benefit service providers.

4.2 Regional Planning Group

A Regional Supporting People Planning Group (RSPPG) has been established to support, oversee and advise on the regional and cross boundary work of the Supporting People programme in North Wales and to evaluate the suitability of regional and cross boundary service provision. It will also examine which service types and service user groups are appropriate for the regional delivery of services or where services could be delivered across more than one local authority, along with ensuring that the regional planning process is clear, fair and transparent. In addition the RSPPG will ensure that recommendations are made on the basis of equality, value for money and strategic relevance. It will also champion the Supporting People programme and the regional working agenda and actively assist in enabling improved joint working arrangements and communication.

Membership of the RSPPG includes Lead Officers from the six North Wales Local Authorities; Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd and Wrexham, the chair of each authority's Planning Group and representatives from the Betsi Cadwaladr University Health Board, NWSICC, AWCHOP, the North Wales Community Safety Partnership Coordinator, and the Assistant Chief Probation Officer, North Wales Probation. It is also hoped to invite a representative from the Third Sector in the near future. The Regional Development Officer will also attend these meetings and be responsible for their organisation. Meetings will be held 3 times a year and scheduled in October for the following 12 month period. The Group may also hold additional interim meetings as deemed necessary.

4.3 Benefits of Regional Working

The Supporting People Teams in North Wales recognise that some client groups who require housing related support services will access services outside their local area. This could be for a number of reasons, including; the transient nature of the client group, that staying in their local area would compromise their safety, they are a risk to others, or that an appropriate support service is not available in their local area. Regional services are also considered to offer an effective and efficient way of providing services for people with specific, complex or multiple needs. Where there are low numbers of service users there may not be sufficient need for a specific service within a single local authority but it may be possible for a service to be developed across multiple authorities. The added benefits of regional planning and commissioning include improved service provision and value for money. Joined up and partnership working is strategically relevant and was highlighted as the way forward for Local Authorities by the 'Making the Connections' agenda (WAG 2004). Stronger collaborative working could facilitate joint funding opportunities between SP Teams and with other statutory bodies. Joint commissioning and streamlined procurement will also ensure that the limited SP budget will be utilised in the most effective and efficient way.

4.4 Priorities for 2010/2011

The Regional Development Officer post has subsequently been filled with the Development Officer coming into post on 7th June 2010.

Work proposed for the coming year has initially been to meet with SP teams and providers across North Wales and to visit the Regional Development Officer in Gwent, where regional working has become embedded over a number of years.

Other priorities that have been identified for 2010/2011 are:

- To collate information across the region that can help procure services more effectively in response to predicted budget cuts to the Supporting People programme
- To work with Lead Officers to identify innovative solutions in response to the Welsh Assembly Government's review of the Supporting People programme
- To collate feedback from the draft Domestic Abuse paper and devise an associated Action Plan
- Collate and compare information from the recent Outcomes pilot across North Wales, including a regional information event
- Analyse Needs Mapping information regionally and recommend a revised core data set for North Wales

4.5 Priorities for 2011/2012

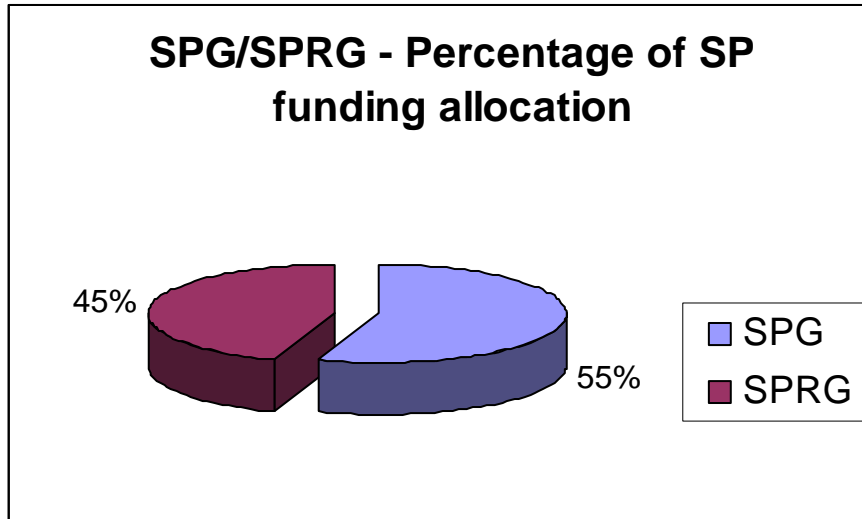
The North Wales Regional Planning Group has identified the following priorities for 2011/2012:

- Develop a regional commissioning paper on Substance Mis-use
- Develop a regional commissioning paper on Offenders
- Implement the Domestic Abuse Action Plan
- Implement Needs Mapping core data set

5. Current SPRG/SPG funding

Flintshire Supporting People team is committed to providing services for vulnerable people who do not meet the eligibility criteria for statutory services.

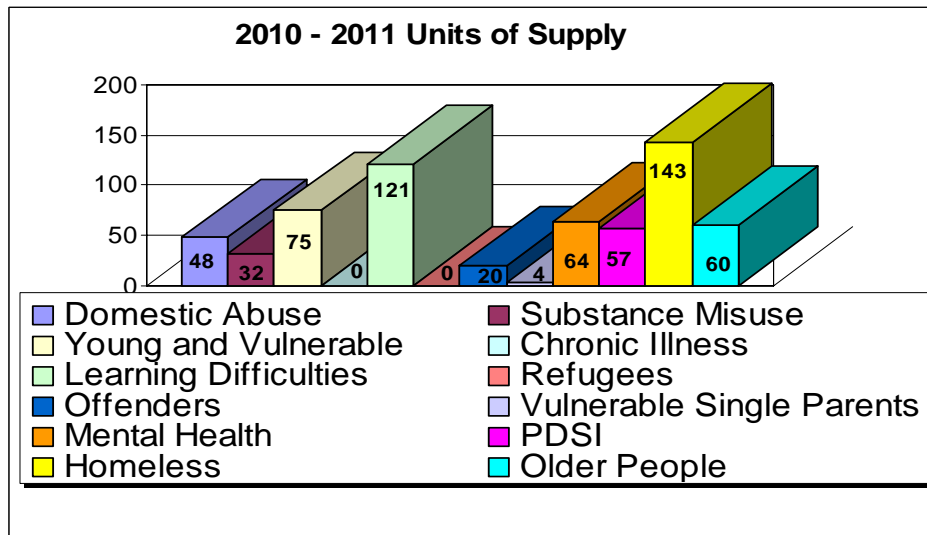
In 2010/2011 £543k was transferred from SPG to SPRG.



5.1 Need and Supply Overview

Over the past 12 months Supporting People in Flintshire has continued to demonstrate its commitment to develop projects throughout the county to support people whose needs fall below the eligibility criteria for statutory services.

In line with the action plan within the Supporting People Strategy (2010-2013), Flintshire has increased the number of support places available from 525 to 624. (This figure does not include sheltered housing.)



From the Annual Supply Return submitted to the Supporting People Team, providers reported that 84% of the people supported during 2009/10 moved on to complete independence or to another service where a lower level of support was provided.

Supporting People continues to monitor gaps in provision on an on-going basis. This is undertaken in several ways, including the completion of Needs Mapping Forms by all SPRG providers, needs analysis information provided by Social Services for Adults and Social Services for Children, WHO figures.

6. Updated Action Plan

The following sections contain an update against the actions set within the Supporting People Strategy for 2010/2011 and an action plan for 2011/2012.

6.1 Updated 2010/2011 SPOP Action Plan Community Care

Timescale	Client Group	Action	Remodel / New Service/ Decommission / Service Improvement	Financial Cost (+, -, neutral)	Update for 2011/12 SPOP
2010/2011	Learning Difficulties	Invest in Ty Nyth as part of a pathway to independence	Remodel	Neutral	Completed
	Learning Difficulties	Develop an additional Keyring service in Holywell or Flint	New Service	+ £35,000	Completed – new Keyring developed in Flint
	Learning Difficulties	Reduction to Social Services for Adults Learning Disabilities SPG funding for services that are not eligible	Decommission	- £80,000	Completed
	Mental Health	Ensure that staff within SPRG projects have the opportunity to attend mental health awareness training	Service Improvement	Neutral	Completed – Training provided November 2010
	PDSI, Chronic Illness and Vulnerable Adults	Joint commission Greenfield Acquired Brain Injury Bungalows. (review level of SP funding after 12 months)	Remodel	Neutral	Completed
	PDSI, Chronic Illness and Vulnerable Adults	Develop support worker post to work alongside the Vulnerable Adults Social Worker	New Service	+ £30,000	Completed
	PDSI, Chronic Illness and Vulnerable Adults	PDSI Young People Transition Workers	Remodel	Neutral	Completed

	PDSI, Chronic Illness and Vulnerable Adults	Reduction to Social Services for Adults PDSI SPG funding for services that are not eligible	Decommission	- £40,000	Completed
	Older People	Continue to work alongside the Sheltered Housing Officer and Member Group on the Improvement Programme	Service Improvement	Neutral	On-going
	Older People	Invest in preventative support as part of the Living Well Dementia Scheme	Remodel	Neutral	Completed
	Older People	Additional investment in Reablement Scheme following SP Review	Remodel	Neutral	Completed
	Older People	Reduction to Social Services for Adults Older People Services SPG funding for services that are not eligible	Decommission	- £40,000	Completed
	Older People	Reduction to Social Services for Adults Home Care Services SPG funding for services that are not eligible	Decommission	- £40,000	Completed

Community Safety

Timescale	Client Group	Action	Remodel / New Service/ Decommission / Service Improvement	Financial Cost (+, -, neutral)	Update for 2011/12 SPOP
2010/2011	Domestic Abuse	Commit longer term to the preventative support service developed in 2009	New Service	+ £60,000	Completed
	Domestic Abuse	Remodel existing domestic abuse provision to a mix of grouped and dispersed 'target hardened' safe houses	New Service	+ £45,000	Project Development on-going
	Offenders	Continue to highlight the need to link single accommodation units to support for this group	Remodel	Neutral	On-going – links with Housing Strategy
	Substance Misuse	Utilise spare capacity to deliver additional floating support through the Doorstop Project Remodel units to single flats (ongoing)	Service Improvement	Neutral	On-going work through the Mental Health and Substance Misuse Accommodation Group
	Substance Misuse	Analyse findings of needs assessment carried out by Social Services for Adults to inform developments for remodelling	Service Improvement	Neutral	On-going work through the Mental Health and Substance Misuse Accommodation Group

Homeless and Homeless Prevention

Timescale	Client Group	Action	Remodel / New Service/ Decommission / Service Improvement	Financial Cost (+, -, neutral)	Update for 2011/12 SPOP
2010/2011	Young People	Monitor the progress of the pilot Supported Lodgings Scheme to assess the need to commit longer term and increase units	Remodel	+ £40,000	Completed – number of units increased to 9
	Young People	Develop a new support project for young people willing to engage in learning, work and education – a social enterprise model for individuals proved ready to move on from existing hostels	New Service	+ £60,000	Completed On- going involvement with the “Us UnLtd” project
	Young People	Remodel 2/3 units of Llys Emlyn Williams for use as emergency beds let for emergency cases while appropriate accommodation is identified. These units would accept referrals from Children’s Services and Housing Options only The key aim of this development will be to prevent young people being placed in hostels out of the county	Remodel	Neutral	Remodel complete
	Generic	Remodel 4/5 units of Llys Emlyn Williams to provide direct access supported accommodation. One wing to be remodelled into a separate entrance for self referrals 24 hours a day. Intensive support to be provided	Remodel	Neutral	Remodel complete

		to individuals with the aim to move on to a longer term project or identified accommodation within 4 weeks			
	Generic	Greenbank Villas – transfer from SPG to SPRG (identified as appropriate funding stream)	Remodel	Neutral	Completed
	Generic	Housing Accommodation Workers – transfer from SPG to SPRG (identified as appropriate funding stream)	Remodel	Neutral	Completed
	Families	Remodel Erw Groes and Ty Heulfan into one supported housing project with higher levels of support provided. Maintain a number of units for Housing Options referrals only	Remodel	+ £50,000	Remodel complete
	Families	Carry out a review of Save The family provision for families and develop an improvement plan. Ensure projects are delivering outcomes which contribute to the strategic priorities of Flintshire County Council and its partners. Implement the remodelling to the correct number of units.	Remodel	Neutral	SP Review blocked by provider WAG Inspection on-going Project remodelled to correct number of units
	Families	Erw Groes – transfer from SPG to SPRG (identified as appropriate funding stream)	Remodel	Neutral	Completed

6.2 SPOP Actions for 2011/2012

Community Care

Timescale	Client Group	Action	Remodel / New Service/ Decommission / Service Improvement	Financial Cost (+, -, neutral)	Development Priority (Low, Medium, High or On-going)
2011/2012	Learning Difficulties	Reduction to Social Services for Adults Learning Disabilities SPG funding for services that are not eligible	Decommission	-£80,000	High
	Learning Difficulties	Reduction to NEWT Learning Disabilities SPG funding for services that are not eligible	Decommission	-£27,200	High
	Learning Difficulties	To ensure that there are appropriate support services for those who fall outside of the Social Services eligibility criteria	Service Improvement	Neutral	On-going
	Mental Health	Removal of Supporting People funding provided to the Next Steps service provided by Flintshire County Council, Mental Health Service and ring fence as ineligible funding	Decommission	-£27,180.22	High
	Mental Health	Continue to work with Housing providers to link permanent allocations with support for Mental Health service users	Service Improvement	Neutral	Medium
	Mental Health	Contribute to project which resettles individuals leaving the Ablett Unit, an existing Denbighshire Project which currently excludes Flintshire residents	New Service	£30,000	Low

	PDSI, Chronic Illness and Vulnerable Adults	Reduction to Social Services for Adults PDSI SPG funding for services that are not eligible	Decommission	-£40,000	High
	PDSI, Chronic Illness and Vulnerable Adults	Commit to continued investment in the Disability Outreach Project	Service Improvement	Neutral	High
	PDSI, Chronic Illness and Vulnerable Adults	Body Positive – contribute to a regional pilot project to establish the need for specific housing related support services for people with HIV/AIDS	New Service	£10,000	Medium
	PDSI, Chronic Illness and Vulnerable Adults	OT Support provided to those following an OT service to build wider links within the community	New Service	£30,000	Low
	Older People	Reduction to Social Services for Adults Older People Services SPG funding for services that are not eligible	Decommission	- £40,000	High
	Older People	Reduction to Social Services for Adults Home Care Services SPG funding for services that are not eligible	Decommission	- £40,000	High
	Older People	Continue to contribute to the Sheltered Housing Improvement Project. Contribute to the funding of the Project Officer for this project	New Service	£20,000	High
	Older People	Develop a Telecare contract which will fund installation and monitoring to individuals across all tenures.	Remodel	Neutral	Low

Community Safety

Timescale	Client Group	Action	Remodel / New Service/ Decommission / Service Improvement	Financial Cost (+, -, neutral)	Development Priority (Low, Medium, High or On-going)
2011/2012	Domestic Abuse	Continue to work with providers of domestic abuse services across North Wales as a member of the Regional Domestic Abuse Working Group	Service Improvement	Neutral	On-going
	Domestic Abuse	Review the need for all or some refuges to be 24 hour staffed	Remodelling	Neutral	Medium
	Domestic Abuse	Assess the impact of the development of the Dispersed Refuge Units Project and the impact of this service on existing provision	Service Improvement	Neutral	On-going
	Offenders	Continue to highlight the need to link single accommodation units to support for this group	Service Improvement	Neutral	On-going
	Offenders	Review the demand for future services for this client group to assess whether needs can be met by generic support services	Service Improvement	Neutral	On-going
	Substance Misuse	SP Team to continue to lead the joint Mental Health and Substance Misuse Accommodation Group	Service Improvement	Neutral	On-going
	Substance Misuse	Continue to work with SMAT, Social Services for Adults and FCC Housing to ensure appropriate pathways of support for people with substance misuse issues.	Service Improvement	Neutral	On-going

Homeless and Homeless Prevention

Timescale	Client Group	Action	Remodel / New Service/ Decommission / Service Improvement	Financial Cost (+, -, neutral)	Development Priority (Low, Medium, High)
2011/2012	Young People	Complete the development of the complex needs project identified for development in the Supporting People Strategy	Remodel	+ £40,000	High
	Young People	Develop the 'Learning 4 Life' project in partnership with Us UnLtd, Llamau and Clwyd Alyn Housing Association – to enable homeless young people to have access to education, training and work experience.	New Service	Neutral	High
	Young People	Ensure solutions for move-on for this service user group are explored within the 'Regional Move on Strategy'.	Service Improvement	Neutral	On-going
	Young People	Consider gaps for care leavers ready for 'ordinary accommodation'.	Service Improvement	Neutral	On-going
	Young People	Re-allocate the Service User Involvement post funding from the SP Team to a stand alone project, with a primary focus on young people 2011-2012	Remodel	+£5000	High
	Generic	Develop a Coordinator role within the Supporting People Team in order to provide a central referral point for all referrals for housing related support	New Service	£35,000	High
	Generic	Consider where provision can be 'shared' cross-boundary or regionally	Remodel	Neutral	Medium

	Generic	Target services at geographical locations to provide a joined up approach with FCC Housing	Service Improvement	Neutral	Medium
	Generic	Evaluate the demand for 'Bod Hyfryd' and consider the requirement for direct access provision	Service Improvement	Neutral	On-going
	Generic	Use annual returns to check accessibility for families and young people in generic floating support	Service Improvement	Neutral	On-going
	Families	Review the current supply of supported accommodation available for homeless families within the county and assess whether the provision will meet the demand for future services	Remodel	Neutral	On-going
	Families	Continue to work with Save The Family and the Welsh Assembly Government to implement the recommendations of the SPRG review	Service Improvement	Neutral	High

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE
DATE: 17 MAY, 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

Lifelong Learning

Flintshire Record Office – Introduction of a
Fee based Research Service

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

Executive Forward Work Programme **Months 05 to 10/2011**

The following reports are included in the Forward Work Programme for submission to this meeting of the Executive. However, the reports are not included on the agenda for the reasons stated:-

Community Services

- Fostering Inspection 2011
The Inspection took place between the period 15/11/10 – 31/3/11 but we did not receive the draft report from CSSIW until 1/4/11. The formal response is due by 29/4/11 and we need to draw up an Action Plan for the recommendations before it is submitted to Executive

Environment

- Preliminary Flood Risk Assessment
There has been a slight delay in compiling the information for the report so it will be slipped by one cycle.
- Erection of Banners on Street Lights
The report will have to miss one cycle due to the fact that we are still awaiting information from third parties regarding its content.
- Report on the RDP Approvals
The report is being delayed because we are waiting for WAG's response to questions we have raised.

Lifelong Learning

- ABA Resource, Westwood School – Responses to Consultation
It has been under consultation and it will be a report back on the feedback from the consultation period.

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"> ❖ A Local Asset Backed Vehicle for Flintshire ❖ Review of Household Recycling Facilities ❖ Draft Communicable Disease Outbreak Plan for Wales ❖ Street Markets 	Strategic Operational Operational Operational	Regeneration & Tourism 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 	Strategic Strategic	Corporate Management Corporate Management

		❖ Q1 Service Performance Reports	Operational	Corporate Management
	Human Resources & Organisational Development	❖ Workforce Information – Quarter 1	Strategic	Corporate Management
		❖ MASS – Quarter 1	Strategic	Corporate Management
	ICT & Customer Services	❖ ICT Strategy Update	Strategic	Corporate Management
		❖ Customer Services Strategy Update	Strategic	Corporate Management
	Finance	❖ Council Fund & HRA Revenue Budget Monitoring 2011/12 (Month 3)	Operational	Finance & Asset Mngt
		❖ Treasury Management Annual Report	Operational	Finance & Asset Mngt
	Community Services	❖ Charging Policy	Operational	Social Services
	Environment	❖ Review of Winter Maintenance Policy	Strategic	Environment
		❖ Development Briefs for the UDP Allocated Housing Sites	Strategic	Environment
		❖ Public Conveniences	Operational	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

FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 17 May 2011

AGENDA ITEM NO: 24


REPORT OF: (Director of originating Department)

Director of Community Services

SUBJECT:

Flint maisonettes

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

	<u>Para</u>	
Information relating to a particular individual *	12	
Information likely to reveal the identity of an individual *	13	
Information relating to financial/business affairs of a particular person * See Note 1	14	
Information relating to consultations/negotiations on labour relations matter *	15	
Legal professional privilege	16	
Information revealing the authority proposes to:	17	
(a) give a statutory notice or		
(b) make a statutory order/direction *		
Information on prevention/investigation/prosecution of crime *	18	
<u>For Standards Committee meetings only:</u>	Sec.	
Information subject to obligations of confidentiality	18a	
Information relating to national security	18b	
The deliberations of a Standards Committee in reaching a finding	18c	

Confidential matters which the County Council is not permitted to disclose Sec.
100A(3)

PLEASE TICK APPROPRIATE BOX

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

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

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

REPORT: Flint maisonettes
AUTHOR: Clare Budden
MEETING AND DATE OF MEETING: Executive on 17 May 2011

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

Exemptions applying to the report:
Paragraph 17.

Factors in favour of disclosure:
Transparency.

Prejudice which would result if the information were disclosed:
Tenants would learn of proposals for their homes from the media rather than via consultation from the Council which would prejudice sensitive handling of the proposals.

My view on the public interest test is as follows:
The public interest in disclosing the information is outweighed by the prejudice it would cause to the consultation process with Tenants.

Recommended decision on exemption from disclosure:
That the report be exempt from disclosure.

Date: 10/05/2011

Signed: 

Post: Head of Legal and Democratic Services

I the recommendation made above.



Proper Officer

Date: _____

FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 17 May 2011

AGENDA ITEM NO: 25




REPORT OF: (Director of originating Department)

Director of Community Services

SUBJECT:

Delivery of the Neighbourhood Renewal Area & Private Sector Housing
Renewal Across Flintshire

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

	<u>Para</u>	
Information relating to a particular individual *	12	
Information likely to reveal the identity of an individual *	13	
Information relating to financial/business affairs of a particular person * See Note 1	14	
Information relating to consultations/negotiations on labour relations matter *	15	
Legal professional privilege	16	
Information revealing the authority proposes to:	17	
(a) give a statutory notice or		
(b) make a statutory order/direction *		
Information on prevention/investigation/prosecution of crime *	18	
<u>For Standards Committee meetings only:</u>	Sec.	
Information subject to obligations of confidentiality	18a	
Information relating to national security	18b	
The deliberations of a Standards Committee in reaching a finding	18c	

Confidential matters which the County Council is not permitted to disclose

Sec.
100A(3)

PLEASE TICK APPROPRIATE BOX

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

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

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

REPORT: Delivery of the Neighbourhood Renewal
Area & Private Sector Housing Renewal
Across Flintshire

AUTHOR: Gavin Griffith

**MEETING AND DATE
OF MEETING:** Executive on 17 May 2011

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

Exemptions applying to the report:

Paragraphs 12, 13 and 14.

Factors in favour of disclosure:

Transparency.

Prejudice which would result if the information were disclosed:

Disclosure could prejudice potential and on-going negotiations concerning property acquisitions/disposals and make public personal information concerning individuals. This might affect the success of some of the objectives of the Renewal Area. Disclosure of the personal information would also be contrary to principles in the Data Protection Act 1998.

My view on the public interest test is as follows:

That the public interest in disclosing the information is only weighed by the public interest in maintaining the exemption.

Recommended decision on exemption from disclosure:

That the report be exempt from disclosure.

Date: 07/04/2011

Signed:



Post: Head of Legal and Democratic Services

I accept the recommendation made above.



Proper Officer

Date: 07/04/2011