

Quarterly Performance Report – Development & Resources

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Report Period Quarter 4: 1st January 2013 to 31st March 2013

Introduction

The report is produced on a quarterly basis and provided to Executive members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The report consists of an overview of the key messages to highlight across all work streams in Development & Resources, which is followed by highlights from each service area. Parts 2 and 3 of the report include an assessment of performance in the quarter from the following sources:

- Improvement Plan Monitoring
- Strategic Assessment of Risks and Challenges
- Performance Indicators and Outcome Measures
- Improvement Target Action Plan Monitoring
- Key Actions from Service Plan Monitoring
- Internal and external regulatory reports
- Customer satisfaction and feedback
- Awards and accreditations
- Resource Management (HR, ICT, Finance, Assets)

1. Foreword

Report highlights for this quarter are the following items: -

School Modernisation – Area Schools Review	<p>Following the consideration of Cabinet of the responses to the second round of consultations, members agreed to progress each of the preferred options in the three review areas:</p> <p><u>Queensferry, Shotton and Connah’s Quay Area</u> ‘Develop a 3-16 facility at John Summers High School with a Post-16 Centre at Connah’s Quay High School’</p> <p><u>Holywell Area</u> ‘Build a new high school for pupils aged 11-16, together with a new primary school to replace Ysgol Perth y Terfyn and Ysgol y Fron’</p> <p><u>Buckley, Mynydd Isa and Mold Area</u> ‘Retain 11-16 provision at Elfed High School. Rationalise to 600 places. Use surplus accommodation to accommodate Additional Learning Needs provision and other education, leisure and cultural uses’</p> <p>This next stage is to publish the statutory notices for each of the areas, which will include the change in age-range of the High Schools in Holywell, Connah’s Quay, Queensferry and Buckley from the present 11-18 to 11-16 schools, apart from Queensferry, where an integration of the existing primary school will result in a 3-16 age range school.</p> <p>Publication of the notices will be in early June, to allow for the statutory month for receipt of formal (written) objections to the proposals. In the event o objections, the matter will be referred to the Welsh Ministers for determination.</p> <p>Development of the specification and design of the proposed new schools at Holywell and Queensferry are progressing as is the post-16 ‘Hub’ at Connah’s Quay, which is being developed in partnership with Deeside College.</p> <p><u>Other Reviews</u> The final consultations have been completed in relation to amalgamations of Infant and Junior schools. Statutory notices have been published for the proposed amalgamation of Pen-y-Ffordd.</p> <p>Amalgamations have been approved to take effect in Hawarden from September 2013 and at Shotton in September 2014.</p> <p>Final arrangements are being made for the formal closure of Ysgol Rhes-y-Cae from the end of this academic year. The closure was approved by the Minister for Education and Skills.</p>
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Other highlights by service area:

<p>Facilities Review</p>	<p>Further consultations with members of kitchen staff and the relevant Trade Unions to scope out the review have been held. This has involved every member of the catering workforce in the primary schools.</p> <p>The next stage is a round table discussion with Trades Unions workforce representatives and management to agree the proposals for each school prior to implementation at a future date.</p> <p>An invest to save proposal has been approved to develop an on-line payment system for school meals. This will make it more convenient for parents to pay for meals, and will result in no practical distinction at school between pupils who pay for their meals and those in receipt of free school meals. It is envisaged that the adoption of this development will increase the uptake of free school meals.</p>
<p>Youth Strategy</p>	<p>Arrangements have now been completed for the advertisement of a new post of Children, Youth and Community Service Manager. The appointee will lead the integrated service.</p> <p>Meetings have been held with senior and middle-management of the service together with the Director of Lifelong Learning and Head of Service in order to develop a shared vision for the future of the service.</p>

2. Performance Summary

2.1 Improvement Plan Monitoring

The following table summarises the progress made to date and the progress against the desired outcome of the Council Improvement Priorities on which the LLL Development and Resource Service lead.









KEYS

Progress RAG

R	Limited Progress - delay in scheduled activity; not on track
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track
G	Good Progress - activities completed on schedule, on track

Outcome RAG

R	Low - lower level of confidence in the achievement of outcome(s)
A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	High - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
7. To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and healthy care services				
7.9 Implement the 2011-14 Children and Young people's Plan including "roll out" of Common Assessment and Integrated Family Support Teams	April 2014			See paragraph 3.1.1
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.				
9.1 Implement organisational change under the School Modernisation Strategy and the national 21 st Century Schools Programme	2012 to 2016			See paragraph 3.1.2
9.3 Complete reviews of the school funding formula and delegation of funding	Sep 2013			See paragraph 3.1.3
9.8 Implement the Youth Strategy	Oct 2013			See paragraph 3.1.4


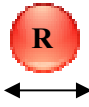
2.2 Strategic Assessment of Risks and Challenges (SARC)

The table below summarises the position of SARCs at the end of the reporting period.

KEY

	High Risk
	Medium Risk
	Low Risk

Commentary is included in section 3 for the following SARC as it shows a Red RAG status:

SARC	Previous RAG Status	Current RAG Status	Green Predictive
CD 20 School Buildings/School Modernisation (see paragraph 3.2)			2018

2.3.1 Performance Indicators and Outcome Measures

There are no improvement targets/outcome measures for this service currently.

2.4 Key Actions from Service Plan Monitoring

The following table shows the progress made against key areas of improvement/actions in the LLL Development & Resources service plan. A ✘ indicates those areas which have incurred slippage or have been subject to a revised timetable and references the page number where commentary can be found to further explain the slippage/revised timescales:

Key - ✓ on track, ✘ behind schedule, C completed

Improvement Area	On-track?	Commentary
1 Compliance with School Admissions Code	✓	Required to comply with National Guidance.
2 Review of Special/mainstream school and college transport to achieve efficiency savings	✓	Transport report review of post-16 service submitted to Cabinet in April and approved. Denominational Transport to be debated in May Cabinet.
3. Update LL web pages	✓	Ongoing process – Leisure now completed.
4. Management of Schools capital programme	✓	Management of the Capital Programme monitored by Corporate Asset Management Group at bi-monthly meetings.
5. Management of schools assets	✓	Repairs and Maintenance budget regularly monitored to ensure efficient use of the resources. All work prioritised according to surveyors reports.
6. Increase representation by schools at governor development events	✓	Flintshire Governors Association and a regular training programme ensures a higher than

		average participation in governor development events. Arrangements being made for compulsory training for new Governors as required by Welsh Government regulation.
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2.5 Internal & External Regulatory Reports

The following external audit work has been completed during the quarter and the outcome of the work can be summarised as follows. Outcomes are discussed in more detail in section 3.

Undertaken By	Title & Date Report Received	Overall Report Status
Estyn	Letter from Estyn following monitoring visit received March 2013.	Good progress made. LA removed from Estyn monitoring category. No new formal recommendations

3. Exception Reporting

3.1 Improvement Plan

3.1.1 - Implement the 2011-14 Children and Young People's Plan "Making a Positive Difference" including the "roll out" of the Team Around the Family delivery

The Team Around the Family, (TAF), element of the Integrated Family Support Team has received and supported 100 family referrals since 01.03.12.i.e. 100 families in the first year. We also have a waiting list of 15 – 20 families at any one time.

We have recruited a Welsh Speaking Officer on 01.02.13 to launch a bilingual service with effect from 01.03.13. The TAF referral to services training is being re run and is fully booked, this is operational with effect from 13.05.13 and this will comprise of four sessions for multi agency services to include a bilingual course on request.

The joint assessment protocol framework had been agreed on a regional level it is now functioning well and is being utilized as a distance travelled tool. Outcomes are now being delivered and there are case studies available which have been demonstrated in the joint scrutiny meeting in March 213. All Families First funded strategic projects are working with TAF to refer in and to engage in TAF meetings as appropriate. The refresh of the Families First plan for 2011 - 2017 was updated and submitted 06.12.12 and has received approval from Welsh Government. Our first official Welsh Government monitoring visit from the

senior account manager was on 25.02.13. During this meeting we received very positive verbal feedback which has since been confirmed in writing by Welsh Government officers. The full Families First commissioning has been completed within timescale and all seven strategic projects are now operational and in delivery mode with effect from 01.10.12. The evaluation framework for this new programme has been developed with an outcomes based focus. The programme is operational and we have held 2 whole programme evaluation events with a further event booked for 11.06.13. The regional elements of commissioning are ongoing and we hope to have services in place on a regional level by 01.04.14. , however, we can not direct this work as it has a regional ownership. The Families First Board is the governing board for the whole programme and this board feeds in to the C.Y.P.P. Board

We have commissioned an independent review of the Families First programme process which and year one of the TAF delivery which are being developed currently with all potential stakeholders, and these will be available by 23.07.13 when they will be presented at the full C.Y.P.P. Board meeting. We have received visits from internal audit to review the Families First commissioning and procurement process. The verbal feedback is positive and we are awaiting the written feedback from audit. This will be delivered to DMT and will be cascaded to the CYPP coordinator.

Our inability to recruit administration staff with our grant due to internal H.R review is a block to our service delivery and it is causing the team significant stress and difficulties. We have applied to host a modern trainee to try to alleviate this issue and to develop a young person in to a supportive role within the TAF team.

3.1.2 - 9.1 Implement organisational change under the School Modernisation Strategy and the National 21st Century Schools Programme

Design work on the new primary school in Shotton has been signed-off, and consultations on the formal process of amalgamation completed. Site works commenced January 2013.

Consultations for the three area reviews in Buckley/Queensferry/Connah's Quay and Holywell are completed. Strategic Outline Case (SOC) documentation to be submitted to Welsh Government in April 2013. Outline Business Case (OBC) documentation in development.

Schools Curriculum Groups established to Develop and Design Brief for Holywell campus Primary and Secondary, Queensferry Campus Primary and Secondary and Post-16 Hub at Connah's Quay. Post-16 Hub Governance Model currently being developed/consulted upon with legal officers. Amalgamation proposals for Hawarden Infant and Juniors published in February 2013.

Consultations on-going with Pen-y-Ffordd Infants and Juniors with a view to amalgamation proposals being published.

Appointments of additional Project Management sought for 21st Century Schools Programme to be made shortly.

3.1.3 - 9.3 Complete reviews of the school funding formula and delegation of funding

The detailed work undertaken to review the funding formula is now nearing completion and it is expected that implementation will be for the academic year 2014-15.

3.1.4 – 9.8 Implement the Youth Strategy

Discussions have taken place with senior and middle management in the service to develop an agreed vision for the future of the Youth Service. Future leadership of the service will include the remit for Children and Youth Services, providing a seamless provision from 5-25 year olds.

The future Youth Strategy will include staffing structures, rationalisation of assets and new ways of providing a dynamic and responsive service.

Community Asset Transfer whenever possible will be a mechanism by which liabilities for the upkeep of buildings can be taken on by local management committees who have access to external funding streams that are not available to the Council.

3.2 Strategic Assessment of Risks and Challenges

CD20 - Condition, suitability and sufficiency of education assets

Significant backlogs of repair and maintenance will be a feature for the foreseeable future. Pressure on the repair and maintenance budget will increase with the reduction in Council spending.

Actions to mitigate the backlog include the reduction whenever possible of the capital asset base and the upgrading or replacement of old and deteriorating buildings.

Consultation on the progress of the 21st Century Schools Programme has been completed for the areas of Holywell, Connah's Quay, Queensferry and Buckley.

The major investment of £64.2m in the Deeside and Holywell areas will reduce the overall backlog. Future tranches of 21st Century grants are yet to be announced by Welsh Government. However, any bids that are successful have to be match-funded by the Council.

Closure of a small rural school has also contributed to the reduction of the backlog. Future rationalisation will also need to be used in order to further reduce backlogs.

3.3 Key Actions from Service Plan Monitoring

3.3.1 - Review of Special/mainstream school and college transport to achieve efficiency savings

Following completion of the North Wales Regional Transport Review in November 2012, Cabinet agreed to commission consultations on proposed changes to entitlement to post-16 and denominational transport. This consultation took place during March/April 2013. The outcome of the consultation on changes to the post 16 transport policy was reported to Cabinet on 23 April 2013 and it was agreed to restrict the number of sites to which free transport will be provided from September 2013. The outcome of the consultation on changes to denominational transport policy will be considered by Cabinet on 21 May 2013.

3.3.2 - Management of Schools Assets

The policy for managing school financial balances has been approved and implemented. This is intended to ensure that Primary and Secondary schools maintain reserves of lower than £50k and £100k respectively.

School with balances higher than these limits have submitted action plans showing how the balance will be reduced to the required level. The Welsh Government regulations provide the power for Authorities to claw back any financial assets held in the school account that is over these limits. Separate private accounts held by the school such as P.T.A. funds are not subject to the regulation.

Replacement, upgrading and disposal of school assets will continue, whenever possible to ensure that the repairs and maintenance backlog is kept to the minimum.