

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

Councillors: Carol Ellis, Mel Higham, Dennis Hutchinson,
Nancy Matthews, Neville Phillips OBE, Tony Sharps,
Nigel Steele-Mortimer, Helen Yale

Your Ref /
Eich Cyf

Our Ref / Ein CO
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Date / Dyddiad 29/07/2009

Ask for / Gofynner am Graham Connah

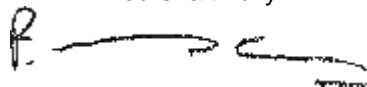
Direct Dial / Rhif Union 01352 702336

Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD** on **TUESDAY, 04 AUGUST 2009** at **09:30** to consider the following items.

Yours faithfully



Assistant Director (Democratic Services)

AGENDA

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on 14/07/2009 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. PEOPLE STRATEGY (COPY TO FOLLOW)

Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance

5. DRAFT EMPLOYEE RELATIONS POLICIES
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance and Strategy
6. INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) STRATEGY
Report of the Head of ICT and Customer Services - Portfolio of the Executive Member for Corporate Governance and Strategy
7. YOUTH SERVICE STRATEGY
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education and Youth
8. CONSULTATION - WELSH-MEDIUM EDUCATION STRATEGY
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education and Youth
9. NATIONAL SERVICE FRAMEWORK FOR CHILDREN, YOUNG PEOPLE AND MATERNITY SERVICES
Report of the Director of Community Services and Director of Lifelong Learning - Portfolio of the Executive Member for Social Services

OPERATIONAL REPORTS

10. CAPITAL PROGRAMME 2008/09 (OUTTURN)
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
11. PRUDENTIAL INDICATORS - ACTUALS 2008/09
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
12. REVENUE BUDGET MONITORING 2008/09 - FINAL OUTTURN
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
13. GENERAL FUND AND HOUSING REVENUE ACCOUNT BUDGET MONITORING 2009/10
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
14. MATRIX CONTRACT UPDATE (MANAGED AGENCY STAFF SOLUTION)
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance and Strategy
15. WORKFORCE INFORMATION REPORT - FIRST QUARTER 2009/2010
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance and Strategy
16. TRAVEL BEHAVIOUR CODE
Report of Director of Lifelong Learning enclosed

17. ESTYN INSPECTION REPORT - ACTION PLAN
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education and Youth
18. REGIONAL TELECARE PROJECT
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
19. UPDATE ON MOLD EXTRA CARE SCHEME
Report of the Director of Community Services and Director of Environment - Portfolio of the Executive Member for Social Services and Executive Member for Estate Management (Housing and Industrial/Commercial and Agricultural)
20. FOR INFORMATION
A copy of the Executive Forward Work Programme (Months 05/09 to 10/09) together with an update are enclosed for information
21. EXERCISE OF DELEGATED POWERS
Report of the Chief Executive enclosed

EXECUTIVE
14TH JULY 2009

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 14th July 2009.

PRESENT: Councillor A. Woolley (Chairman)

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

ALSO PRESENT: Councillors: J. Falshaw, Ms V. Gay, Mrs C. M. Jones, D. Mackie and A.P. Shotton.

IN ATTENDANCE:

Chief Executive, Director of Community Services, Director of Environment, Director of Lifelong Learning, Head of Legal and Democratic Services and Head of Committee, Member and Electoral Services.

APOLOGY

Councillor M Higham

61. MINUTES

The minutes of the meeting of the Executive held on 23rd June 2009 were confirmed as a correct record.

62. DECLARATIONS OF INTEREST

Councillor A Woolley declared personal and non prejudicial interest in agenda item number 4 – New National Waste Targets and agenda item number 10 The Development of Dementia Services for Older People in Flintshire.

63. NEW NATIONAL WASTE TARGETS

The Executive Member for Waste Strategy and Management introduced a report which provided information on the future consultation directions paper of the Welsh Assembly Government which proposed new waste targets and priorities. The report sought approval for Flintshire's response to the consultation. She referred to a supplementary document tabled at the meeting which set out the key points to be included in the response.

The Executive Member expressed her concern over the food waste targets and the percentage targets which were unrealistic and unachievable. She also referred to the sector plans which were intended as a tool to deliver and inform the strategy but could lag behind. There also needed to be a greater acknowledgment and responsibility from manufacturers to reduce the amount of packaging being created. Whilst this was not a Local Authority responsibility Central Government backing and initiatives were required to encourage producers to reduce the amount of packaging and consideration needed to be given to undertaking a pilot within Wales.

The Director of Environment expressed his disappointment on the consultation paper particularly as there was too much reliance on recycling and not minimisation of waste.

The Chief Executive said a constructive and fair response to the consultation was needed. The North Wales Residual Waste Joint Committee, of which Flintshire was a member, would also be submitting a response.

It was agreed that the proposed new targets be noted and that the Director of Environment prepare a response to the consultation paper based on the draft which had been circulated at the commencement of the meeting.

RESOLVED

That the new proposed targets be noted and that the Director of Environment respond to the consultation paper based upon the draft circulated at the meeting and the matters arising from discussion in consultation with the Executive Member for Waste Management.

64. TAITH DRAFT REGIONAL TRANSPORT PLAN

The Executive Member for Environment presented a report which sought approval for finalising the final draft of the Regional Transport Plan which was due to be submitted to the Welsh Assembly Government on 30th September 2009.

The Executive Member paid tribute to the work that had gone into the preparation of the plan and to the consultation workshops that had been held including one the previous week. The work of Taith covered all of the North Wales area and had cross border relationships such as the Mersey Dee Alliance. Local Government reorganisation in Cheshire had reinforced the importance of working with Wirral, Merseyside and the North West of England. A representative of Taith was now a member of the Mersey Dee Alliance. This was an excellent report which was supported by the board of Members of which he was the Vice-Chair and it was recommended that it be submitted to the Welsh Assembly Government after it had been further considered by Taith in September.

The Director of Environment referred to the statutory process and to the recent workshop at which comments had been made on the national position in Wales and “the North South transport divide”, the A55 congestion, Aston Hill and local issues. The comments made at the workshop would be included in the representations made to Taith for inclusion in the final report. Taith would consider the report on 11th September prior to its submission to the Welsh Assembly Government. He also informed the Executive that the Welsh Assembly Government was due to publish its national transport plan the following day.

RESOLVED

- a) That the report be noted and that delegated authority be given to the Director of Environment following consultation with the Executive Member for the Environment to collate and pass on comments of the Executive and Overview and Scrutiny to Taith for their analysis and inclusion in the regional transport plan as deemed appropriate;
- b) That all members of the Council be informed about the current status of the Regional Transport Plan and be directed to the Taith website where the document would be available to view.

65. UNIARY DEVELOPMENT PLAN INSPECTORS REPORT – STATEMENT OF DECISIONS AND PROPOSED MODIFICATIONS

The Chairman referred to the report of the Head of Planning which was to be considered by the Special Meeting of the County Council later in the day. The Head of Legal and Democratic Services reminded the Executive that the Unitary Development Plan was a County Council function and the Executive could not make a decision but only make a recommendation to the County Council and accordingly the Council's call-in arrangements did not apply.

The Executive Member for Environment referred to the report which set out the outcomes of the Public Inquiry held into objections to the emerging Flintshire Unitary Development Plan.

The Director of Environment explained that Andy Roberts, Head of Planning Policy, would be making a presentation at County Council later in the day and that the current planning process was based on the Delyn Local Plan, the Alyn and Deeside Local Plan and the Clwyd Structure Plan all of which had time expired and with inconsistent planning policies. There was a need to have an up to date plan and a commitment had been given to the Welsh Assembly Government that the County Council would adopt the UDP. However, there were a number of Members who were newly elected and had therefore had not been involved in the preparation. Nevertheless, there was a need to move on to enable preparation of the Local Development Plan and there would be considerable benefits for the County Council and the planning process would be streamlined. In response to questions by Members he confirmed that the consideration by the County Council later in the day would not be the last opportunity for Members to discuss the UDP. If the report was approved by the County Council there would be a six week consultation process in September and this would give the opportunity for late comments to be made on issues not previously considered. The process would then include a report back to the Executive prior to consideration by the County Council on responses arising out of the consultation process in approximately November with adoption of the plan in early 2010.

RESOLVED

- a) That the statement of decisions as set out in appendix 1 to the report be accepted as the Council's position in respect of the recommendations contained within the inspectors report;

- b) That the proposed modifications to the UDP as set out in appendix 2 to the report and the accompanying maps in appendix 3 be approved to go out for formal consultation for a six week period as soon as practicable following the August recess from September 2009;
- c) That the proposed modifications to be used in conjunction with the deposit UDP for development control purposes, be approved;
- d) That delegated powers be given to Officers in drawing up the final modifications ready for publication to address any minor errors or issues of consistency that might come to light following the meeting;
- e) That the above recommendations be recommended for approval by the County Council on 14th July 2009.

66. MANAGEMENT OF INTERNAL AUDIT

The Chief Executive reported on the feedback from the Member workshop held on 16th June 2009 and the extension of the Bentley Jennison Contract. Members were reminded of the previous report to the Executive on 10th March and 13th May 2009 on the management of internal audit and to a report that had been made to the Audit Committee on 24th June 2009. The workshop to explore issues around the management of internal audit had been held on 16th June 2009 and had been facilitated by Price Waterhouse Coopers the Council's external auditors.

The workshop had provided an opportunity to discuss the future delivery of internal audit and four management options had been explored which were in house (management and staff); external management of in house staff; wholly outsourced and partnership. A detailed options appraisal on each of these options would now be planned and a report brought back to the Audit Committee in the first instance. The Chief Executive also referred to discussions which had taken place with Bentley Jennison since the workshop and indicated that an agreement had been reached to extend the current contract for a further six months from 30th September 2009 to 31st March 2010 to ensure service continuity and morale within the internal audit team.

RESOLVED

That the report and the further extension of the external management contract with Bentley Jennison be noted.

67. WELSH LANGUAGE SCHEME MONITORING REPORT 2008-2009

The Executive Member for Corporate Government and Strategy introduced the report which presented Members the Council's Welsh Language Scheme Annual Monitoring Report for 2008/09 and to seek agreement to the formal submission of the report to the Welsh Language Board.

The Chief Executive expressed his appreciation of the work that had gone into the preparation and ongoing management of the scheme. The scheme, as developed, was proportionate to the Welsh Language needs of the County area and would now be submitted to the Welsh Language Board.

RESOLVED:

That the report be noted and agreed for formal submission to the Welsh Language Board.

68. TOWN ACTION PLANS

The Director of Environment presented a report which informed Members how the Town Action Plan projects would be funded in 2009/10 and to seek agreement for the process of approving applications for assistance. The Director referred to the process which had been approved by the Executive on 16th September 2008 and referred to workshops that had been held in each of the seven main towns. Partnerships were now being established in each town to agree actions and develop the Town Action Plans.

The Director referred to the considerations of the report, highlighting in particular projects that would address sustainable improvements to the built and green environment; measures to increase viability and vitality of businesses and measures to protect/increase the footfall of customers and visitors. It was proposed that projects that were eligible for support would be considered by the Flintshire Regeneration Partnership.

In conclusion, he referred to the 2009/10 Capital Programme allocation of £180,000 and the £120,000 Tidy Town funding and to the allocation of a balance of £18,000 for 2009/10 for Strand 1, £10,000 allocated to support community actions to maintain and improve the rivers in Flintshire as part of Strand 2 and £8,000 allocated to support community clean up activities across the whole County as part of Strand 3.

The Executive Member for Environment referred to the importance of regeneration schemes but expressed his concern on the impact of anti-social behaviour in the town centres at night and the impact this was having on residents and emphasised the need for more Wardens and Police activity.

The Executive Member for Leisure and Public Protection referred to the meetings held with Town and Community Councils on the Town Action Plans and their high expectations. He expressed his disappointment that schemes had been put forward only to receive negative responses from Officers. The Director agreed to speak to the Member on his concerns.

The Chief Executive referred to considerations by Town and Community Councils who would need some certainty to enable them to plan ahead and make budget provision for projects. Additional resources were needed and the County Council had made a bid for Strategic Capital Investment funding.

The Executive Member for Education and Youth supported the recommendations to the report but emphasised the importance of supporting villages as well as town centres.

In conclusion, and in moving the recommendations of the report, the Executive Member for Environment emphasised the importance of the County Council encouraging local businesses to stay in the County and he gave examples of planning considerations which had resulted in the businesses locating outside of the County.

RESOLVED:

That the project approval process, as set out in the report, be approved.

69. DEVELOPMENT OF DEMENTIA SERVICES FOR OLDER PEOPLE IN FLINTSHIRE

The Executive Member for Social Services presented a report which sought approval to re-align the budget for older people services to enable service re-design to meet future challenges both in demographic growth and complexity of care.

The Executive Member referred to the report and that it was estimated in Flintshire there were 1,600 people aged over 65 years who currently had a formal diagnosis of dementia. By 2020 it was projected that this would increase to approximately 2,200 an increase of 30%. She explained that Flintshire's services for people with dementia were under-developed and were one of the key priorities in the Health and Social Care Well Being Strategy promoting partnership working to address the agreed priorities. Research showed that providing social care support for people with dementia at an earlier stage could result in a slow down in the rate at which people progressed from a low to moderate level of need resulting in them being maintained in their own homes for an average of two years longer.

The Director of Community Services referred to the planned developments to meet future needs and to develop a Dementia Specialist Team and to re-align the current older peoples' service budget by moving resources from long term care residential purchasing budget to enable the development of a more flexible and specialist community based provision. The proposed service model would initially be trialled in East Flintshire where joint working with the Community Mental Health Teams was well established.

The Director then referred to the financial implications of the report and to the budget re-alignment together with Welsh Assembly Government grants through the independent and well-being and continuing health care funding.

RESOLVED:

- (a) That the re-alignment of £148,182 within the older peoples' service budget be approved; and

- (b) That it be noted that following a period of development, consideration would be given to extending the service model to other areas within Flintshire.

70. EXERCISE OF DELEGATED POWERS

An information report of the Chief Executive, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to inform Members of actions taken under delegated powers.

The actions taken were as set out below:

The Environment	Disposal of land adjacent to 39 Tegid Way, Saltney
	Renewal of lease of land at rear of 63/65 High Street, Holywell
Community Services	Flexible Contracts for Children's Services Assistants

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

RESOLVED:

That the press and public be excluded from the meeting for the following Agenda Items which were considered to be exempt by virtue of paragraphs 12, 13, 14, 15 and 16 of Schedule 12A of the Local Government Act 1972 (As Amended).

72. A D WASTE TRANSFER

The Executive Member for Waste Strategy and Management presented a report which provided an update on the progress made on the transfer of A D Waste Limited into the County Council and to make recommendations.

The Director of Environment referred to the considerations and background of the report and provided information on the options available. The Head of Legal and Democratic Services outlined the legal considerations.

RESOLVED:

- (a) That the transfer be effected at market value;
- (b) That option 3 as set out in paragraph 3.27 of the report in relation to future landfill disposal, be approved; and
- (c) That the Director of Environment be authorised to implement the above decision in consultation with the Executive Member for Waste Strategy and Management.

73. ENVIRONMENT DIRECTORATE MANAGEMENT REVIEW

The Director of Environment presented a report which provided an update on the Environment Directorate Management Review and to seek approval for a revised structure.

The Director referred to the current five service areas within the Directorate and to the Directorate Management Team undertaking a review of third and fourth tier posts. He outlined the reasons for the review and to the key requirements of the process which had been to take account of the corporate principles for reviews. The review covered all areas of the Directorate except Streetscene/Waste Management and Regeneration which were the subject of separate reviews.

RESOLVED:

- (a) That the proposed changes set out in the report, be approved for consultation; and
- (b) That delegated authority be granted to the Director of Environment, in consultation with the Leader and Deputy Leader, and with the advice of the Chief Executive and Head of Organisational Development and Human Resources to consider representations made, finalise proposals and implement them.

74. FINANCE FUNCTION REVIEW

The Chief Executive presented the report of the Head of Finance which provided an update on progress on the Finance Function Review and sought approval of a new senior management structure for the Finance Division and the grouping of services under each Manager reporting to the Head of Finance. The report also sought agreement for the deletion of posts from the current established structure.

The Chief Executive referred to the Appendices to the report which illustrated the established senior management structure for Finance as it existed within the former Finance, Legal and Democratic Services Directorate, the current interim senior management structure and the proposed new senior management structure and functional groupings.

RESOLVED:

- (a) That progress to date be noted
- (b) That the senior management structure for the Finance Division and the creation of three posts in principle, pending job evaluation, be approved;
- (c) That the functional groupings as set out in Appendix C to the report, be approved;

- (d) That the deletion from the structure of two Head of Customer Accounts posts and the Head of Pensions and Funds, be approved.

75. DURATION OF MEETING

The meeting commenced at 9.30 am and ended at 11.20 am.

76. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were three members of the press and one member of the public 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: 14th July 2009
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MEMBER	ITEM	MIN. NO. REFERS
Councillor A Woolley	Agenda Item No 4 – New National Waste Targets Agenda Item No. 10 – The Development of Dementia Services for Older People in Flintshire	63

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: EXECUTIVE
DATE : 04 AUGUST 2009
REPORT BY: HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT
SUBJECT : DRAFT EMPLOYEE RELATIONS POLICIES

1.00 PURPOSE OF REPORT

1.01 To recommend the adoption of the following amendments to existing Flintshire County Council policies which have been reviewed as part of the People Strategy Action Plan. The revised policies are as follows;

- Grievance Policy (replacing existing Grievance Procedure)
- Attendance Management Policy (replacing Sickness Absence – Attendance Management Policy and Procedure)
- Dignity at Work Policy (replacing Anti-bullying and harassment procedure)
- Disciplinary and Capability Policy (replacing the Disciplinary Policy and Capability Procedure)

2.00 BACKGROUND

2.01 In line with the aims of the People Strategy, Flintshire County Council has embarked on a review of five key employee relations policies and procedures.

2.02 This review has the potential to make a significant contribution to the achievement of a number of the People Strategy objectives including the modernising and simplifying of our employment policies, designing and delivering better consultation and communication processes and working together to deliver organisational change.

2.03 The purpose of this policy review was to:

- Ensure that we have in place effective employee relations policies and procedures that are modern, consistent and fair.
- Ensure that all our policies reflect and reinforce the desired values of Flintshire County Council and set expectations for employees with regard to attendance, performance and conduct at work.
- Ensure that any new policies are developed through a more effective process of joint working and employee consultation.
- Support organisation changes through the effective

implementation of new policies which support more effective ways of working.

- 2.04 A number of underpinning principles were agreed as a framework for improvement. These were;
- Policies should be modern, non confrontational, non legalistic and supportive.
 - Policies should be written from the employee's perspective rather than from a management perspective.
 - Policies should say clearly 'what' we do with separate, more detailed guidance and training provided which sets out the 'how'.
 - Policies should reinforce desired behaviours and ways of working such as collaboration, mutual respect, open discussion, timely resolution etc.
 - Policies should reinforce line manager ownership of issues such as managing attendance, performance and conduct.
 - Policies need to encourage, where appropriate, the early resolution of issues through informal processes.

3.00 CONSIDERATIONS

3.01 The revised Grievance Policy takes into consideration the ACAS Code of Practice with regard to Disciplinary and Grievance which was revised with effect from 6th April 2009 following the Dispute Resolution Review. The policy encourages the early and informal resolution of issues and provides for the involvement of external facilitators as required by the above Code of Practice.

- 3.02 The main features of the new Attendance Management Policy are:
- Greater emphasis on the need for managers to monitor attendance and work with employees to hold Absence Review Meetings where absence levels give cause for concern.
 - The revision of the existing trigger points to three occasions (10 days) in a twelve month period leading to an Absence Review Meeting.
 - Clarification that failure to reach and maintain a satisfactory level of attendance will be dealt with through the Capability Policy.

Further work is required to capture the feedback received during consultation and completion of the Equality Impact Assessment for this policy.

3.03 The Dignity at Work Policy goes beyond the existing Anti-bullying and harassment Policy and reminds all employees of their responsibility to contribute to a positive working environment where everyone is treated with dignity and respect. The Policy reinforces the Council's zero tolerance

approach to harassment and bullying in the workplace. The Policy encourages employees to deal with issues informally, where appropriate, and provides a formal procedure for dealing with incidents of unacceptable behaviour such as bullying or harassment.

- 3.04 The Disciplinary and Capability Policy are two distinct policies but are published in one document. The introduction reminds employees of the need to perform to the best of their ability and informs them which policy will be used to deal with situations where their conduct, behaviour or performance is called into question.

The main changes to the Disciplinary Policy are;

- The language used in the policy has been changed to make the policy less legalistic and intimidating for employees. For example, the titles of Investigating Officer and Authorised Officer will no longer be used.
- It will be the responsibility of the employee's manager to investigate allegations of misconduct unless there is a specific reason why this would be inappropriate. If necessary, the manager will then present the matter to a more senior manager at a Disciplinary Hearing.
- Only in cases of Gross Misconduct, or where a Hearing has the potential to lead to the dismissal of an employee, will HR be present at Disciplinary Hearings.

The proposed policy takes into consideration the new ACAS Code of Practice with regard to Disciplinary and Grievance which was revised with effect from 6 April 2009 following the Dispute Resolution Review.

- 3.05 The main purpose of the Capability Policy is to clarify the steps that will be taken to improve the performance of employees should it fall below the standard that is required. It improves the existing Capability Procedure which was published in January 1997 and provides a more detailed framework for managing performance.

- 3.06 In order to support the change that is required to successfully introduce new ways of working, implementation of the new policies will need to be supported by the following;

- An effective communication programme which explains what we are trying to achieve and highlights the expectations of managers and employees in creating a positive working environment.
- Commitment and support from Directors and Senior Managers to reinforce desired behaviours and to act as role models and mentors for the new ways of working.
- The development of a corporate approach to informal conflict resolution and more joined up ways of working in order to resolve issues at work quickly and more effectively.

- Training for managers, not just in the content of the new policies, but in the skills and behaviours that are required to handle difficult people situations. The development of detailed guidance and supporting material for managers and employees.

4.00 RECOMMENDATIONS

- 4.01 That the content of the attached draft policies is agreed by Flintshire County Council.
- 4.02 That further amendments to the Attendance Management Policy may be authorised by the Head of Human Resources and Organisational Development prior to publication and implementation.
- 4.03 That future amendments to the policies may be authorised by the Head of Human Resources and Organisational Development in light of emerging employment legislation/ best practice.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The work forms part of the agreed work programme as identified in the People Strategy 2006-2009. Actions relating to the implementation of these new policies will be incorporated into the HR Strategy and Action Plan for 2009-2012.

6.00 ANTI POVERTY IMPACT

- 6.01 None

7.00 ENVIRONMENTAL IMPACT

- 7.01 None

8.00 EQUALITIES IMPACT

- 8.01 Equalities Impact Assessments have been carried out for each of the proposed policies and are attached in the appendices.
- 8.02 The key issue raised in consultation regarding Equalities Impact was with regard to the management of disability related absence and other equality issues linked to absence. The policies have been amended to reflect some of the feedback received but further work is required on the Attendance Management Policy to fully reflect the aims of the revised policies and the feedback obtained during consultation.

9.00 PERSONNEL IMPLICATIONS

- 9.01 One of the key objectives of this review was to produce employment policies which are clear, easy to use, and which focus all involved in reaching early resolution of issues that may arise. The overall aim of introducing these more effective policies is to encourage a more open and positive working environment for all employees where issues are resolved quickly and informally.
- 9.02 The new policies reinforce line manager responsibility for managing attendance, performance and conduct at work and reduce the requirement for a HR presence in some meetings. Managers will be supported by the HR team and the necessary training and/or coaching provided.

10.00 CONSULTATION REQUIRED

- 10.01 Further consultation will be undertaken to ensure that the supporting guidance and documentation takes into consideration the needs of employees and managers which have been highlighted in the policy consultation.

11.00 CONSULTATION UNDERTAKEN

- 11.01 The initial working party included representatives from the HR team, Unison and Colin Everett, Chief Executive. A number of sessions were facilitated by ACAS at which each policy was reviewed in turn and opportunities for improvement identified. Initial drafts were produced following these sessions.
- 11.02 These initial drafts were then sent to all the identified stakeholders including CMT, FJTUC, Disabled Members Self Organised Group (Unison), Legal Services, Corporate Training, Occupational Health, Equalities Unit and members of the HR Team for comment. The draft policies were also published on the Infonet and a number of focus groups with managers and employees were undertaken.
- 11.03 The feedback was collated and used to inform amendments to the draft policies and/or the supporting guidance. Here are some of the key changes that were made to the policies as a result;
- The trigger points were amended in the Attendance Management Policy to retain a reference to number of days absence in a twelve month period.
 - More information regarding managing disability related absence and long term absence will be developed.
 - The term oral warning will no longer be used and the policy will refer to 'first written', 'second written' and 'final written' warnings.

12.00 APPENDICES

- 12.01 Appendix A Proposed Grievance Policy and Equality Impact Assessment

- 12.02 Appendix B Proposed Attendance Management Policy and Equality Impact Assessment
- 12.03 Appendix C Proposed Dignity at Work Policy and Equality Impact Assessment
- 12.04 Appendix D Proposed Disciplinary & Capability Policy and Equality Impact Assessment

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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APPENDIX A



Draft Grievance Policy

Final Draft

(Excluding staff employed by school governing bodies)

DRAFT



APPENDIX A

Introduction

At Flintshire County Council we are committed to working in an environment of mutual trust and respect where open communication is encouraged between all employees and their managers. We recognise that from time to time employees may have a problem about their work, working environment or working relationships that they may wish to raise and have addressed.

In such circumstances it is the our strongly held belief of Flintshire County Council that we have a better chance of resolving any differences that may arise if issues and concerns regarding work are aired openly, constructively and as early as possible.

It is for this reason that this policy is based on the principle that most grievances can be resolved through informal discussion and without the need to invoke the formal grievance procedure.

However if the informal route is not successful or appropriate then the following policy will explain how to raise a formal grievance and the procedure that will then be followed to listen to and, if possible, resolve your grievance.

Purpose

The purpose of this policy is to define the expectations we have of employees and managers with regard to the resolving of work place issues and concerns and to detail the approach that should be taken.

This policy also provides a provides a formal process to resolve individual complaints and grievances in a fair and timely manner should it be required..

APPENDIX A

Principles

It is the our firmly held belief of Flintshire County Council that most issues and concerns can be resolved informally with direct, open, timely and constructive discussion between those involved.

The raising of concerns a grievance is an opportunity to resolve potential conflict in an open and constructive manner.

If you, in good faith, raise a grievance under this policy, you will not be subjected to any unfavourable treatment or victimisation as a result of making a complaint.

All issues raised by employees will be dealt with in a sensitive, professional and confidential manner.

The following procedure will be used to deal with a grievance you may have regarding your work or working conditions such as changes to your terms and conditions of employment or working practices, health and safety issues, organisational change, etc.

If your concern relates to a complaint of bullying, harassment, victimisation or discrimination, you should pursue the matter in accordance with the Dignity at Work policy.

Appeals against action taken under the Council's Disciplinary or Capability Procedure, including dismissal, should be pursued in accordance with the relevant appeals procedure.

Appeals relating to pay and grading are excluded from the Grievance procedure and should be raised through the appropriate according to the Job Evaluation and Appeals /maintenance process.

Timescales have been given in this policy to encourage the speedy resolution of issues that may be causing concern to employees. Every attempt should be made to adhere to these timescales by all concerned but it is accepted that on occasion there may exceptional circumstances which may lead to unavoidable delays e.g. annual leave or other absence from work.

In the interests of seeking a satisfactory outcome for all those concerned, Flintshire County Council may seek assistance from external facilitators (e.g. trained mediators) at any stage in the grievance procedure.

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Procedure

You may raise a grievance either formally or informally or formally. The procedures for both are outlined below.

Raising concerns informally

The underlying principle of this policy is that most grievances can be resolved through informal discussion and without the need to invoke the formal grievance procedure.

Your manager has a responsibility to create a working environment where you feel comfortable and have the opportunity to raise issues on an informal basis. Managers are expected to deal sensitively and constructively with issues that are brought to their attention.

Managers are responsible for fully investigating any grievances raised by employees, informally or formally, and in proposing solutions which are fair, balanced and objective

In order to support our approach of dealing with issues quickly and informally, you also have a responsibility to raise any problems or concerns that you may have as early as possible with your line manager and to work with your manager to find an appropriate solution.

If action taken by your manager is the subject of the grievance, then the matter should be raised, initially informally, with your manager's a more senior manager. Alternatively, you may wish to discuss your concerns with a trade union representative or a member of the HR department who can advise and support you to raise and resolve the matter informally.

Making a formal grievance

If an informal approach has failed to resolve the issue, you may wish to raise the matter formally with your line manager. If your manager is the subject of the grievance, or the matter is related to a decision that your manager has made (or there is some other reason why it would be inappropriate for that manager to hear the grievance) then it must be raised with your manager's manager.

This must should be done in writing, setting out the nature of the complaint and what you are hoping to achieve from raising the grievance. You should also explain how you have tried to resolve the issue prior to making a formal grievance. Any supporting documentation should also be sent at this time.

After reviewing the details of the grievance, your manager may be in a position to resolve the matter without the need to arrange a formal grievance meeting. If this is the case and you are happy with the proposals that your manager makes, your manager will confirm in writing to you the action that is

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to be taken to resolve your grievance and will confirm that the matter is resolved.

If the matter remains unresolved, your line manager will arrange for the matter to be heard at a grievance meeting, normally within 10 working days of receipt of your written complaint.

You will be entitled to be accompanied at the meeting by a work colleague or trade union representative and your manager will be accompanied at the meeting by another manager or a member of the HR Department. Your manager and/or other relevant employees may also be asked to attend the meeting in order to respond to your concerns.

During the meeting you will be asked to explain your grievance and to state how you wish the matter to be resolved. Your representative may address the meeting, confer with you, ask questions and if necessary request adjournments. Your representative will not be able to answer questions on your behalf.

When the meeting has concluded your manager will confirm what action is to be taken as a result of hearing your grievance. This will be confirmed to you in writing together with the reasons for the decision normally within five working days of the meeting.

Should your manager not be in a position to make a decision on the day of the meeting, you will be advised when they will make a decision and when you may expect to receive a written outcome. This will not normally be later than 5 working days from the date of the meeting.

On occasions it may be necessary to adjourn a grievance meeting part way through in order that further investigation can be undertaken by the manager hearing your grievance. If this is deemed necessary then arrangements will be made with you regarding the reconvening of the meeting.

Appeal Procedure

If you feel that you have not received a satisfactory solution or conclusion to your grievance then you may appeal against the decision within five working days of receiving the letter confirming the outcome of the grievance meeting.

You should appeal in writing to your Head of Service again setting out the nature of your complaint and what you are hoping to achieve from raising the grievance appeal. Any supporting documentation should also be sent at this time including a copy of the original outcome letter.

Grievance Appeal meeting

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Your Head of Service will appoint/arrange for an appropriate manager to hear your grievance appeal and will ask this manager to arrange a formal grievance appeal meeting. This will normally take place within 10 working days of receiving your letter of appeal.

You will be entitled to be accompanied at the meeting by a work colleague or trade union representative and your manager will be accompanied by a member of the HR Department.

The appeal meeting will follow the same format as the original grievance meeting and you will be asked to explain why you feel the matter has not been resolved to your satisfaction.

When the meeting has concluded your manager will confirm what action is to be taken as a result of hearing your grievance. This will be confirmed to you in writing together with the reasons for the decision within five working days of the meeting.

This represents the end of the internal grievance procedure.

Record Keeping and Confidentiality

A record of all formal grievance meetings will be kept detailing the nature of the grievance raised, the management response, any action taken and the reason for it. These records will be retained on your record in accordance with the Data Protection Act 1998.

Meeting notes will be made by those hearing your grievance or grievance appeal and you may request a copy of these notes for your information. Whilst they should be an accurate reflection of the key aspects of the meeting for future reference, they are not required to be a word for word account of the meeting. You, or your representative, are welcome to take notes at any grievance meeting.

Employees leaving the employment of the Authority

Should you lodge a formal grievance under this policy and then leave the employment of the Council, the procedure will continue as described above.

Should you leave the Council and then decide that you wish to raise a grievance regarding your employment, this should be done in writing to the Head of Human Resources and Organisational Development within four weeks of leaving the Council's employment.

You should set out the nature of the complaint and explain how you would like to see the matter resolved. You should include details of your employment including the name of your line manager. It would also be helpful if you could explain how you have tried to resolve the issue prior to leaving.

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Your grievance will be acknowledged and the Head of HR and OD will arrange for your complaint to be investigated. Following this investigation a decision will be made as to what action is to be taken as a result of your complaint.

This will be confirmed to you in writing, normally within 20 working days of receipt of your grievance.

This represents the end of the internal grievance procedure.

RECORDS

Records will be kept, detailing the nature of the grievance, the Council's response, any actions taken, the reasons for them and the outcome. Details of these will be kept on file by the HR Department, who will ensure the records are held in accordance with the Data Protection Act 1998.

MONITORING AND REVIEW

The Head of HR and OD will also be responsible for making arrangements for the capture of statistical data relating to this policy and will ensure the appropriate use of such information for monitoring purposes.

TRAINING AND SUPPORT

Training will be provided to ensure that those with management responsibility for employees are clear about the policy, the procedures contained within it and their own responsibilities.

In addition to the support provided by your line manager, advice may be sought from a number of other sources such as the Human Resources Department, your Trade Union representative, the Occupational Health and Safety Unit and the Equalities Unit.

As part of our commitment to develop an informal, collaborative approach to resolving issues in the workplace, a joint training programme will be developed for managers, employee representatives and HR to support the implementation of this policy.

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EQUALITY IMPACT ASSESSMENT TOOL KIT

Directorate: Corporate Services Service: HR

Lead Officer: Sharon Cave Position: Senior HR Advisor
Policy

Reason for EIA:

Review of existing Grievance Policy and Procedure, changes to the ACAS Code of Practice on Discipline and Grievance.

Policy/Service Title: Grievance Policy

1. Policy/service Aims

What are the aims and objectives of the policy/service?

The policy defines expectations for managers and employees with regard to the resolving of work place issues and concerns and provides a framework for the resolution of individual complaints and grievances in a fair and timely manner. The policy is designed to ensure fairness and consistency in the treatment of employees and the application of policies/decisions that they may be subject to. It provides employees with details on how they may address issues regarding their employment with which they are dissatisfied and may expose potentially unfair or discriminatory practices.

Who should benefit from the policy/service?

The revision of this policy forms part of a wider review of our HR policies, the key objective of which is to produce employment policies which are clear, easy to use and which focus all involved in reaching early resolution of issues. The overall aim of revising these policies is to encourage a more open and positive working environment for all employees where issues are resolved quickly and, where appropriately, informally.

Managers should also benefit from the provision of a clear policy and supporting guidance and documentation.

More speedy and effective resolution of issues will reduce the impact of internal conflict on the provision of services to the public.

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Are the aims consistent with the Corporate Diversity and Equality Policy?

Yes. The Policy reinforces the Council's principles of fairness and equality and of creating a positive working environment where employees feel confident that they will be listened to.

2. Consideration of available data and research

a) Are there any obvious barriers to implementation of the policy/service?

No. The proposed changes are aimed at improving our Grievance Policy to make it more effective, to reflect current best practice, and to be in line with the recently revised ACAS Code of Practice on Discipline and Grievance.

However the policy relies on managers taking appropriate action to deal with issues and to investigate concerns and to respond accordingly. Training and support will be required for managers in fulfilling their responsibilities.

b) What types of data and research are available? (e.g. Tribunal Reports etc)

Equality Monitoring Data is available regarding number of employees raising formal grievances. At present this data is only collated by gender and does not include analysis by other equality strands such as race or disability.

c) What does the data and research tell you about the policy/service?

In the year April 2007 to March 2008, there were a total of 16 formal grievances raised in Flintshire County Council (excluding schools). Nine of these were submitted by male employees and the remainder by female employees.

In the year April 2008 to March 2009, there were a total of 32 formal grievances raised in Flintshire County Council (excluding schools). Twenty seven of these were submitted by male employees and only five were submitted by female employees.

d) Is further information or research needed?

Monitoring of grievances need to be improved to provide useful data and trends relating to the raising of formal grievances. A new procedure for logging all grievances received has been introduced with effect from April 2009 and will be reviewed by the Senior HR Adviser-Policy and the Head of HR & OD on a quarterly basis.

3. Assessment of impact

a) Are any groups over/under represented within the Service?

Flintshire County Council employees just over 8000 people, of whom 6048 are female and 2137 are male. Less than 1% of employees have declared that they are of BME origin. The Council employees 135 people who have declared that they have a disability under the definition of the Disability Discrimination Act (data as at 31.03.08)

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b) Is there any evidence of actual or potential impact on different groups?

Equality Monitoring Data currently shows numbers of employees raising grievances by gender but does not capture reason or outcome. Monitoring needs to be extended to include full review of reasons for grievances.

c) Is there any evidence of adverse impact of such a policy/service?

The purpose of the policy is to encourage open and constructive discussion regarding decisions that are made that may have an adverse impact on individual employees. The policy provides for the decision to be reviewed by a more senior manager than the employee's line manager. Further monitoring will provide information on trends/type of issues raised.

d) Is there any evidence of unlawful discrimination? If yes, under what legislation?

No evidence of unlawful discrimination has been brought to light through the existing Grievance policy. If a complaint relates to bullying, harassment, victimisation or discrimination, employees are advised to utilise the Dignity at Work policy.

e) Is the adverse impact avoidable?

NA

f) Is it justified?

NA

4. Consideration of alternatives

Are there any alternative means of achieving the objectives in (1) above? E.G Altering the policy or developing a new policy

The Grievance Policy has been revised in light of the changes to the ACAS Code of Practice on Discipline and Grievance and is designed to fulfil the Council's obligations under this Code. The policy provides for both informal and formal resolution of grievances and for the intervention of third party facilitators where necessary.

5. Consultation

Who needs to be involved in a consultation process, and what methods of consultation will be used?

The proposed policy was consulted on through the FJTUC and also directly with managers, employees and other stakeholders including the Unison Disabled Members Self Organised Group and the Flintshire County Council Women's Group. All have been provided with the opportunity to comment and contribute to the final draft policy and supporting guidance/documentation.

Outline the main issues from the different groups arising from the consultation process

- Employees may raise grievances to intimidate managers- malicious grievances should be dealt with as malicious complaints under Dignity at Work Policy.
- Monitoring of individuals should be undertaken to establish patterns of multiple grievances

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- Detail of measures to be taken after Grievance Appeal process completed such as mediation, stress risk assessments need to be included in policy
- HR should receive copies of all grievances for monitoring purposes.

Specify how the issues above have been addressed in the development of the policy/service

Details of the monitoring of grievances to be included in final version of policy. This will ensure that grievances are analysed and compared by equality strands (where information is available) and may highlight potentially unfair treatment and/or discrimination.

6. Decision making

Is the service/ policy adopted? Yes/no Explain reasons

Yes

List actions to be taken with timescales. Actions should be transferred into Service Plans.

Action	Timescale	By whom	Intended outcome
Produce guidelines for managers on the exercise of this policy	Before launch of new policy	SC	Improved consistency in application of policy

7. Monitoring and review

How will the policy/service be monitored and reviewed for impact and effectiveness?

How	Who	Time scale	outcome	Review
Quarterly review of equalities monitoring data Monitoring of Tribunal Claims	SC/HS	July 2009		

8. Publication of results

How will the results of impact assessment, consultation and monitoring be published?

Signed:.....(Service Manager) Date:.....

Approved:..... (Director) Date:.....

APPENDIX B



Draft Attendance Management Policy

Final Draft

(Excluding staff employed by school governing bodies)

DRAFT



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INTRODUCTION

Flintshire County Council is committed to developing a positive working environment in which you are treated with dignity and respect. We do recognise that a certain level of absence may be unavoidable due to sickness and it is our policy to offer security of employment during such periods subject to operational needs and the conditions below.

Members of the public quite rightly demand high levels of service and standards of conduct and integrity from all officers of Flintshire County Council and Council and the cost and impact of unplanned absence on the provision of services cannot be underestimated.

Flintshire supports you in achieving a balance between work and other commitments by developing a range of flexible benefits which you can use when you wish or need to take time away from work. These include:

- A flexible approach to taking annual leave
- A Special Leave policy which includes paid time off for family emergencies and caring responsibilities
- A generous Occupational Sick Pay scheme
- The provision of a flexi-time scheme and flexible working hours where services permit

In turn, the Council expects Council expects you to take responsibility for achieving and maintaining a good attendance record. One part of this process is to encourage open and honest communication between employees and their managers so that any barriers to attending for work, whether work related or not, can be identified and hopefully addressed by working together.

PURPOSE

This policy will explain the approach that has been adopted by Flintshire County Council in managing attendance at work.

It will explain to you how Flintshire will support you to achieve and maintain a good attendance record and how it will continue to support you if your attendance at work is affected by illness or disability.

This policy will also explain how frequent short term absence from work will be managed and what action the Council will take if your attendance falls below the level that is required.

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PRINCIPLES

You have a responsibility under your contract of employment to attend for work.

Whilst genuine illness is unavoidable it places additional financial and other burdens on the resources of the Council and as such will be appropriately monitored and managed.

Your manager is responsible for ensuring that this policy is administered in a fair, consistent and appropriate manner. In doing so they will be expected to balance the needs of their service area with the individual needs and circumstances of their team members.

The Council expects your manager to take a collaborative and informal approach with you when tackling any issues associated with your attendance at work.

The Council recognises its duties under the Disability Discrimination Act 1995 and Amendment Regulations 2003 is committed to making reasonable adjustments to duties and the work environment in order to assist employees in remaining or returning to work.

We work on the principle that all reported sickness absence is genuine unless we have a specific reason for not believing that this is the case. Where you fail to follow the absence reporting procedure or fail to provide a satisfactory reason for your absence, this may be considered a matter of misconduct which will be dealt with through the Council's Disciplinary Policy procedure.

You will be invited to take part in an informal absence review meeting with your manager if your levels of absence give cause for concern.

In order to support your health, safety and welfare at work the Council retains an Occupational Health Service who may be approached for advice with regard to issues affecting your attendance at work.

Ultimately, if you are unable to achieve and maintain an acceptable attendance record following appropriate support, then formal action may be taken against you under the Council's Capability Policy procedure up to and including your dismissal.

The payment of Occupational and Statutory Sick Pay is dependent upon you being absent from work due to a genuine illness which prevents you from carrying out work. It is also subject to you complying with the Council's notification and certification procedure. Any attempt to mislead or defraud the Council will be taken very seriously and will be considered Gross Misconduct under the Council's Disciplinary Policy procedure.

In the interests of seeking a satisfactory outcome for all those concerned, Flintshire County Council may seek assistance from external facilitators (e.g. trained mediators) at any stage of the Managing Attendance at Work procedure.

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PROCEDURES

The Joint Trade Unions recognise that Flintshire County Council operates a generous Occupational Sick Pay Scheme. This benefit is intended to provide financial support to employees during periods of genuine incapacity due to illness. For clarity, the following procedure sets out the Council's expectations with regard to absence from work.

Reporting absence

Should you be unable to attend for work due to illness, injury or other incapacity, you are required to contact your line manager (or their deputy) within one hour of your normal start time to inform them of your absence and, where possible, to give an indication of when you expect to return to work. This should be done in person unless circumstances prevent you from doing so e.g. due to unplanned hospitalisation.

If you are still unwell on day three, you must contact your line manager to update him/her on your situation.

A Doctors certificate will be required for absences of more than seven calendar days which should be received by your manager by the 10th day of your absence. A current sick note will be required for the duration of any absence from work exceeding seven days regardless of whether you are in receipt of Occupational or Statutory Sick Pay. The Council reserves the right to request a medical certificate for absences shorter than seven days.

The Council's self certification of absence should be completed on your return to work for the first seven days of absence.

If you are absent from work for an extended period of time we will expect you and your manager to stay in touch. However Managers are reminded to be sensitive to the needs of individuals and of the reason for absence and are encouraged to agree contact arrangements appropriate to the circumstances. These may include staying in touch on the phone, writing to you or visiting you at home or in hospital. Arrangements for home visits will normally be made with prior consent.

THE ROLE OF THE OCCUPATIONAL HEALTH SERVICE

Access to an Occupational Health Service is an integral part of Flintshire County Council's attendance management approach.

Your manager must refer you to the Occupational Health Service immediately if you be absent from work due to the following;

- any accident at work
- stress or other psychological illness
- musculoskeletal problems
- if your absence lasts, or is expected to last, for more than four weeks

Occupational Health will provide your manager with advice on the nature of your absence, your expected date of return, and any other information relevant to managing your attendance at, or return to, work e.g. reasonable adjustments, a phased return, etc.

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Your manager will always discuss with you any proposed referral to Occupational Health and will provide you with a copy of the referral form that they submit.

Any employee of the authority may self-refer to the Occupational Health Service in confidence for professional advice relating to their health or safety at work. The normal ethical rules and guidance on confidentiality, laid down by the General Medical Council and Nursing Midwifery Council will apply to all such consultations.

If Occupational Health advises that there is a medical condition which may fall within the definition of the Disability Discrimination Act 1995, your line manager will take advice from the Occupational Health Service and Human Resources.

FITNESS FOR WORK

If your manager is concerned regarding your fitness to return to work safely or if your GP has certificated you to resume or carry out 'restricted duties', you will not be allowed to resume or undertake normal duties until Occupational Health advice has been received.

Occupational Health advice is likely to fall into one of the following categories:

- You are fit and may return to normal duties.
- You are fit but require a phased reintroduction to work.
- You are fit, or will shortly be fit to return to work, and you do not need a phased return to work.
- You are not fit and are unlikely to be in the near future. In this case you will be advised to go back to your GP to be certificated as unfit to resume the normal duties of the post. The Occupational Health Practitioner will obtain your consent to liaise with your GP if appropriate.
- In cases where there is a disagreement in relation to fitness for work, between the Occupational Health Practitioner and the GP, the Occupational Health Practitioner's decision will take precedence and the County Council will pay the employee in accordance with the occupational sickness scheme until the employee is fit to resume normal duties, which may also include a phased return to work.

RETURNING TO WORK

Return to work interviews

Following any absence from work due to illness or incapacity, your manager will carry out a return to work interview with you. The purposes of return to work interview is:

- To establish if you are safe and well enough to return to work and that there are no undue risks for you, other employees or members of the public associated with you returning to work and to ensure that your work is not likely to make your condition worse.
- To bring you up to date with what has happened while you have been away
- To discuss your recent absence in context with your overall attendance record in order to understand any underlying issues, health or otherwise, that may be affecting your ability to attend for work.

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- To identify any problems at work which may be contributing to your absence levels and which can be addressed by your Line Manager.
- To make you aware if your patterns or levels of absence are giving cause for concern and if necessary, to invite you to an informal Absence Review Meeting. This may include a referral to the Occupational Health Service for advice and support.
- To complete the necessary absence documentation.

Phased return to work

We recognise that under certain circumstances e.g. following a prolonged or debilitating illness; after surgery or whilst recovering from an injury; it may not be appropriate for employees to return immediately to their full contracted duties and hours of work. In some cases, employees may need to return to work as part of the therapeutic process of building up strength and confidence after such illnesses.

In such circumstances, employees might well be capable of undertaking duties and/or hours less than those they are contracted for before they are fit to undertake their full duties.

In these circumstances, Flintshire welcomes the opportunity of supporting employees back to work and will aim to do so in a flexible but tailored way, relevant to the needs of individual employees and the service. This will always be following advice from the Occupational Health Service.

If employees return to work on a reduced hours basis on the recommendation of Occupational Health, then the Council will support this phased return to work by paying normal salary for a maximum period of four weeks. The phased return may be extended in exceptional circumstances to a maximum of six weeks on the recommendation of the retained Occupational Health Practitioner and with the agreement of the line manager. However in these circumstances, it may be necessary for the employee to use leave days to reduce working hours, or to negotiate a temporary reduction in contracted hours.

Making reasonable adjustments

The Disability Discrimination Act 1995 and Amendment Regulations 2003 places a duty on employers to make reasonable adjustments to their employment arrangements and/or their premises to accommodate the needs of an employee with a disability.

The definition of 'reasonable' will depend on the employers individual circumstances and will balance the needs of the employee with the impact and cost to the Council and on other work colleagues . Examples of reasonable adjustments may include:

- Allowing you to the employee to work reduced or different hours
- Allowing youan employee to work partly from home
- Changing start and finish times to accommodate travel arrangements
- Providing specialist equipment to facilitate the employees work

Where all reasonable adjustments have been made but have failed to improve your attendance at workan employee's ability to attend for work as required , it may be

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necessary to consider taking action under the Council's Capability Policy terminating an employee's employment on the grounds of capability.

MANAGING ATTENDANCE AT WORK

Your manager has a responsibility to monitor your attendance along with other employees in your team/area and will take action to identify unacceptable levels and patterns of absence.

Managers are encouraged to identify the root cause of any absence and to establish whether there is any underlying medical reason or work related issues that are affecting your ability to attend for work. As previously discussed this may involve a referral to the Occupational Health Service.

Managers are tasked with dealing with issues in a fair and consistent manner whilst at the same time being sympathetic to sometimes very sensitive issues regarding an employee's health and well being.

The Employment Rights Act 1996 s.98 (1)-(4), defines capability in relation to an employee as their capability, assessed by reference to skill, aptitude, health or any other physical or mental quality. At Flintshire we have agreed both short term frequent absence and long term illness will be dealt with as a capability issue and as such any formal action regarding your attendance at work will be taken under the Authority's Capability Procedure and is outlined later in this policy.

FREQUENT/ PERSISTENT SHORT TERM ABSENCE

Monitoring absence and the use of triggers

Managing absence appropriately means making difficult decisions about what is and what is not acceptable with regard to attendance at work. It is therefore important for managers to focus on the level or pattern of absence and the impact that this absence has on the organisation rather than focus on the reasons for absence.

The use of triggers allows the organisation to monitor the levels of absence in various departments and to ensure that action is taken in a consistent and appropriate manner. In providing some guidance to managers on acceptable levels of attendance we advocate the use of triggers to highlight levels of absence which may be becoming unacceptable.

Absence will normally be monitored over a rolling 12 month period. Absence of exceeding three occasions or 10 days in any twelve months will prompt your manager to conduct an informal Absence Review Meeting as detailed below.

In addition to this we expect managers to monitor absence and take appropriate action (as detailed below) should unacceptable patterns of absence emerge e.g. same day each week, absence during busy periods, absence before or after weekends, a number of longer periods of absence over an extended period of time.

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Absence Review Meetings **Informal Action**

If your absence levels have triggered concern regarding your ability to attend for work as required and your manager feels that they have done everything they can to support you in improving your attendance,, your manager will invite you to an Absence Review Meeting. The purpose of this review meeting will be to:

- For you and your manager to explore the reasons for your absence from work why your attendance record remains unsatisfactory and to identify any underlying issues that may need to be addressed.
- To review any existing action plans that have been drawn up and to discuss any further support or guidance that may be given including a referral to Occupational Health if appropriate.
- To explain the impact of your absence on the rest of your team/service
- To make it clear that a failure to improve may lead to formal action being taken against you which could ultimately lead to your dismissal.
- To set a date for a further review of your attendance record. This will normally be three months after the first Absence Review Meeting.

Your manager will write to you to confirm the outcome of this meeting capturing your responses and any agreed actions.

If, at the subsequent review, your attendance has improved then your manager will discuss with you how this can be sustained and will agree an appropriate review process with you.

If your attendance does not improve, your manager will escalate the attendance management procedure to the formal stage.

Formal Action

If you are unable to improve your attendance at work following informal discussion with your manager, then formal action in line with the Council's capability policy procedure will be taken.

First stage - capability meeting

You will receive at least five working days notification in writing of any requirement to attend a formal capability meeting.

At this first stage capability meeting you will have the right to be accompanied by a work based colleague or a trade union representative. Your manager will conduct the meeting and will be supported at the meeting by a member of the HR Department. The role of the HR Representative is to ensure that any action taken is fair and appropriate, given all the circumstances, and is consistent with action taken elsewhere within the Council.

During this meeting your manager will review your attendance record and the steps that have been taken to improve your attendance and you will be asked to respond, comment and make suggestions.

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If your Manager accepts that your attendance at work is unsatisfactory and your manager is satisfied that you have been provided with the necessary support and assistance, you will be issued with formal notification in writing that your employment with the Council is at risk. This will be recorded on your file as a Final Warning which will remain on your record for 12 months from date of issue.

You will have the right to appeal against this decision to a more senior manager if you believe it to be unfair. Full details of the appeal procedure are contained within the Council's capability procedure.

A date will be set to review your attendance which will normally be three months from the date of the formal capability meeting but may be sooner if there is further absence from work.

If at this review meeting your attendance has improved, your manager will arrange to continue to monitor your absence at three monthly intervals for the duration of your final written warning.

If your attendance at work does not improve, or deteriorates after some initial improvement, then your manager will make arrangements for you to attend a second stage capability meeting.

Second stage – capability meeting

As the outcome of this meeting could be dismissal, an appropriate senior manager, usually your Head of Service more senior to your line manager will be appointed to conduct this meeting and they will be supported by a member of the HR Department.

You will receive at least five working days notification in writing of any requirement to attend a formal capability meeting.

You will have the right to be accompanied to the meeting by your trade union representative or a work colleague.

The purpose of this meeting is to determine whether:-

- a) you should be allowed a further period of time for improvement and/ or
- b) some other action can be taken which may improve your attendance at work or
- c) your employment should be terminated on grounds of capability

Before reaching a decision as to whether to dismiss, the Senior Manager will consider factors such as:

- Your ability to achieve the required level of attendance which will take into consideration the . including the medical advice from occupational health current medical advice relevant to your circumstances.
- What actions have already been taken in an attempt to enable you to improve your attendance at workcontinue in employment e.g. reasonable adjustments
- Representations made by you, your representative and your Manager.

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If your employment is terminated you will be provided, as soon as reasonably practicable, with written reasons for your dismissal, the date on which your employment will terminate (in accordance with your notice entitlement), and you will be notified of your right of appeal.

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Appeals

If you wish to appeal against a decision made at a capability hearing, you must do so in writing to your Head of Service or Director within five working days of the receipt of the outcome letter.

The main grounds for appealing would be

1. that an inconsistent/ inappropriate or harsh sanction has been given
2. that the process applied was in some way unfair or inconsistent with Council policy
3. your manager had failed to consider information that you felt was relevant
4. That new evidence has come to light that was not considered at the original hearing.

Your letter should make it clear the grounds on which you are appealing the decision.

An appropriate manager or director senior to the one who made the original decision will be appointed by the Head of Service to hear the appeal. An appropriate member of the HR Department will also be appointed to provide support at the Appeal Hearing.

The appeal hearing will normally be held within ten working days of receipt of your appeal letter.

The Appeal Hearing

At the appeal hearing, you will be given full opportunity to state the ground(s) on which the appeal is made. You again have the right to be accompanied at the hearing by a work colleague or trade union representative and whilst they may make representations on your behalf they will not be able to answer questions for you.

The manager who issued the sanction will then have the opportunity to explain their decision to impose the given sanction. When all the evidence has been heard the hearing will be adjourned. The manager or director conducting the appeal will consider the merits of the appeal, in private, before reaching a decision.

The manager/director of the appeal hearing will, whenever possible, verbally inform you of the decision reached and confirm this in writing no later than seven working days after the hearing.

You should note that an appeal hearing is not intended to repeat the capability hearing in full but will focus on specific factors that you feel may have received insufficient consideration.

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Where an appeal against dismissal fails, the effective date of termination shall be the date on which you were originally dismissed.

LONGER TERM ABSENCE

Long term absence is regarded as any absence where an employee is absent from work for a period of four weeks or more.

If you are absent, or are likely to be absent for a period of four weeks or more, your manager will refer you to the Occupational Health Service. The purpose of this referral will be:-

- To obtain information regarding the implications of your medical condition and your ability to attend for work
- To establish an expected return to work date
- To allow Occupational Health the opportunity of providing additional support and guidance during your absence and regarding your return to work.

Naturally, the Council will be sympathetic when you are ill, but you should be aware that if you are off work through long-term injury or incapacity, it will not be possible for the situation to continue indefinitely, and your continued employment may be reviewed and eventually terminated.

If the Occupational Health Physician determines that you are unlikely to return to work in your current role then your continued employment with the Council will be considered at a formal Capability meeting (Second Stage).

Termination of your employment will not take place without:

- Full consultation with yourself and consideration of all the relevant circumstances
- A review of the relevant medical information regarding your condition
- Consideration of redeployment into suitable and available alternative employment.

Incapacity and ill Health Early Retirement

If you are a member of the Clwyd Pension Scheme, you may be eligible for early retirement on grounds of ill-health should you be incapacitated as defined by the criteria set out in the Local Government Pension Scheme. As the criteria and regulations of the Scheme are subject to change, current information regarding this benefit can be obtained from the HR Department.

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RECORDS

Records will be kept, detailing the nature of the grievance, the Council's response, any actions taken, the reasons for them and the outcome. Details of these will be kept on file by the HR Department, who will ensure the records are held in accordance with the Data Protection Act 1998.

MONITORING AND REVIEW

The Head of HR and OD will also be responsible for making arrangements for the capture of statistical data relating to this policy and will ensure the appropriate use of such information for monitoring purposes.

TRAINING AND SUPPORT

Training will be provided to ensure that those with management responsibility for employees are clear about the policy, the procedures contained within it and their own responsibilities.

In addition to the support provided by your line manager, advice may be sought from a number of other sources such as the Human Resources Department, your Trade Union representative, the Occupational Health and Safety Unit and the Equalities Unit.

As part of our commitment to develop an informal, collaborative approach to resolving issues in the workplace, a joint training programme will be developed for managers, employee representatives and HR to support the implementation of this policy.

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EQUALITY IMPACT ASSESSMENT TOOL KIT

Directorate: Corporate Services Service: HR

Lead Officer: Sharon Cave Position: Senior HR Advisor - Policy

Reason for EIA: Review of existing policy and proposed amendments

Policy/Service Title: Attendance Management

1. Policy/service Aims

What are the aims and objectives of the policy/service?
<p>This policy explains the approach that has been adopted by Flintshire County Council in managing attendance at work. It explains how Flintshire will employ employees to achieve and maintain a good attendance record and how it will support employees if attendance at work is affected by illness or disability.</p> <p>This policy also explains how frequent short term absence from work will be managed and what action the Council will take if attendance falls below the level that is required.</p>
Who should benefit from the policy/service?
<p>The policy is designed to assist managers and employees in managing attendance at work issues. The Absence Review Meeting provides an opportunity for understanding the barriers to achieving acceptable levels of attendance and of working in partnership to identify actions which may improve attendance. The Council will benefit from reducing unplanned absence.</p>
Are the aims consistent with the Corporate Diversity and Equality Policy?
<p>Yes. This policy provides information and support to employees who may be having difficulty in achieving and maintaining an acceptable attendance record. It encourages constructive dialogue between employees and managers aimed at understanding any underlying issues that may be affecting an employee's ability to attend for work. The policy also promotes the making of reasonable adjustments for disabled employees and employees who become disabled.</p>

2. Consideration of available data and research

a) Are there any obvious barriers to implementation of the policy/service?

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<p>The policy relies on managers taking appropriate and timely action with employees following periods of absence from work and some managers may be reluctant to address sensitive issues. Training and support will be required for managers in fulfilling their responsibilities in managing attendance at work and the equality issues that may be associated with this e.g. maternity related absence, managing disability related absence etc.</p>
<p>b) What types of data and research are available? (e.g. Tribunal Reports etc)</p>
<p>In reviewing the attendance at work policy, good practice has been researched including reference to ACAS, Chartered Institute of Personnel and Development, the Wales Audit Office Good Practice Exchange, and other Local Authorities.</p>
<p>c) What does the data and research tell you about the policy/service?</p>
<p>There are a number of equality issues that need to be considered in the development of an attendance management policy and that supporting advice, guidance and training will be required to ensure managers are able to fulfil the obligations of Flintshire County Council.</p>
<p>d) Is further information or research needed?</p>
<p>Separate more detailed advice and guidance needs to be developed to supplement the attendance management policy.</p>

3. Assessment of impact

<p>a) Are any groups over/under represented within the Service?</p>
<p>Flintshire County Council employees just over 8000 people, of whom 6048 are female and 2137 are male. Less than 1% of employees have declared that they are of BME origin. The Council employees 135 people who have declared that they have a disability under the definition of the Disability Discrimination Act (data as at 31.03.08)</p>
<p>b) Is there any evidence of actual or potential impact on different groups?</p>
<p>Under the previous policy, trigger points resulted in a mandatory Case Review Meeting which may lead to a sanction therefore having a potentially adverse impact on employees with disability related absences, absence during pregnancy, going through gender reassignment etc No evidence of actual detriment but clear guidelines are needed to ensure all managers are aware of the reasonable adjustments they can and should make in relation to certain types of absence.</p>
<p>c) Is there any evidence of adverse impact of such a policy/service?</p>
<p>See above</p>
<p>d) Is there any evidence of unlawful discrimination? If yes, under what legislation?</p>
<p>Potential for indirect discrimination under Sex and Disability Discrimination legislation.</p>

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e) Is the adverse impact avoidable?
Yes with appropriate guidance and training for managers
f) Is it justified?
N/A

4. Consideration of alternatives

Are there any alternative means of achieving the objectives in (1) above? E.G Altering the policy or developing a new policy
Supplementing policy with more readily available advice and guidance material. Improving training for managers in attendance management and broader equalities issues.

5. Consultation

Who needs to be involved in a consultation process, and what methods of consultation will be used?
The proposed policy was consulted on through the FJTUC and also directly with managers, employees and other stakeholders including the Unison Disabled Members Self Organised Group and the Flintshire County Council Women's Group. All have been provided with the opportunity to comment and contribute to the final draft policy and supporting guidance/documentation.
Outline the main issues from the different groups arising from the consultation process
<p>The main issues raised through consultation were</p> <ul style="list-style-type: none"> • Concern over use of trigger points • More information required for managers on equalities issues relating to absence e.g. absence during pregnancy, managers employees with disabilities • Current policies open to interpretation and discretion e.g. special leave etc. Seems disparate e.g. flexible working and carers policies • Different managers do different things e.g. granting holiday instead of sick • More advice needed by managers on long term sick, cancer, stress and depression
Specify how the issues above have been addressed in the development of the policy/service
More guidance and training is needed for managers in this area to supplement policy. Some amendments made to policy following consultation.

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6. Decision making

Is the service/ policy adopted? Yes/no Explain reasons			
List actions to be taken with timescales. Actions should be transferred into Service Plans.			
Action	Timescale	By whom	Intended outcome

7. Monitoring and review

How will the policy/service be monitored and reviewed for impact and effectiveness?				
How	Who	Time scale	outcome	Review

8. Publication of results

How will the results of impact assessment, consultation and monitoring be published?

Signed:..... (Service Manager)

Date:.....

Approved:..... (Director)

Date:.....

APPENDIX C



Draft Dignity at Work Policy

Final Draft

(Excluding staff employed by school governing bodies)

DRAFT



APPENDIX C

INTRODUCTION

Flintshire County Council is committed to creating a working environment in which all employees are treated fairly and with dignity and respect. We want to create a culture where differences are valued and harassment and discrimination are not accepted.

We recognise that our employees are as diverse as the community we serve and that maximising everyone's contribution is essential if we are to achieve the Council's aims and objectives.

We believe that it is in everyone's interests for the environment in which we work to be harmonious and respectful. Although we would like to think that is always the case, this policy recognises that inappropriate behaviour, which may include harassment, can and does take place.

This policy aims to ensure that, if inappropriate behaviour does occur in the workplace, it is dealt with in a serious, sensitive and confidential manner so that the matter can be resolved as quickly as possible for all concerned.

POLICY STATEMENT

Flintshire County Council is opposed to all forms of discrimination, bullying and harassment and seeks to create and maintain a working environment where all employees are treated with dignity and respect. In order to achieve this aim, the Council has devised this procedure to support you and give you a means of challenging discrimination, harassment or other unacceptable behaviour.

This policy applies to all employees of Flintshire County Council with the exception of staff employed by School Governing Bodies.

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PRINCIPLES

Flintshire County Council is wholeheartedly committed to the principles of valuing diversity and promoting equality and wishes to carry out its business activities under the following principles:

- you and your colleagues have the right to work in an environment free from harassment, discrimination or any form of bullying or unwanted inappropriate conduct and the Council therefore has a zero tolerance attitude to harassment, bullying and discrimination.
- we expect you to treat your colleagues with dignity and respect
- we firmly believe that most differences can be resolved informally with direct, open, timely and constructive discussion between those involved.
- any issues which you raise will be dealt with in a serious, sensitive and confidential manner; we are committed to tackling incidents of inappropriate behaviour swiftly and decisively; and
- bullying, harassing or behaving in an inappropriate manner towards other employees or service users will not be tolerated. If the circumstances warrant it, disciplinary action up to and including dismissal will be taken against you where allegations of unacceptable conduct are proven.

In the interest of seeking a satisfactory outcome for all those concerned, Flintshire County Council may seek assistance from external facilitators (e.g. arbitrators, conciliators, mediators).

Timescales have been given in this policy to encourage the speedy resolution of issues that may be causing concern to employees. Every attempt should be made to adhere to these timescales by all concerned but it is accepted that on occasion there may be exceptional circumstances which may lead to unavoidable delays e.g. annual leave or other absence from work.

THE COUNCIL'S RESPONSIBILITIES

Whilst the Council promotes the benefits of working in an inclusive and positive environment, there are also other legal obligations that we must fulfil as your employer.

Discrimination legislation, for example, covers harassment on a variety of grounds including age, disability, colour, ethnic or national origin, race, religious belief or other similar philosophical belief, sex and sexuality. Individuals are protected from discrimination both while applying for a job, during it, and after the working relationship ends.

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As your employer, the Council has a responsibility to put in place robust and well communicated policies that clearly explain our commitment to promoting dignity and respect at work and a zero tolerance approach to both harassment and bullying in the workplace. In addition we recognise our responsibilities with regard to the health, safety and wellbeing of all our employees.

Whilst this policy focuses on dealing with issues in the workplace between employees, as your employer the Council also has a duty to protect you from harassment and discrimination from members of the public. It is recognised that bullying and harassment can be directed against employees by service users of the Council. The Council recognises its dual duty of care to its service users and its employees and service users expressing racist or sexist views about staff or commenting inappropriately about disability, sexual orientation, age, physical characteristics, and religion, will be made aware that this will not be tolerated by the Council. If service users persist in expressing such views, it may result in the withdrawal of the service provided.

Where employees express such views in relation to service users, they may be liable for disciplinary action. Serious racial incidents or harassment, directed at service users by employees must be reported to the Policy Officer – Equalities and Human Resources. With the complainant's consent, details of these incidents will be shared with other agencies such as the Police and Victim Support. Information may also be shared with services such as Education, Children's Services or Adult Social Care if they have implications for them.

Any racial incidents or harassment which occurs in the workplace between employees must be reported to Human Resources who will provide support and guidance. An anonymised record of all reported racial incidents will be kept by Human Resources in accordance with the requirements of the Race Relations (Amendment) Act 2000.

WHAT DO WE MEAN BY BULLYING, HARASSMENT OR DISCRIMINATION?

There are many definitions of bullying and harassment and they are terms that are often used interchangeably. The following definitions have been suggested by the Advisory, Conciliation and Arbitration Service (ACAS).

Bullying may be characterised as '**offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient**'.

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Bullying is therefore regarded as any behaviour, occasional or persistent and by anyone, which intimidates or oppresses another person. It invariably has a negative effect on the victim's self-confidence, self-esteem and general well-being. It can be subtle in nature and is intended to hurt. It can take place with your work colleagues in public or in private, at work or socially.

Examples of bullying may include:

- spreading malicious rumours
- public humiliation and/or insults
- withholding information without justification that would be beneficial to an individual, making threats about job security without foundation
- unjustified, excessive monitoring and/or supervision
- setting someone up to fail - for example, setting a target/objective that simply cannot be achieved
- aggressive or inappropriate communication (including e-mail and texting)
- intimidating or threatening behaviour.

Harassment, in general terms is **'unwanted conduct affecting the dignity of men and women in the workplace. It may be related to age, sex, race, disability, religion, sexual orientation, nationality or any personal characteristic of the individual. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient'**.

Harassment may be persistent or an isolated incident. A series of relatively minor incidents or actions can be collectively viewed as harassment, in particular if the behaviour persists after the individual has expressed an objection to it or asked for it to stop.

The Council's position is that no harassment or discrimination of any kind should take place and you have a responsibility to ensure at all times that your own behaviour or language does not offend others. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient.

Harassment on the grounds of race, ethnic/national origins, sex, disability, marital status, gender change, sexual orientation, religion or belief or age is expressly prohibited in law.

It is important to note that the question of whether your behaviour is acceptable or not, depends upon the person on the receiving end of your behaviour. Different things affect us all in different ways and therefore what one individual might think of as harmless could be felt to be harassment by another.

It is important to remember that harassment is defined by the way that someone feels about your behaviour and not your intentions. Great care should be taken when interacting with others to distinguish between behaviour that is viewed as

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welcome and behaviour that is unwanted and potentially offensive to others.

Discrimination

PREVENTING BULLYING AND HARASSMENT

We all have a responsibility to discourage bullying and harassment and prevent it from taking place. We therefore expect you to:

- treat your colleagues with dignity and respect at all times by being aware of the problems that bullying and harassment can cause and ensuring that your behaviour does not cause others to feel harassed;
- make your colleagues aware that certain conduct or behaviour is causing concern or offence to you or to others;
- to raise any concerns regarding inappropriate behaviour within a reasonable time frame.

Your manager has a particular responsibility to prevent bullying and harassment taking place by:

- setting positive examples of appropriate behaviour by respecting colleagues' right to dignity in the workplace;
- being alert to the possibility that bullying or harassment may be happening in his/her area;
- using his/her judgement to correct behaviour that could be considered offensive and reminding employees of the Council's policy on this matter;
- taking prompt action to deal with unacceptable behaviour and to stop harassment as soon as it is identified; and dealing with all incidents quickly, seriously, sensitively and in confidence.

DEALING WITH BULLYING AND/OR HARASSMENT

Flintshire County Council will deal with all complaints of harassment promptly, fairly, sensitively and in confidence. Wherever possible, the emphasis should be on resolving issues of harassment and bullying informally without resorting to the formal procedure. Informal solutions can often provide more positive outcomes for all concerned and result in improving and maintaining good working relationships.

Most people who complain that they are being harassed simply want the behaviour to stop. Where appropriate, they can be encouraged to take charge of the situation by informing the harasser that his or her behaviour is unacceptable and that it must stop.

If you feel that you are unable to deal with a particular situation without support,

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you should ask your manager, or another trusted colleague, to explain to the person causing offence that his/her behaviour is unwelcome and must stop. Whichever approach is used to confront the person(s) concerned, you should record the action taken and the outcome as evidence of your attempt to deal with the situation.

If this initial approach fails to resolve the problem, you may use the procedure which is detailed below. Disciplinary action will be considered in all cases where bullying, harassment or other unacceptable conduct is proven at a disciplinary hearing.

MAKING A FORMAL COMPLAINT

If the behaviour continues, or if it is inappropriate to resolve the problem informally, the following procedure will apply. If you, in good faith, raise a genuine complaint under this Procedure, you will not be subjected to any unfavourable treatment or victimisation as a result of making a complaint.

Procedure

You should use this procedure if you believe that you have:

- Been treated unfavourably in contravention of the Council's Policy on Diversity and Equality, on the grounds of sex, pregnancy, transgender status, sexual orientation, marital, civil partnership or family status, race, religion, belief, political opinion, age or disability.
- Been subject to any form of harassment or bullying at work; or
- Witnessed the harassment of a colleague or any bullying or otherwise unacceptable behaviour on the part of another colleague.

In order to make a formal complaint you should write to your Head of Service informing them of the detail of your complaint and stating how you wish to see the matter resolved. If your complaint relates to your Head of Service, then your complaint should be addressed to your Director.

Your complaint must clearly identify the person who is alleged to have acted towards you in a discriminatory manner or is alleged to have bullied or harassed you and you must give specific examples of the actions or conduct that you believe constitutes discrimination, harassment or bullying. Specific incidents must be highlighted including times and dates and the names of any witnesses to this unacceptable behaviour.

The Head of Service responsible for dealing with your complaint should act immediately to

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- Inform the HR Department of your complaint;
- To make arrangements for your complaint to be investigated by an appropriate manager;
- Inform your line manager of your complaint if they are not going to be responsible for investigating your concerns
- To take steps to conciliate if, after discussion, both parties agree this is an acceptable course of action;
- Take formal action, if this is appropriate.

In the event of serious allegations of harassment or unlawful discrimination, the Head of Service will consider whether to suspend the person you allege has harassed you in order to prevent further contact between you until the matter can be fully dealt with. Suspension on full pay will be considered alongside other alternatives including separating you and the other person by temporarily assigning either person to suitable alternative duties.

Suspension under this policy is considered to be a neutral act and it should be managed in a way that does not prejudge the allegations or penalise either the employee making the allegations of unacceptable behaviour or the employee accused of discrimination or harassment.

Any case involving a suspension from work will be monitored regularly to ensure that suspension remains appropriate and that the investigation itself is receiving sufficient resource and focus.

Investigation

The Council undertakes to investigate all complaints of discrimination and harassment objectively and confidentially. The investigation into your complaint will be handled with due respect for the rights of both you and the person who is alleged to have discriminated against or harassed you. Both parties will be interviewed separately as soon as possible and granted the right to be accompanied at the interview by a colleague or trade union representative.

In advance of the interview with the person who is alleged to have discriminated against or harassed you, he/she will be informed in writing of the exact nature of the complaint against him/her. At the interview, this person will be given a full and fair opportunity to state his/her side of events and explain any conduct that forms the basis of your complaint.

Following the investigation into your complaint, the responsible manager will

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produce a written report setting out the findings on the specific complaints you have made. This will be done within two weeks of the completion of the investigation. A copy of the report will be given to both you and the person who is alleged to have discriminated against or harassed you.

The Outcome of the Investigation

If, following investigation, it is clear that your complaint is well-founded and evidence based, prompt action will be taken to remedy the discrimination or stop the harassment and prevent its recurrence.

The outcome of the investigation into your allegations of discrimination or harassment may be that:

- the matter is referred to a Disciplinary Hearing to establish whether the person who is alleged to have discriminated against or harassed you should be disciplined or dismissed in line with the Council's Disciplinary Procedure;
- your allegations are not viewed as discrimination or harassment but the situation may benefit from some other form of intervention such as conflict resolution, mediation or counselling;
- standards for future conduct are set, which could involve training.
- your complaint is found to be false or malicious, in which case disciplinary action may be taken against you;

The Council regards all forms of unlawful discrimination or harassment and bullying as Gross Misconduct and any employee who is found to have been guilty of such behaviour will be liable to disciplinary action up to and including summary dismissal. Disciplinary action will also be taken against any employee who is found to have made a deliberately false or malicious complaint or discrimination, harassment or bullying.

Appeals

If you are not satisfied with the outcome of your complaint, you may appeal in writing to your Director, setting out the reasons for your dissatisfaction. The appeal should be submitted within five working days of the receipt of the written report from the manager who handled the complaint.

The director responsible for the appeal will arrange a Hearing with you to establish the grounds for your dissatisfaction and explore possible resolutions, having notified you of your right to be accompanied by a colleague or trade union representative at the Hearing. The Hearing will normally be held within ten working days of the receipt of your written appeal.

Following the Appeal Hearing, the Director will normally reply to you within seven

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working days of the hearing, describing any action that he/she proposes to take and the timescale of that action, or will inform you that the appeal has not been upheld and that no further action will be taken.

This will be the final stage of the Procedure.

FALSE ALLEGATIONS OF HARASSMENT OR BULLYING

If it is concluded that your complaint of inappropriate behaviour was not made in good faith, your actions will be treated as having been made with malicious intent and will be dealt with under the Council's Disciplinary Policy. Where it is concluded that the false allegation was based on genuine, but mistaken, belief you will be advised of the potentially serious nature of the mistake and the need to avoid the same situation arising in future.

RECORDS

Records will be kept, detailing the nature of the allegation of discrimination or harassment, the Council's response, any actions taken, the reasons for them and the outcome. Details of these will be kept on file by the HR Department, who will ensure the records are held in accordance with the Data Protection Act 1998.

MONITORING

The Head of HR and OD will also be responsible for making arrangements for the capture of statistical data relating to this policy and will ensure the appropriate use of such information for monitoring purposes.

TRAINING AND SUPPORT

Training will be provided to ensure that those with management responsibility for employees are clear about the policy, the procedures contained within it and their own responsibilities.

In addition to the support provided by your line manager, advice may be sought from a number of other sources such as the Human Resources Department, your Trade Union representative, the Occupational Health and Safety Unit and the Equalities Unit.

As part of our commitment to develop an informal, collaborative approach to resolving issues in the workplace, a joint training programme will be developed for managers, employee representatives and HR to support the implementation of this policy.

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EQUALITY IMPACT ASSESSMENT TOOL KIT

Directorate: Corporate Services Service: HR

Lead Officer: Sharon Cave

Position: Senior HR Advisor -
Policy

Reason for EIA: Review of Anti-bullying and Harassment Policy
Policy/Service Title: Dignity at Work Policy

1. Policy/service Aims

What are the aims and objectives of the policy/service?
<p>The Dignity at Work Policy goes beyond the existing Anti-bullying and harassment Policy and reminds all employees of their responsibility to contribute to a positive working environment where everyone is treated with dignity and respect. The Policy reinforces the Council's zero tolerance approach to harassment and bullying in the workplace.</p> <p>The Policy encourages employees to deal with issues informally, where appropriate, and provides a formal procedure for dealing with incidents of unacceptable behaviour such as bullying or harassment.</p>
Who should benefit from the policy/service?
<p>The revision of this policy forms part of a wider review of our HR policies, the key objective of which is to produce employment policies which are clear, easy to use and which focus all involved in reaching early resolution of issues. The overall aim of introducing these more effective policies is to encourage a more open and positive working environment for all employees where issues are resolved quickly and informally. Managers should also benefit from the provision of a clear policy and supporting guidance and documentation.</p> <p>More speedy and effective resolution of issues will reduce the impact of internal conflict on the provision of services to the public.</p>
Are the aims consistent with the Corporate Diversity and Equality Policy?
<p>Yes the Policy reinforces the Council's principles of fairness and equality and the need to work in an environment of mutual trust and respect where differences are valued.</p>

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2. Consideration of available data and research

a) Are there any obvious barriers to implementation of the policy/service?
The policy relies on managers setting positive examples of positive behaviours and being alert to the possibility of unacceptable behaviour in his/her area. Training and support will be required for managers in fulfilling their responsibilities.
b) What types of data and research are available? (e.g. Tribunal Reports etc)
Equality Monitoring Data is available regarding number of employees involved in anti-bullying and harassment cases. At present this data is only collated by gender and does not include analysis by other equality strands such as race or disability.
c) What does the data and research tell you about the policy/service?
In the year April 2007 to March 2008, there were a total of 10 formal anti-bullying and harassment cases in Flintshire County Council (excluding schools). Seven of these were submitted by male employees and the remainder by female employees. In the year April 2008 to March 2009, there were a total of 9 formal anti-bullying and harassment cases in Flintshire County Council (excluding schools). Five of these were submitted by male employees and four were submitted by female employees.
d) Is further information or research needed?
Monitoring of issues raised through this policy needs to be improved to provide useful data and trends in order to identify any potential discrimination or harassment.

3. Assessment of impact

a) Are any groups over/under represented within the Service?
Flintshire County Council employees just over 8000 people, of whom 6048 are female and 2137 are male. Less than 1% of employees have declared that they are of BME origin. The Council employees 135 people who have declared that they have a disability under the definition of the Disability Discrimination Act (data as at 31.03.08)
b) Is there any evidence of actual or potential impact on different groups?
No. Policy is intended to improve the opportunities for raising behaviour and conduct that may be inappropriate and provides both informal and formal methods for taking remedial action.
c) Is there any evidence of adverse impact of such a policy/service?
No
d) Is there any evidence of unlawful discrimination? If yes, under what legislation?
No
e) Is the adverse impact avoidable?
N/A

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f) Is it justified?
N/A

4. Consideration of alternatives

Are there any alternative means of achieving the objectives in (1) above? E.G Altering the policy or developing a new policy
The Dignity at Work Policy has been developed from the existing anti-bullying and harassment policy and aims to extend the provisions of the policy beyond just a process for dealing with bullying and harassment complaints. The policy supports the Diversity and Equality Policy and reinforces the employment messages contained within it.

5. Consultation

Who needs to be involved in a consultation process, and what methods of consultation will be used?
The proposed policy was consulted on through the FJTUC and also directly with managers, employees and other stakeholders including the Unison Disabled Members Self Organised Group and the Flintshire County Council Women's Group. All have been provided with the opportunity to comment and contribute to the final draft policy and supporting guidance/documentation.
Outline the main issues from the different groups arising from the consultation process
The main issues raised through consultation have been: <ul style="list-style-type: none"> • Importance of managers dealing with issues rather than relying on complaints from individuals. • Protecting employees from discrimination and harassment from the general public and service users • Training needed for employees and managers in equality issues and also the management of conflict at work • Dealing with malicious complaints
Specify how the issues above have been addressed in the development of the policy/service
Policy has been revised in consultation to include section on public/ service user issues. Training and guidance documents will be developed to provide additional support for managers and employees.

6. Decision making

Is the service/ policy adopted? Yes/no Explain reasons
Yes

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List actions to be taken with timescales. Actions should be transferred into Service Plans.			
Action	Timescale	By whom	Intended outcome

7. Monitoring and review

How will the policy/service be monitored and reviewed for impact and effectiveness?				
How	Who	Time scale	outcome	Review

8. Publication of results

How will the results of impact assessment, consultation and monitoring be published?

Signed:..... (Service Manager)

Date:.....

Approved:..... (Director)

Date:.....



**Draft Disciplinary and Capability Policy
Final Draft**

(Excluding staff employed by school governing bodies)

DRAFT



APPENDIX D

SETTING STANDARDS OF BEHAVIOUR AND CONDUCT AT WORK

It is reasonable for any employer to set standards of conduct, behaviour and performance for its employees. As Flintshire County Council is a public sector organisation, members of the public quite rightly demand high standards of conduct and integrity from all officers.

These standards have been captured in the Official Code of Conduct for Employees. The Code forms part of the picture regarding the Council's expectations of you as an employee of Flintshire County Council and should be read in conjunction with other documents such as your conditions of service, the financial regulations and other published guidance and policy of the Council.

The performance and reputation of Flintshire is dependant upon you and your colleagues delivering a customer focused service in a professional and competent manner.

The Council is committed to developing and supporting you in maximising your potential to deliver an excellent service for all our customers. To support this commitment, the Council has adopted a Performance Management system which includes annual performance reviews for all employees. To this end, your manager will be responsible for establishing standards and monitoring your work performance. Your manager will also ensure that you are provided with the appropriate training and support to meet those standards.

Why do we have a separate disciplinary and capability policy?

There may be times when you do not or can not perform at the levels your manager requires. In dealing with cases of poor work performance, we distinguish between those where the reason is within the employee's control (e.g. negligence, lack of application or poor attitude) and those where the reason is outside the employee's control (e.g. health, a lack of training or aptitude/ability or the changing nature of the job).

Where the reason is within your control, we will use the Disciplinary Policy and, where it is not, we will use the Capability Policy. These policies will provide a fair, equitable and consistent process for dealing with situations where the conduct, behaviour and/or work performance of employees is called into question.

Probationary Period

During the first 26 weeks of your employment, which is a probationary period, the full disciplinary and capability policy will not apply. However you will at all times be given adequate opportunity to respond to any concerns that are raised before any decision is taken regarding your continued employment with Flintshire. For more details please see the Council's Probationary Procedure.

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DISCIPLINARY POLICY

Purpose

It is the aim of Flintshire County Council to encourage employees to achieve and maintain high standards of conduct and behaviour at work. The disciplinary policy will provide a fair and consistent method of dealing with alleged misconduct of employees

Principles

Managers are responsible for managing the performance, attendance, conduct and behaviour of their employees and will therefore be responsible for investigating any allegations of misconduct or unacceptable behaviour, and where appropriate, instigating formal disciplinary proceedings.

Prior to invoking the formal disciplinary policy, your manager should consider whether an informal discussion with you is sufficient to identify areas of concern and prevent a reoccurrence of the matter.

No disciplinary action will be taken against you until any allegations have been thoroughly and appropriately investigated. All investigations will be objective, warranted and relevant and will be conducted in a timely manner.

Timings given in this policy aim to support this principle but may be extended or decreased by mutual agreement or where there are exceptional circumstances.

During any formal investigation into your conduct, you will be advised verbally and/ or in writing at the earliest opportunity of the detail of any complaint against you. You will have the opportunity to give your version of events before any decision is made to progress the matter to a formal disciplinary hearing.

You will have the right to be accompanied by a work based colleague or trade union official during any formal investigation, disciplinary interview or disciplinary appeal.

You will not normally be dismissed for a first breach of discipline except in the case of gross misconduct when the sanction may be dismissal without notice or without pay in lieu of notice (summary dismissal).

Although the Disciplinary Policy allows for progressive levels of sanction for misconduct, action taken will be dependant upon the seriousness of the misconduct and does not have to be sequential.

Any action taken against you will be consistent with that taken across the Council; will be in line with Council policy and will be proportionate to the misconduct committed.

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The outcome of all formal disciplinary hearings will be confirmed to you in writing usually within seven working days of the hearing. It will clearly state the outcome or sanction issued and will remind you of your right of appeal.

You will have the right to appeal to a higher level of management against any disciplinary sanction imposed.

In cases of poor work performance, where the reason is not within your control, e.g. health, training, lack of ability/aptitude or the changing nature of the job, the Council's Capability policy or attendance management policy will be used in place of this policy. However, poor performance resulting from, for example, negligence, lack of application or poor attitude will usually be dealt with under the disciplinary policy.

In the interest of seeking a satisfactory outcome for all those concerned, Flintshire County Council may seek assistance from external facilitators at any stage in the disciplinary procedure.

As an employee of Flintshire County Council, you have a duty to co-operate with any request to be interviewed during a disciplinary investigation. If the case goes to a disciplinary hearing, you may be asked to attend as a witness. A refusal to co-operate in the disciplinary process may lead to disciplinary action being taken against you.

Procedure

Minor issues will be dealt with informally by your manager but where, following a disciplinary hearing, it is established that you have committed a disciplinary offence; the following disciplinary action may be taken.

1. Stage 1 – First Written warning

If your conduct or behaviour does not meet the required standard, you will be issued with a formal written warning. You will be advised of the reason for the warning, that it is the first stage of the disciplinary procedure and of your right of appeal if you believe the action taken against you is unfair. The warning will be removed from your record after six months, subject to your satisfactory conduct and behaviour.

2. Stage 2 – Second Written warning

If the misconduct is of a serious nature, or if further misconduct occurs within six months of receiving a written warning, a second written warning may be given to you. This will give details of the complaint, the improvement required and the timescale. It will inform you that, if there is no satisfactory improvement, further disciplinary action may be taken and it will remind you of your right of appeal. A copy of this written warning will be placed on your file but will be removed from your record after twelve months, subject to your

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satisfactory conduct and behaviour.

Stage 3 – Final written warning

If there is still a failure to improve your conduct or behaviour, or if your misconduct is sufficiently serious to warrant only one written warning, but insufficiently serious to justify dismissal, a final written warning will normally be given.

This will give details of the complaint, will warn that dismissal will result if there is no satisfactory improvement, and will advise of the right of appeal. A copy of this final written warning will be placed on your file but will be removed from your record after 12 months (in exceptional cases the period may be longer), subject to your satisfactory conduct and behaviour.

3. Stage 4 – Dismissal

For allegations of general misconduct where your conduct or behaviour fails to meet the required standard despite having been issued with a Final Written Warning, dismissal will normally result. You will be provided, as soon as reasonably practicable, with written reasons for dismissal, the date on which your employment will terminate (in accordance with your notice entitlement), and you will be notified of your right of appeal.

In cases of proven Gross Misconduct, dismissal without notice or pay in lieu of notice will normally result. Before taking the decision to dismiss on Grounds of Gross Misconduct, the manager chairing the hearing will consider the details of the case, any mitigating circumstances and whether there is any appropriate alternative to dismissal. This may include the issuing of a Final Written Warning and /or demotion or transfer to alternative employment or location within the Council.

Disciplinary investigations

The Council is committed to ensuring that all potential breaches of disciplinary rules are thoroughly investigated before disciplinary action is taken. This may entail carrying out interviews with yourself and third parties such as witnesses, other employees and managers, as well as analysing written records and information. It may also involve a search of your person and/or work area.

Alleged misconduct may come to light in a number of ways and will often be reported directly to your line manager. Your manager will normally investigate the allegations relating to your conduct or work performance. However if it would be inappropriate for your manager to investigate, for example, if he/she is a potential witness in the investigation, the Head of Service will be consulted and another manager will be asked to carry out this investigation.

Your manager will be accompanied at all investigations by another member of management who will take notes of the meeting. For matters relating to

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alleged gross misconduct, your manager will be assisted by a member of the HR Department. In some cases investigations may be carried out by a specialist department such as Audit or HR.

You will be informed as soon as possible of the allegations made against you and will also be interviewed so that you can give your views regarding the allegations or concerns that have been raised. Where you are asked to attend an investigatory interview, it will be made clear that this is not a disciplinary hearing.

You will be entitled to be accompanied to the interview but this needs to be a work based colleague or a trade union representative. A companion's role in an investigatory meeting is to provide support - not to answer questions on your behalf.

Notes will be taken of all investigatory meetings and, if a disciplinary hearing is believed to be necessary, these notes will be used as part of a disciplinary case file which you will have the right to see.

When the investigation has been completed, your manager will determine whether:

- (i) This is a matter that should be dealt with informally by your own manager.
- (ii) No further action is required
- (iii) This is a matter which should be referred to a formal disciplinary hearing as a formal sanction may be appropriate.

Gross Misconduct and suspension from work

The term misconduct relates to a deliberate breach of a rule or procedure which is not generally serious enough to warrant dismissal for the first offence. Gross Misconduct however refers to incidents that are so serious that the trust and confidence between you and your employer is potentially broken or fundamentally breaches your contract of employment. As a result, a proven allegation of gross misconduct may lead to the termination of your employment.

Examples of misconduct include but are not limited to:

- Absent without authorisation, persistent lateness, abuse of flexible working practices
- Failure to comply with Council procedures
- Abuse of Council facilities e.g. private telephone calls, council vehicles, photocopying facilities
- Failure to report loss of, or damage to, Council property
- Failure to declare criminal charges and convictions during the course of employment

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- Failure to comply with Health and Safety requirements
- Undertaking additional employment or activity outside normal working hours which could be detrimental to or conflicts with the Council's interests

Examples of gross misconduct include but are not limited to:

- theft, fraud, bribery (giving and receiving)
- unauthorised entry to computer records or deliberate falsification of records
- a serious breach of rules on e-mail and Internet usage
- fighting or assault
- deliberate or reckless damage to Council property
- an inability to perform job duties through being under the influence of alcohol or drugs
- a serious breach of health and safety rules or a single error due to negligence which causes or could have caused significant loss, damage or injury to Flintshire, its employees or customers
- conviction of a criminal offence that makes you unsuitable or unable to carry out your duties
- a serious act of insubordination, such as deliberate refusal to carry out proper instructions
- acts of bullying, harassment or discrimination
- a serious breach of trust or confidentiality.

This list is not intended to be an exhaustive one and only gives an indication of the types of offence that may be considered gross misconduct.

If the circumstances warrant it, for example if you have been accused of gross misconduct and/or your presence in work would be hinder an appropriate investigation, a decision may be taken to suspend you from work on full pay, while the allegations are fully investigated. The Council will write to you to explain the reasons for your suspension. During any period of suspension it will not be appropriate for you to visit your place of work other than for the purpose of attending disciplinary proceedings, including investigatory interviews. Nor would it be appropriate for you to contact any other employees, suppliers or customers of Flintshire County Council, except your chosen representative, without first gaining consent from the manager investigating the concerns.

Under this policy, suspension from work is viewed as a neutral act and will be on full pay. However we are mindful of the impact that a suspension from work may have on you and it is the Council's practice that suspension is only used after thorough consideration has been given to the seriousness and nature of the allegations, the subsequent investigation required and your position relevant to these facts.

Any case involving a suspension from work will be monitored regularly to ensure that suspension remains appropriate and that the investigation itself is receiving sufficient resource and focus.

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Disciplinary Hearings

You will receive at least five working days notice in writing of any requirement to attend a formal Disciplinary Hearing.

The disciplinary hearing will be chaired by a manager more senior to your line manager. At the disciplinary hearing you will have the right to be accompanied by a work based colleague or a trade union representative. Another manager will be present as a management witness and note taker.

In cases of Gross Misconduct or where a Disciplinary Hearing has the potential to lead to your dismissal from the Council, the Hearing will be chaired by your Head of Service or another, similarly senior and authorised, officer of the Council. In these circumstances, a member of HR will also be present.

At least five days before the hearing, your manager will arrange to be made available to you, your representative, and the Manager chairing the disciplinary hearing, a copy of the disciplinary case file. Allegations will be clearly defined against the evidence identified by the investigation.

Any additional documentation that you wish to be considered at the hearing should be submitted to the manager chairing the disciplinary hearing at least three working days before the hearing together with details of any witnesses that you wish to call at the hearing.

During the Disciplinary Hearing, your manager will present the detail of the allegations made against you and explain the investigation that has been undertaken. Details of any evidence including witness statements will be considered by the manager chairing the hearing. You, or your representative, will then have the opportunity to respond to the allegations.

You will be allowed to set out your case and answer any allegations that have been made. You will be given a reasonable opportunity to ask questions, present evidence and call relevant witnesses. You will also be able to raise points about any information provided by witnesses.

During the Disciplinary Hearing you may be asked questions by the manager chairing the hearing or the HR representative if present.

Where, during the course of the hearing or during the manager's consideration of the evidence, the manager chairing the hearing believes that you have committed a different act of misconduct to that previously stated and which arises substantially out of the same evidence, the manager may vary the allegations and, following an appropriate adjournment, may proceed with the hearing. You will be given the opportunity to respond to the new allegations.

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Appeals

If you wish to appeal against a sanction issued at a disciplinary hearing, you must do so in writing to your Head of Service, or Director in cases of dismissal, within five working days of the receipt of the disciplinary letter.

The main grounds for appealing against a disciplinary sanction would be

1. that an inconsistent/ inappropriate or harsh sanction has been given
2. that the investigation or disciplinary procedure was in some way unfair or biased
3. New evidence has come to light that was not considered at the original hearing.

Your letter should make it clear the grounds on which you are appealing the decision.

Your appeal will be acknowledged and an appropriate manager or Director will be appointed by the Head of Service to hear the appeal.

The appeal hearing will normally be held within ten working days of receipt of your appeal letter.

The Appeal Hearing

At the appeal hearing, you will be given full opportunity to state the ground(s) on which the appeal is made. The manager who issued the sanction will then have the opportunity to explain their decision to impose the given sanction. When all the evidence has been heard the hearing will be adjourned. The manager or director conducting the appeal will consider the merits of the appeal, in private, before reaching a decision.

Appeal hearings will not normally take the form of a rehearing but will focus on the points raised in your appeal letter. However under circumstances, e.g. if new evidence comes to light, it may be appropriate to rehear part if not all of the case made against you.

The manager/director of the appeal hearing will, whenever possible, verbally inform you of the decision reached and confirm this in writing no later than seven working days after the hearing.

The manager/director of the appeal hearing has the authority to quash or reduce a disciplinary sanction or, in exceptional and appropriate circumstances, to increase it, in accordance with the penalties specified in the disciplinary procedure.

Where an appeal against dismissal fails, the effective date of termination shall be the date on which you were originally dismissed.

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RECORDS

Where a matter is heard at a Disciplinary Hearing, records will be kept, detailing the nature of the allegations, the Council's response and the outcome. Details of these will be kept on file by the HR Department, who will ensure the records are held in accordance with the Data Protection Act 1998.

MONITORING AND REVIEW

The Head of HR and OD will also be responsible for making arrangements for the capture of statistical data relating to this policy and will ensure the appropriate use of such information for monitoring purposes.

TRAINING AND SUPPORT

Training will be provided to ensure that those with management responsibility for employees are clear about the policy, the procedures contained within it and their own responsibilities.

In addition to the support provided by your line manager, advice may be sought from a number of other sources such as the Human Resources Department, your Trade Union representative, the Occupational Health and Safety Unit and the Equalities Unit.

As part of our commitment to develop an informal, collaborative approach to resolving issues in the workplace, a joint training programme will be developed for managers, employee representatives

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Capability Policy

Purpose

At Flintshire County Council we will at all times endeavour to ensure that all employees achieve and maintain a high standard of performance in their work. To this end your manager will be responsible for establishing standards and monitoring your work performance. Your manager will ensure that you receive the appropriate training and support to meet those standards.

The Council's Capability Policy is used where an employee is considered to be unable, for whatever reason, to perform their duties to the required standard. This procedure is designed to provide a framework to ensure every opportunity is given to support employees in meeting the required level of performance before formal action is taken.

Principles

Performance problems and the way this procedure is operated may vary from case to case and as such the individual circumstances of each case will be considered. Matters arising from ill health may be treated differently to those relating to skill and aptitude.

In most cases, performance issues will be discussed informally with you by your Line Manager. Only if matters are more serious, or informal counselling has not resulted in acceptable improvement, will more formal measures be applied.

You will be invited to all formal meetings by letter. The letter will set out the reason for the meeting and the arrangements for attendance. Outcomes of formal meetings will also be confirmed to you in writing.

You will be entitled to be accompanied to formal capability meetings by a work based colleague or trade union representative. A second management representative from another department may be invited by your manager to attend formal capability meetings in order to act as a witness and note taker.

Any decision to terminate your employment will be taken by your Head of Service or another similarly senior and authorised officer of the Council.

In the interest of seeking a satisfactory outcome for all those concerned, Flintshire County Council may seek assistance from external facilitators (e.g. arbitrators, conciliators, mediators) at any stage in the capability procedure,

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Procedure

If your performance gives cause for concern and becomes unacceptable, your manager will need to discuss the issues with you, initially on an informal basis.. The purpose of this discussion will be to make you aware of his/her concerns and to agree a performance improvement plan. Your manager will:

1. Explain clearly the shortfall between your performance and the required standard.
2. Help identify the cause or causes of the poor performance and to agree what support can be given to help you to improve your performance e.g. additional coaching and support, training, reviewing the standards that have been set, referral for specialist support etc.
3. Obtain your commitment to reaching the required standard by setting realistic targets for improving your work performance.
4. Set a reasonable period for you to reach the standard, and to agree on how your progress will be monitored during that period.
5. To inform you that formal action may be taken should the standards detailed in the agreed performance improvement plan not be met.

It is important that you contribute to the development of this improvement plan as failure to improve performance may lead to more formal action being taken against you which may ultimately lead to your dismissal.

Although informal, this meeting is critical in terms of bringing about the required improvement in your performance and as such your manager will be required to place a copy of the details of this meeting and the agreed performance improvement plan on your personal file.

A review of your performance will be held at the end of the agreed time period, or before if circumstances require it. If your performance has improved and there is no longer any cause for concern, your manager will write to you to confirm that this is the end of the process providing you continue to perform to the required standard. Your ongoing performance will be monitored as part of the Performance Management system and your annual appraisal.

Should you fail to reach and maintain the standard of performance required then your manager will require you to attend a formal capability meeting.

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FORMAL ACTION

If you are unable to improve your performance at work following informal discussion and action planning with your manager, or a serious incident occurs, your manager may instigate formal action under the capability policy.

First stage - capability meeting

You will receive at least five working days notification in writing of any requirement to attend a formal capability meeting.

At this first stage capability meeting you will have the right to be accompanied by a work based colleague or a trade union representative. Your manager will conduct the meeting and will be supported by a member of the HR Department. The role of the HR representative is to ensure that any action taken is fair and appropriate, given all the circumstances, and that is consistent with action taken elsewhere within the Council.

During the meeting your manager will confirm the current position with regard to your performance and will review your performance improvement plan and any progress made. You will be asked to respond to the concerns that you have failed to make the necessary improvement required.

If your manager decides that your performance remains unsatisfactory despite being given the necessary support and assistance, you will be issued with formal notification in writing that your employment with the Council is at risk. This will be recorded on your file as a Final Warning and will remain on your file for 12 months from date of issue. You will have the right to appeal against this decision to your Head of Service if you believe it to be unfair.

A date will be set to review your performance which will normally be three months from the date of the formal capability meeting but may be sooner depending on the issues that have been raised.

If at this review meeting your performance has improved, your manager will arrange to continue to monitor your performance at three monthly intervals for the remainder of the twelve month period.

If your performance at work does not improve, or deteriorates after some initial improvement, then your manager will make arrangements for you to attend a second stage capability meeting.

Second stage – capability meeting

As the outcome of this meeting could be dismissal, an appropriate senior manager, usually your Head of Service will conduct this meeting and they will be accompanied by a member of the HR Department. You will have the right to be accompanied by a work based colleague or a trade union representative.

You will receive at least five working days notification in writing of any requirement to attend this second stage capability meeting. At this time your manager will also arrange to be made available to you, and those attending the meeting, a copy of any information that will be discussed in the capability hearing. This will include evidence regarding your level of performance and any copies of your performance improvement plan.

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The purpose of this Second Stage Capability meeting is to determine whether:-

- a) you should be allowed a further period of time for improvement and/ or
- b) some other action can be taken which may improve your performance at work or
- c) your employment should be terminated on grounds of capability

During this capability meeting, your manager will present the detail of the concerns regarding your performance and will explain the steps that have been taken to support you in improving your performance.

You, or your representative, will then have the opportunity to respond to the issues raised by your manager.

Before taking any decision to dismiss on grounds of capability, the Senior Manager will consider the details of the case, any mitigating circumstances and whether there is any appropriate alternative to dismissal. This may include demotion or transfer to alternative employment within the Council with the commensurate adjustment to salary. If any suitable vacancies are available, you will be given full details, in writing, before being required to make a decision. In the absence of suitable alternative work, you will be told that the Council has no alternative but to dismiss you.

If your employment is terminated, you will be provided, as soon as reasonably practicable, with written reasons for your dismissal, the date on which your employment will terminate (in accordance with your notice entitlement), and you will be notified of your right of appeal.

Appeals

If you wish to appeal against a decision made at a capability hearing, you must do so in writing to your Head of Service or Director within five working days of the receipt of the outcome letter.

The main grounds for appealing would be

1. that an inconsistent/ inappropriate or harsh sanction has been given
2. that the process applied was in some way unfair or inconsistent with Council policy
3. your manager had failed to consider information that you felt was relevant
4. That new evidence has come to light that was not considered at the original hearing.

Your letter should make it clear the grounds on which you are appealing the decision.

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An appropriate manager or director senior to the one who made the original decision will be appointed by the Head of Service/ Director to hear the appeal. An appropriate member of the HR Department will also be appointed to provide support at the Appeal Hearing.

The appeal hearing will normally be held within ten working days of receipt of your appeal letter.

The Appeal Hearing

At the appeal hearing, you will be given full opportunity to state the ground(s) on which the appeal is made. You again have the right to be accompanied at the hearing by a work colleague or trade union representative and whilst they may make representations on your behalf they will not be able to answer questions for you.

The manager who issued the sanction will then have the opportunity to explain their decision to impose the given sanction. When all the evidence has been heard the hearing will be adjourned. The manager or director conducting the appeal will consider the merits of the appeal, in private, before reaching a decision.

The manager/director of the appeal hearing will, whenever possible, verbally inform you of the decision reached and confirm this in writing no later than seven working days after the hearing.

You should note that an appeal hearing is not intended to repeat the capability hearing in full but will focus on specific factors that you feel may have received insufficient consideration.

Where an appeal against dismissal fails, the effective date of termination shall be the date on which you were originally dismissed.

RECORDS

Where a matter is heard at a capability meeting, records will be kept, detailing the nature of the allegations, the Council's response and the outcome. Details of these will be kept on file by the HR Department, who will ensure the records are held in accordance with the Data Protection Act 1998.

MONITORING AND REVIEW

The Head of HR and OD will also be responsible for making arrangements for the capture of statistical data relating to this policy and will ensure the appropriate use of such information for monitoring purposes.

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TRAINING AND SUPPORT

Training will be provided to ensure that those with management responsibility for employees are clear about the policy, the procedures contained within it and their own responsibilities.

In addition to the support provided by your line manager, advice may be sought from a number of other sources such as the Human Resources Department, your Trade Union representative, the Occupational Health and Safety Unit and the Equalities Unit.

As part of our commitment to develop an informal, collaborative approach to resolving issues in the workplace, a joint training programme will be developed for managers, employee representatives.

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EQUALITY IMPACT ASSESSMENT TOOL KIT

Directorate: Corporate Services Service: HR

Lead Officer: Sharon Cave Position: Senior HR Advisor - Policy

Reason for EIA: Review of existing policies and changes to ACAS Code of Practice on Discipline and Grievance April 2009.

Policy/Service Title: Disciplinary and Capability Policy

1. Policy/service Aims

What are the aims and objectives of the policy/service?

The policy sets out the standards of performance and conduct that are required of all employees of Flintshire County Council and explains the steps that will be taken should an employee's performance, conduct or behaviour give cause for concern and clarifies which policy will be used dependant upon the circumstances of the case.

The policy will not apply to those employees in their probationary period.

The policy is designed to ensure that managers deal with issues of poor performance and/or misconduct appropriately and provides a framework for fair and consistent treatment of all employees.

Who should benefit from the policy/service?

The revision of this policy forms part of a wider review of our HR policies, the key objective of which is to produce employment policies which are clear, easy to use and which focus all involved in reaching early resolution of issues. The overall aim of introducing these more effective policies is to encourage a more open and positive working environment for all employees where issues are resolved quickly and informally. Where more formal action is appropriate, Managers are provided with a clear framework to use in managing cases of discipline and/or capability and the changes are designed to remove unnecessary delays and to ensure that matters are dealt with by the most appropriate person. The policies will promote consistency and fairness when dealing with capability and conduct issues.

Through this policy the Council will uphold its standards of performance and conduct and more speedy and effective resolution of performance and conduct issues will contribute to an improved focus on delivery of services to the public.

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Are the aims consistent with the Corporate Diversity and Equality Policy?

Yes the Policy reinforces the Council's principles of developing individuals to fulfil their potential and of supporting all employees to carry out their role effectively. A core principle of each policy is to understand the cause of any underlying performance issues and to work together to develop performance improvement plans which may, where appropriate, including reasonable adjustments.

2. Consideration of available data and research

a) Are there any obvious barriers to implementation of the policy/service?

No. The proposed changes are aimed at improving our policies to make them more effective and reflect current best practice and are in line with the ACAS Code of Practice on Discipline and Grievance. However the policies rely on managers taking appropriate action to deal with issues and to investigate concerns and to respond accordingly. Training and support will be required for managers in fulfilling their responsibilities.

b) What types of data and research are available? (e.g. Tribunal Reports etc)

Equality Monitoring Data is available regarding number of employees involved in formal discipline or capability cases. At present this data is only collated by gender and does not include analysis by other equality strands such as race or disability.

c) What does the data and research tell you about the policy/service?

In the year April 2007 to March 2008, there were a total of 59 disciplinary cases in Flintshire County Council (excluding schools). Thirty of these involved male employees and the remainder were involving female employees. Only eight capability cases were brought against employees during this time, four against male employees and four against female employees.

In the year April 2008 to March 2009, there were a total of 50 disciplinary cases in Flintshire County Council (excluding schools). Twenty four of these involved male employees and twenty six involved female employees. Six capability cases were brought against employees, all female employees.

d) Is further information or research needed?

Monitoring of disciplinary and capability cases needs to be improved to provide useful data and trends relating to formal proceedings including dismissals.

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3. Assessment of impact

a) Are any groups over/under represented within the Service?
Flintshire County Council employees just over 8000 people, of whom 6048 are female and 2137 are male. Less than 1% of employees have declared that they are of BME origin. The Council employees 135 people who have declared that they have a disability under the definition of the Disability Discrimination Act (data as at 31.03.08)
b) Is there any evidence of actual or potential impact on different groups?
Equality Monitoring Data currently shows numbers of employees involved in formal disciplinary and/or capability action by gender only.
c) Is there any evidence of adverse impact of such a policy/service?
No. This needs to be monitored and reviewed
d) Is there any evidence of unlawful discrimination? If yes, under what legislation?
No
e) Is the adverse impact avoidable?
N/A
f) Is it justified?
N/A

4. Consideration of alternatives

Are there any alternative means of achieving the objectives in (1) above? E.G Altering the policy or developing a new policy
The Disciplinary and Capability Policy has been revised in light of the changes to the ACAS Code of Practice on Discipline and Grievance and is designed to fulfil the Council's obligations under this Code. The revisions are intended to improve on an existing policy which is currently in place.

5. Consultation

Who needs to be involved in a consultation process, and what methods of consultation will be used?
The proposed policy was consulted on through the FJTUC and also directly with managers, employees and other stakeholders including the Unison Disabled Members Self Organised Group and the Flintshire County Council Women's Group. All have been provided with the opportunity to comment and contribute to the final draft policy and supporting guidance/documentation.
Outline the main issues from the different groups arising from the

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consultation process
<ul style="list-style-type: none"> • Performance reviews not being carried out in all areas of the Council • More information required regarding reasonable adjustments and managing performance of disabled employees • Corporate overview needed of length of time cases take to investigate • Management responsibility to support staff to prevent under performance
Specify how the issues above have been addressed in the development of the policy/service
Monitoring of disciplinary and capability cases to be included in final version of policy. This will ensure that these cases are analysed and compared by equality strands (where information is available) and may highlight potentially unfair treatment and/or discrimination. Training and further guidance to be produced for managers and employees prior to implementation.

6. Decision making

Is the service/ policy adopted? Yes/no Explain reasons			
Yes			
List actions to be taken with timescales. Actions should be transferred into Service Plans.			
Action	Timescale	By whom	Intended outcome
Produce guidelines for managers on the exercise of this policy	Before launch of new policy	SC	Improved consistency in application of policy
Develop training to support managers	Before launch of new policy	Corp Training/HR	
Review Appraisal % complete		HRM's	

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7. Monitoring and review

How will the policy/service be monitored and reviewed for impact and effectiveness?

How	Who	Time scale	outcome	Review

8. Publication of results

How will the results of impact assessment, consultation and monitoring be published?

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Signed:..... (Service Manager)

Date:.....

Approved:..... (Director)

Date:.....

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **HEAD OF ICT AND CUSTOMER SERVICES**
SUBJECT : **INFORMATION AND COMMUNICATIONS TECHNOLOGY**
(ICT) STRATEGY

1.00 PURPOSE OF REPORT

1.01 To gain Executive's endorsement of the Council's Information and Communications Technology (ICT) Strategy 2009-13 (see Appendix 1).

2.00 BACKGROUND

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

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

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

3.00 CONSIDERATIONS

3.01 At its meeting of the 24th June Executive endorsed the main themes and priorities for the new ICT strategy.

3.02 In undertaking the review we have focussed on creating an ICT Strategy for the organisation rather than a technical strategy, and in doing so have engaged with all directorates and corporate services to understand their priorities and align ICT priorities accordingly.

3.03 Consultation sessions have been held with the member/officer ICT Panel and People and Performance Overview and Scrutiny committee and their comments have been taken on board in producing the final strategy.

3.04 The strategy will be published on InfoNet and the council's website with hard copies available on request

3.05 Work has now commenced on producing the Enterprise Technology Blueprint which will underpin the strategy by setting out our technology infrastructure plans for the next 4 years

4.00 RECOMMENDATIONS

4.01 That Executive endorse the Council's Information and Communications Technology (ICT) Strategy 2009-13 (see Appendix 1).

5.00 FINANCIAL IMPLICATIONS

5.01 None directly from this report. Any financial implications identified in the implementation of the strategy will need to be highlighted in business plans and budget considerations.

6.00 ANTI POVERTY IMPACT

6.01 None directly from this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly from this report.

8.00 EQUALITIES IMPACT

8.01 None directly from this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly from this report.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation has taken place with all Directorates and Corporate Services, the member/officer ICT Panel and People and Performance Overview and Scrutiny committee.

12.00 APPENDICES

12.01 Appendix 1 - Information and Communications Technology Strategy 2009-13.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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ICT STRATEGY

2009 - 2013



Document Details	
Document Author:-	ICT Management Team
Document Owner:-	Chris Guest Assistant Director (ICT and Customer Services)
Maintenance:-	ICT Management Team
Distribution:-	This document will be published on the Authority's Intranet – Infonet. Copies are also available from the Information & Business Services Section

Revision Details			
Revision No.	Revision Summary	Date	Revised By
1	Significant Review to condense and reformat	May 2009	ICT Management Team
2	Drafting of Section 6 – The 5 C Model,	June 2009	Head of ICT & Customer Services
3	New foreword, introduction and planning section, slight changes to principles and objectives	26 th June, 2009	Head of ICT & Customer Services
4	Final draft for proof reading and presentational enhancements	7 th July, 2009	Head of ICT & Customer Services

Foreword

This strategy details how we can apply and develop Information and Communication Technology (ICT) in Flintshire to support the delivery of our Corporate and Service objectives and priorities, enable change and drive forward improvement.

This strategy is not a technical ICT Strategy. It is an ICT Strategy for the organisation rather than for the ICT Department. It will require commitment and co-operation from all Directorates, officers and members to deliver what is an ambitious programme for the next 4 years.

The Council has developed a secure, resilient, reliable and high performing ICT infrastructure which provides us with the foundations to deliver real benefits for our services and our customers, the citizens of Flintshire. However, the extremely rapid pace of change and development in terms of ICT means we cannot rest on our laurels; we have to be constantly identifying opportunities for further improvements.

As with any strategy this document will be kept under review and updated to reflect internal and external drivers for change over the next 4 years.

**Chris Guest
Assistant Director
(ICT & Customer Services)**

**Neville Phillips
Executive Member for
Corporate Governance & Strategy**

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APPENDICES

Appendix A: Associated Documents

1. Introduction

During the lifespan of the previous ICT Strategy considerable progress and investment has been made in providing a robust, resilient and secure ICT infrastructure which includes:-

- A comprehensive Wide Area Network (FlintNet) covering 150 sites including administrative centres, schools and libraries.
- Centralised Dual Datacentre Operations optimised for energy efficiency and a reduced carbon footprint; providing a secure managed environment for the Council's information assets and the enabling technologies.
- A standard Desktop Environment deployed to more than 2,500 service users.
- Consolidation and virtualisation of Server Technologies providing robust, scaleable, flexible and resilient facilities.
- Flexible modern Business and Information Systems which respond to changing business and legislative requirements.
- Standardisation of Operating Systems to increase efficiency and reduce support costs.
- Standardisation of Development Environments to provide platform independent development and consolidation of skills.
- A robust Information Security Policy to safeguard the Council's information assets and personal information and ensure GCSX Code of Connection compliance.
- E-Mail facilities to enhance both internal and external communications.
- Collaboration tools to enable effective team and joint working.
- Internet Access provided through secure and resilient infrastructure
- An ICT Training Service accredited by Institute of IT Training to Gold Standard
- Effective Service Management arrangements including Helpdesk, Performance Management, Account Management
- Fully documented ICT Disaster Recovery plan.
- A modern transactional website providing a significant proportion of council services online.

This strategy is different in that it focuses on how we can use these technologies to help the organisation develop and move forward, In developing the strategy we have grouped our priority workstreams under 5 themes (the 5 C's):-

- **Change** - ICT supporting and enabling service and organisational change
- **Customer** - Improving services both for the internal customer in delivering high quality and effective ICT, and for the external customer in terms of improved access to the council and improved service delivery
- **Capacity** - Making most effective use of resources and maximising capacity both in terms of technology, information & expertise
- **Consolidation** - consolidating existing resources and good practice to provide an improved ICT service to the organisation
- **Collaboration** - using ICT to enable more effective internal and external collaboration. Identifying opportunities to collaborate in the delivery and development of ICT services

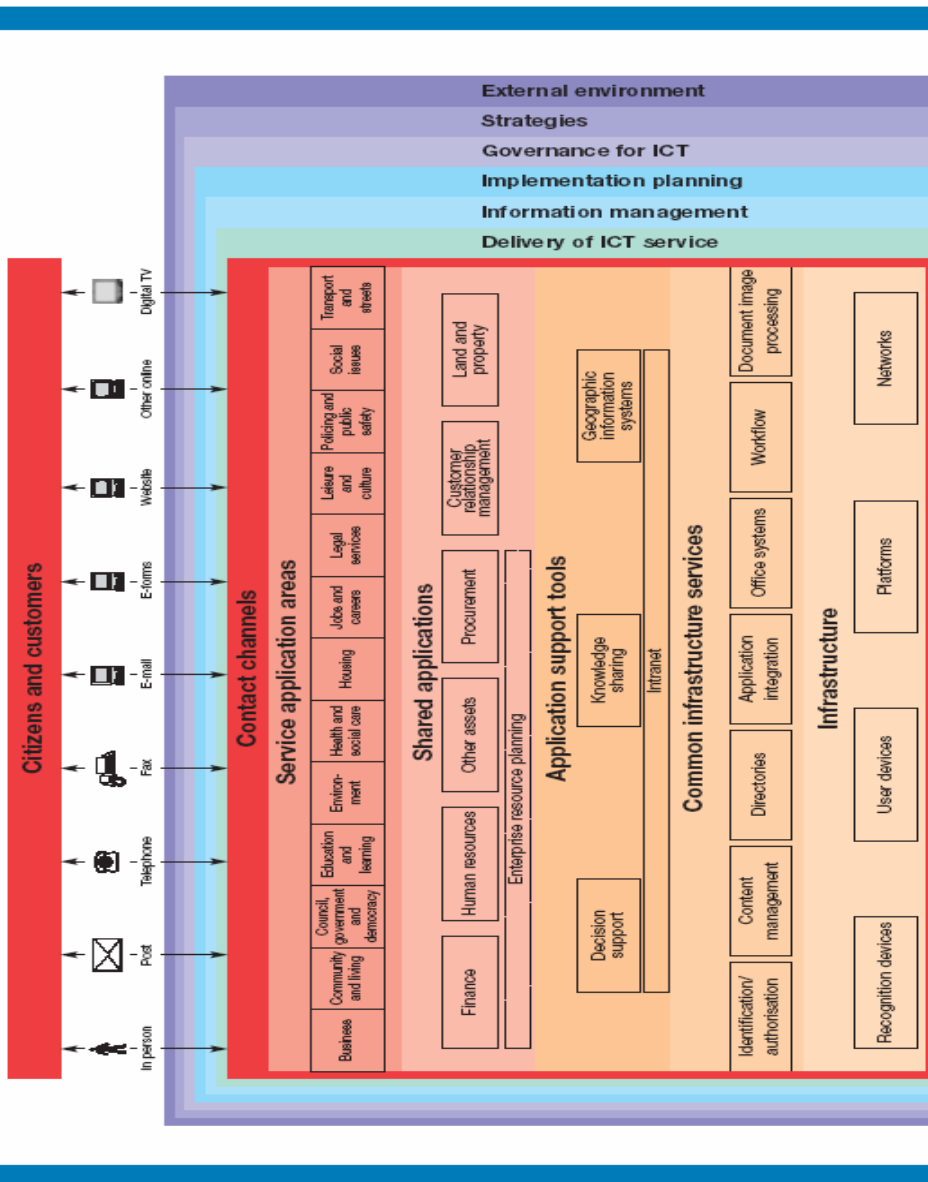
The new People Strategy has also been developed under these themes which will ensure synergy in terms of the strategy itself but also the underpinning action plans.

We have major challenges ahead of us particularly in relation to the financial outlook for the public sector. The budget pressures we will face for the foreseeable future will restrict our ability to keep our technology architecture up to date and meet demand. This will be compounded by services expecting more from ICT and ICT being seen as a key enabler of service improvement, change and efficiency. These are major risks for the organisation and are reflected in the Strategic Assessment of Risks and Challenges (SARC).

To mitigate these risks and meet expectations and additional demands will require investment to ensure increases in capacity, the implementation of new and improved technology and the replacement of business systems. We must ensure that we prioritise investment in to those technologies which will deliver real efficiency gains which can be reinvested in frontline services. We will need to ensure that the Council's financial strategy reflects this investment and planned efficiency gains.

2. Planning for ICT

The diagram below is a useful model which shows the various aspects we need to consider in developing our strategy. Obviously the infrastructure is critical as it underpins all our business systems, our office tools and increasingly our interface with our customers. A complementary document the Enterprise Technology Blueprint will detail our infrastructure and technology plans for the life of this strategy.



3. Strategic Objectives

3.1 Underlying Principles

The objectives of this strategy are based on the following principles:

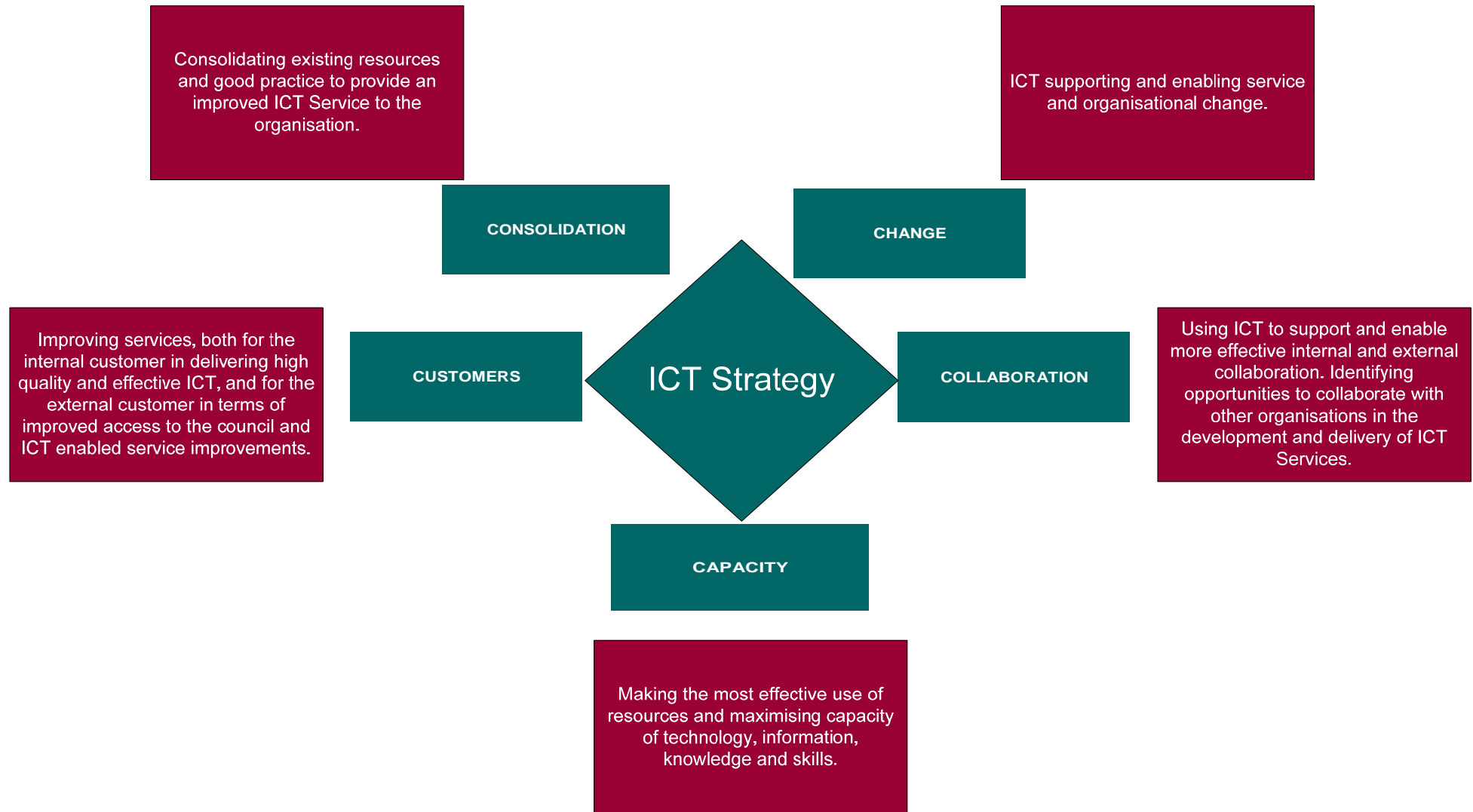
- Flexibility – responsive to change.
- Innovation – exploiting the potential of new developments and technologies, including supporting new ways of working.
- Accessible and customer focused – recognising the important role of ICT in communicating with and providing services directly to the public and providing choice of access channels to meet the needs of individuals.
- Partnership – maximising the potential benefits of partnership working.
- Value for Money – continuing to deliver relevant, cost effective and efficient services.
- Reliability – ensuring that ICT services are available for use when required.
- Security – ensuring that we protect the Council's information assets.
- Continuous Improvement – to benchmark, review and improve our performance and the services provided to our customers.
- Valuing and developing our staff – recognise our staff as our most valuable resource and treat them accordingly.
- Welsh Language – ensure this ICT Strategy will support the promotion and use of the Welsh Language across the Council, and strengthen the implementation of the Council's Welsh Language Scheme.
- Legislation – ensure that systems comply with Data Protection and Freedom of Information Acts and other relevant legislation.
- Standards – ensure that all technologies and developments adhere to locally and nationally defined standards.
- The Environment – the ICT service will implement measures to reduce energy consumption, minimise environmental impact and where possible reduce the Council's carbon footprint.

3.2 Objectives

The objectives for the ICT Service are:-

- To underpin the implementation of the Flintshire Community Strategy, the Council Plan and Service Plans.
- To provide a highly available, resilient, flexible and secure ICT infrastructure to meet the Council's business requirements.
- To develop, implement and support information systems that meet the Council's business needs.
- To provide and support a comprehensive communications infrastructure to enable the Council to deliver its vision for Customer contact and accessibility.
- To ensure that quality and performance standards are established and maintained for all ICT services.
- To develop, monitor and enforce Corporate ICT standards, policies and security guidelines.
- To ensure the potential benefits offered by emerging technologies are maximised.
- To ensure that all Council staff have the skills to use and exploit the ICT services provided to them.
- To provide the Flintshire customer with greater choice as to how, when and where they access the Council.
- To enable the resolution of enquiries, requests for service and any other matters at the first point of contact with the Council.
- To be effective in the use of existing technologies, and to exploit new technologies to enhance service delivery.
- To facilitate collaborative and partnership working.
- To ensure that management arrangements are in place that involve Directorates and Members in the strategic planning of the ICT service
- To enable and support business change and agile working
- To assist the Council in achieving its efficiency targets.

4. The 5 C Model



4.1 Change

ICT supporting and enabling service and organisational change

The emphasis for ICT and the thrust of this strategy has to move away from a focus on the technology, to enabling and supporting service and organisational change, improving service delivery and access for the customer. This cannot be achieved by the use of ICT alone. The ambitious change programme the Council has in front of it will certainly require modern, resilient and scalable ICT but it will need to be a partnership with services to support a modern, flexible, high performing organisation.

Although ICT can provide the underlying technologies change can only be achieved if we also have in place:-

- Clear Leadership – able to articulate a vision and ensure a readiness for change
- Innovation – identifying, designing and implementing new processes, new ways of working and potentially new services
- Capacity - ensuring capacity for change is available in terms of resources and skills
- Effective project management and governance arrangements – including designated project sponsors, managers and teams, use of the Flintshire Project Management methodology, clear reporting lines and accountabilities defined.

The likely budget pressures we face for the foreseeable future could restrict our ability to keep our technology architecture up to date; this is identified as a Corporate Governance risk in the council's SARC (Strategic Assessment of Risks and Challenges). This will be compounded by services expecting more from ICT in supporting and enabling change. ICT can be an efficiency enabler but to be so investment is required to ensure increases in capacity, the implementation of new and improved technology and the replacement of business systems. Without this investment we could limit the scope and speed of business change, which is needed to deliver real efficiency gains which can be reinvested in frontline services.

Key Priorities

4.1.1 Information and Knowledge Management

Information is recognised by the Council as a critically important resource. Accessible, accurate and up-to-date information is essential to informed effective decision making, which is critical in any change project. More detailed information on our approach and priorities can be found in the corporate Information Management Strategy and the corporate Geographical Information Systems (GIS) Strategy.

4.1.2 Enterprise Content Management (ECM)

ECM is an overall term used to describe the strategies and technologies used for managing the capture, storage, security, revision control, retrieval, distribution, preservation and destruction of documents and content, in other words MANAGING INFORMATION. These technologies are also commonly referred to as Electronic Document and Records Management Systems (EDRMS).

ECM is a key enabler of change; however an ECM solution alone will not deliver maximum business benefit without us also undertaking fundamental business process reviews. A good example of the successful use of ECM in Flintshire is in the Customer Accounts section responsible for a range of services including Council tax and Housing Benefits. They have redesigned all key processes and introduced workflow and document management systems to improve services to the customers, improve performance and deliver efficiency savings

The authority has invested in a suite of ECM products and is undertaking a programme of work to implement this across the authority to ensure a standard corporate approach. Further details of the programme can be found in the Corporate Information Management Strategy.

4.1.3 Geographical Information System (GIS)

A Geographic Information System (GIS) is a computer program for storing, retrieving, analysing, and displaying map based information.

The use of GIS within the Council is assuming greater importance across a range of services. There is an increasing demand for information contained in the Council's core systems to be displayed geographically. We did have a fragmented approach to GIS across the Council, with at least 5 systems in use which impeded the implementation of a corporate integrated solution. GIS support in the Council was also fragmented. We have now standardised our GIS systems, and support is provided jointly by the Corporate Information Team and the GIS team within the Environment Directorate. Full details of our approach and priorities for GIS can be found within our Corporate GIS Strategy.

4.1.4 Modernisation of Business Systems & Processes

As part of its commitment to improving customer service and to deliver efficient and effective services the Council is committed to examining existing business processes, establishing whether these processes fully meet the needs of the customer, and assessing how they could be reconfigured to provide service improvements and efficiency gains.

Many of the existing information systems we currently use are designed around existing business processes. It is recognised that this may be one of the reasons that some business processes have not changed for many years and have never been challenged. If we are to deliver successful change, service improvements and efficiency gains, all current working practices and business processes will need to be challenged and where necessary supporting business systems changed or replaced..

Consideration needs to be given to greater integration to improve information management; this will need to include Enterprise Resource Planning (ERP) solutions.

Legislation, technology trends and other internal and external factors will also need to be considered when prioritising the modernisation of business systems.

4.1.5 Enabling New Ways of Working

ICT has huge potential to enable new ways of working and more flexible and agile arrangements, to allow us to:-

- Improve services for our customers
- Deliver efficiency gains
- Make more effective use of our accommodation assets
- Improve staff satisfaction levels which can lead to a reduction in sickness levels and turnover
- Have a positive impact on the environment by reducing home to work and business related travel

BT has recently completed a study to assess the Councils readiness to introduce large scale agile working practices. Their overall opinion was that the organisation is in a good position to implement agile working on a large scale and in terms of ICT; that the ICT environment is in good shape to deliver technology that supports agile working.

One of the critical success factors to the introduction of agile working practices is the need to ensure that our employees can access business systems used in their day to day work from any location using any connection method from any device. This enables officers and members to have up to date information at their fingertips and allow for a more flexible workforce and the development of a working environment that is consistent with modern working practises.

We have a comprehensive remote access solution in place used by over 600 staff however we now need to focus on mobile applications so staff can access the systems they need to carry out their job from mobile devices such as BlackBerries.

The BT study also highlights other essential technologies that will need to be implemented to enable the Council to adopt and take advantage of large scale agile working practices including IP Telephony, Instant Awareness (e.g. when you log in, all calls are automatically diverted to your handset wherever you are).

4.2 Customer

Improving services both for the internal customer in delivering high quality and effective ICT, and for the external customer in terms of improved access to the council and improved service delivery

With rising customer expectations and the increased use of the internet for shopping, banking, retrieving information and recreational and social activities; the Council must be in a position to deliver its wide range of services to all of its customers how, when and where they require it, in a secure and accessible manner. ICT has a key role to play in enabling major customer service improvements see Fig 1 below.

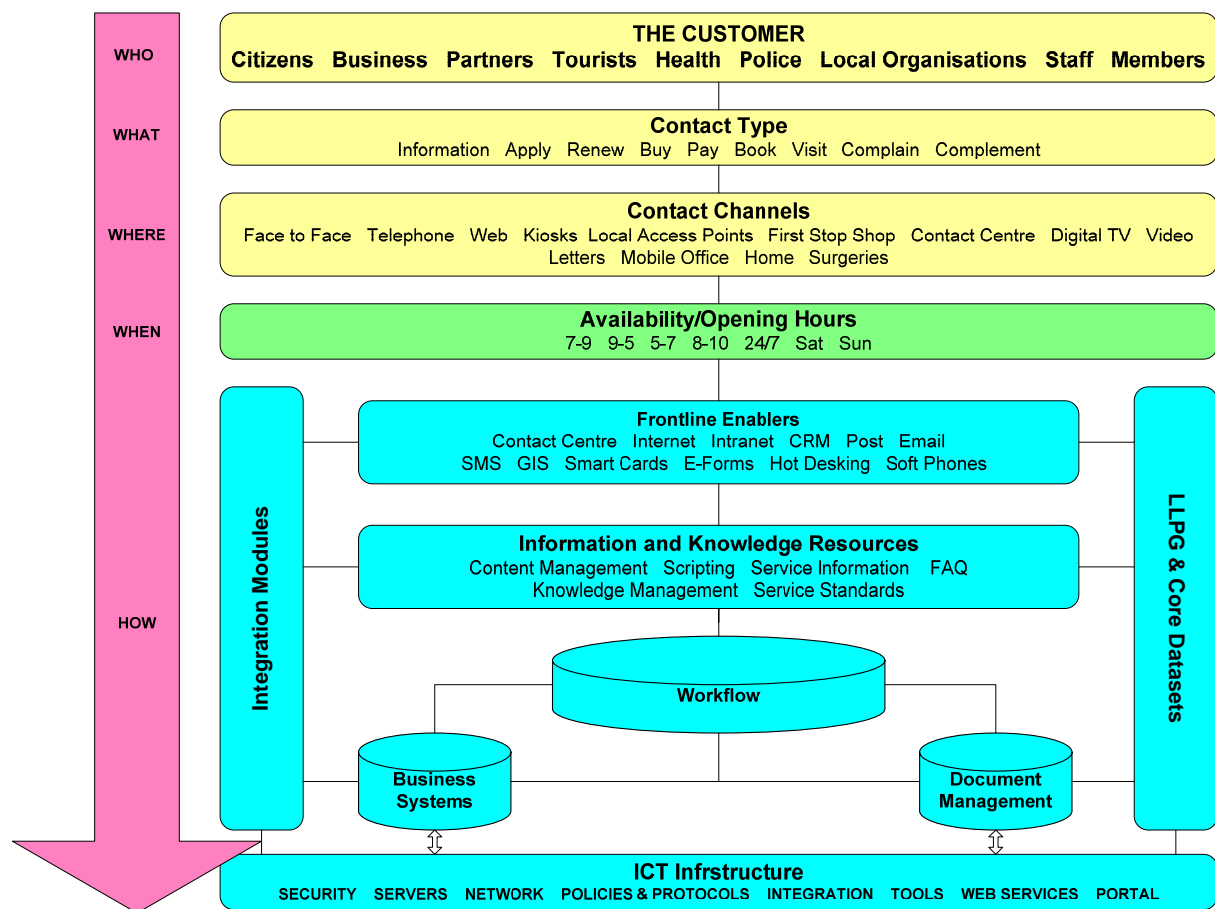


Fig 1 Technology Enabled Customer Access

Existing and emerging technologies and services must be constantly reviewed and researched in order to identify those which may deliver efficiencies and benefits to both internal and external customers. They must also be marketed and opportunities identified with service managers for their implementation.

We must constantly review our relationship with our customers asking for and responding to feedback in order to deliver improvements to the services we deliver.

We must endeavour to be responsive to the changing needs of our customers and indeed recognise that emerging technologies will offer new opportunities to a more wide ranging customer base.

In order for our customers to realise the efficiencies and benefits available to them through the use of technology and for us to understand their needs more effectively we must:

- Market the service effectively – demonstrate new technologies, develop case studies, develop an effective marketing strategy.
- Engage effectively with our customers – ensure that we know who our customers are, what they want, when they want it.
- Listen to our customers and react - through customer satisfaction surveys, helpdesk feedback, website take up surveys and feedback.
- Promote and support the use of the Councils Website and Intranet (InfoNet) as key channels of communication and service delivery with our customers.

As the service becomes more successful at engaging with its customers, demands and expectations are likely to increase. We must ensure that capacity is constantly reviewed and monitored; otherwise we will not be able to meet these increased demands and expectations.

Key Priorities

4.2.1 Developing the Website

The Council recognises its Website as a key channel for accessing Council services and information and one that is available when and where the customer needs it. The use of the website is also considerably cheaper than more traditional methods of access such as face to face and telephone; therefore by encouraging greater use of the website we should be able to deliver considerable efficiency gains. As such the Council has agreed that we should aim for the website to be the customer channel of choice by 2013

The Flintshire Website has developed significantly since its launch in 2001. These developments have included:

- A refresh of underpinning technologies.
- A range of core content being delivered.
- A range of transactional services offered.
- Integration with web based business applications, either supplied or developed in-house.

With over 50,000 unique users and 400,000 page visits per month, the Flintshire Website is growing, both in usage and in the content available. A new website based on portal technologies was launched in May 2008. A take up campaign to encourage the use of the website as the preferred channel for accessing information and services is now underway.

The Planning portion of the website is particularly popular allowing access to planning applications, associated documentation and maps. We plan to increase the number of transactional services and introduce new facilities using Web 2.0 technologies which we believe will attract a larger number of young visitors to our site, currently the majority of our visitors are in the 40-49 age group. Full details of our web development plans and priorities can be found in the Corporate Web Development Strategy.

4.2.2 Telephony

We plan to implement an IP telephony solution to replace our existing telephone switch which was installed in the early 1990's. IP telephony will support agile working practices and improve customer access. The implementation of IP Telephony is part of a larger Unified Communications strategy which will enable the following facilities:-

- Presence awareness, the ability to route calls to members of staff wherever they are, office based, mobile or even working from home.
- Integrate all communications in one place, ability to deliver voicemail and text messages directly into email work area.
- Ability to integrate applications with voice services.
- Large scale deployment of Contact Centre/One Stop Shop style working.

- Provide more options in terms of resilience thus strengthening voice business continuity services.

4.2.3 Information Points

The County Council is committed to increasing the choice of access methods to Flintshire services for its citizens and customers. One channel of access that is being explored is Kiosk technology, to provide public access to electronic information from information points throughout the county. Properly targeted, kiosks would become a valuable additional access channel.

Kiosks have been piloted in the staff lounge at County Hall and at the Broughton Shopping Park. Although usage volumes have been fairly low, these pilots have provided valuable feedback which has resulted in us improving the presentation and content. We are now in a position to deploy a small number of kiosks at selected locations, including the new Customer Services reception at County Hall. We will continue to monitor usage and feedback and this will inform our decisions on whether to continue with kiosk deployment and the most appropriate locations.

Kiosks could also offer an opportunity to provide access to the InfoNet for staff who do not have workplace ICT access.

4.2.4 Managing Relationships with Our Internal Customers

Customer relationships are managed by the Service Management team within the ICT Division. Directorates also have ICT coordinators who have regular contact with the team and who attend quarterly account meetings to discuss service performance and service requests. As the ICT service has developed and the services have become more accessible by means of electronic requests and the utilisation of Infonet, the role of the coordinator has changed significantly and varies from directorate to directorate.

The consultation undertaken with Directorate Management teams in reviewing this strategy clearly indicated that they wanted this role strengthened with a single point of contact within the ICT division. We now need to undertake a fundamental review of our account management arrangements, with the account meetings becoming more strategic and potentially taking place directly with service managers.

This change of approach along with feedback from our ICT Customer Satisfaction Surveys (August 2009) will hopefully provide us with a complete picture of where we need to focus our efforts and prioritise our resources. This strategy will need to be kept under constant review to reflect this.

We also recognise that we need to do more to market our services and improve communications particularly around the use of technologies (using case studies) and some of the corporate work we undertake e.g. Information Security, Project Management. We will continue to improve our communications and marketing.

4.3 Capacity

Making most effective use of resources and maximising capacity both in terms of technology, information & expertise

One of the key principles in developing a successful ICT service is the ability to maximise resources and capacity in terms of staff, skills and technology. We need to provide appropriate training and the right tools to ensure that staff are highly productive and that the workforce possess the necessary ICT skills to enable them to make the best use of the technology available.

In order to ensure that the ICT service is able to provide sufficient capacity within the infrastructure to meet the increasing demands on ICT systems, it is essential that continued and regular capacity planning is undertaken. This is particularly important because of the increasing reliance on ICT systems in terms of direct service provision.

In order to assess how well the capacity we have is being utilised and to identify improvements and efficiencies, the ICT service has developed a robust performance management framework. This will be continually reviewed to accommodate new technologies, services and organisational change.

To meet the challenges posed by the increased use of technology, we must:-

- Provide a flexible, scalable and responsive infrastructure (detailed in the Enterprise Technology Blueprint)
- Provide a professional, accredited training portfolio which is responsive to the needs of the business based on the introduction of new technologies and maximising the use of existing technologies.
- Ensure processes are in place to monitor and manage capacity and where possible provide additional capacity on demand to meet business peaks.
- Ensure that ICT Governance arrangements are robust in ensuring resources are aligned to meet the changing needs and priorities of the council.

Key Priorities

4.3.1 Skilling our staff

For staff to make effective use of ICT it is essential for them to be equipped with the appropriate skills and competencies. Therefore there will be continuing requirements for the Corporate ICT Training Unit to deliver high quality, appropriate and timely training to staff and councillors. We are in the process of implementing changes to the service that will provide staff with the opportunity to undertake Microsoft Office Specialist (MOS) exams providing them with a recognised transferable qualification.

In addition we must ensure that the ICT staff have the appropriate skills and knowledge to provide professional advice and support. We are committed to the introduction of a professional framework for ICT staff and will be implementing the Skills Framework for the Information Age (SFIA) which has been developed by the British Computer Society and adopted by many local authorities and all central government departments for their ICT staff.

4.3.2 Performance Management

The ICT Division is a participant in the Society of IT Management (SOCITM) Benchmarking Service which has been in place since 1999/2000 and is used by all 22 Welsh Authorities. The ICT Division is committed to continue to participate. The service benchmarks general performance against an agreed set of indicators including customer satisfaction and brings together participants to share best practice.

As well as measuring and reporting on these external measures, the division has developed a performance management framework to ensure that standards documented in the ICT Service Statements are adhered to. Performance reports covering all aspects of the service are produced on a monthly basis and are published on InfoNet.

4.3.3 Project Management

Project management features highly in the recently published Strategic Assessment of Risks and Challenges (SARC). One of the objectives listed is "To ensure a consistent approach and methodology is adopted for all projects". The ICT Division has developed a project management methodology based upon the principles of PRINCE2. All ICT related projects are now managed using this methodology. A number of service managers outside of ICT have also used the methodology and their feedback has been used to modify it in order to ensure that it can meet the needs of as many services as possible across the council. The Division is currently working with Corporate Training and with an external business partner in order to develop a training programme to support the methodology.

In addition to the methodology, the Service Management team within the ICT Division offers a project management service for ICT related projects where required.

4.3.4 Infrastructure Capacity Planning

Capacity planning is essential in any service. For ICT, it ensures that the ICT infrastructure is provided at the right time at the right level at the right price, and ensures that ICT is used in the most efficient manner.

The ICT Division is embarking upon the implementation of the IT Infrastructure Library (ITIL) which is an internationally recognised ICT Service Management model. Capacity planning and management is one of the essential elements that make up the model. It can't be achieved by the ICT service alone and must be informed by input from many areas of the business to identify what services are (or will be) required, what ICT infrastructure is required to support these services, what level of contingency will be needed, and what the cost of this infrastructure will be.

4.4 Consolidation

Consolidating existing resources and good practice to provide an improved ICT service to the organisation

Since the inception of Flintshire County Council, the ICT service has consistently looked to consolidate legacy technologies and business systems to remove duplication, reduce costs and standardise systems & processes.

This consolidation has been undertaken by working closely with service managers and with technology partners as well as ensuring compliance with legislation and relevant standards such as Data Protection, Freedom of Information, and ISO27001.

As part of this process, we have adopted recognised industry standards covering areas such as software development, infrastructure technology and service management.

As organisational change projects continue across the council, we must constantly be evaluating opportunities to consolidate business systems and processes.

In order to continue with this programme of work, we will:

- Work with our business partners to ensure that the technologies and associated standards we adopt are in line with recognised industry standards and best practice.
- Engage with relevant bodies, strategic partners and service managers to ensure that the services we deliver meet legal and regulatory compliance.
- Engage with service managers, so that we can identify further opportunities to consolidate information and business systems and deliver efficiencies.

Key Priorities

4.4.1 Technology Standards

There are a growing number of standards and recognised best practice surrounding the deployment and use of ICT technologies and services. Whilst many of these are not statutory, adoption offers opportunities in terms of integration, rationalisation and standardisation; which will result in to greater consolidation and most effective deployment of resources.

4.4.2 ICT Security

ICT Security has been identified as a priority within the SARC. In recognition of this there has been a considerable increase in the resources and focus given to Information Security over the past 12 months. The appointment of a dedicated Information Security Manager has seen considerable progress made in the development of our Information Security Management System (ISMS) and raising of the profile and awareness of Information Security throughout the Council. Alongside this there has been a strengthening of our Information Security polices and the implementation of key technologies such as biometric memory sticks, remote authentication tokens and endpoint security.

The increase in partnership working, information sharing and electronic access to our information by customers is not likely to diminish in the future. Therefore it is vital that Information Security is seen as a priority for the organisation as a whole. Section 7 of this strategy provides more detailed information regarding the development of our ISMS and our Information Security priorities. We are currently working towards ISO27001 (the international standard for Information Security) for the ICT division which we expect to achieve by the end of the 2009. We will then consider the rollout of the standard throughout the Council. More information regarding Information security can be found in Section 6.2 of this strategy.

4.4.3 Meeting Legal and Statutory Obligations

The increasing use of technology particularly email has resulted in us having to manage increasing quantities of data about individuals. We have to ensure that we use this data in a lawful manner.

We must be mindful and comply with related legislation and ensure our policies and the technologies we use assist us in doing so.

4.4.4 Rationalisation of Information

Information is recognised by the Council as a critically important resource. Accessible, accurate and up-to-date information is essential to high quality service delivery. Historically information has been managed on a directorate, or even service basis, which has led to duplication, inconsistencies and lack of standardisation

throughout the Council. At this time of organisational change we have an opportunity to change this and manage our information more effectively, rationalising databases and so reducing duplication and increasing efficiency, accuracy and quality.

Further details can be found in the Corporate Information Management Strategy.

4.4.5 Rationalisation & Standardisation of Business Systems

In the same way as we need to rationalise our information, we also need to rationalise and standardise our business systems portfolio.

We currently have over 300 business systems in use across the Council. For each we have support and/or license costs, costs associated with staff maintaining and administering systems and costs associated with storage and processor usage. We need to work with departments in analysing and challenging their use of business systems. If we can consolidate and reduce the number of systems being used we could deliver significant efficiency gains and potentially cost reductions.

4.5 Collaboration

Using ICT to enable more effective internal and external collaboration. Identifying opportunities to collaborate in the delivery and development of ICT services

“Collaboration will be key in developing and building public services which have the needs of the citizen at the core...collaboration, inspection and performance of local authorities will be the focus for new Welsh legislation in 2009” – Dr Brian Gibbons, Minister for Social Justice and Local Government.

ICT is a key enabler in supporting this collaboration both between internal departments, other local authorities and with partner organisations such as Health, Police and central government. This presents a variety of challenges in that there will be requirements to share infrastructure, business systems and information in a seamless and secure manner.

ICT can deliver technologies and services to assist with collaboration but cannot achieve the required results alone. Councillors, senior managers and service users will need to work with our partners in order to provide the drive for the collaboration and overcome potential obstacles e.g. legal and organisational.

In order to support effective collaboration both internally and externally, we must:

- Provide a flexible, scalable and responsive infrastructure.
- Maximise opportunities for collaborative procurements, particularly business systems and common infrastructure technologies.
- Provision of enterprise wide collaboration tools e.g. Instant Messaging, integration of telephony with business systems.

Key Priorities

4.5.1 InfoNet Strategy

The Intranet is a key internal communications channel and collaborative tool. The framework for the Flintshire Intranet, 'Infonet', is used by more than 2500 staff and Members.

We will continue to develop InfoNet to encourage further collaboration and effective knowledge management. One of our key tasks is to migrate the InfoNet to Portal which is the underlying technology for our website flintshire.gov.uk. This is very much in line with information management best practice as it allows us to manage and maintain shared information between the InfoNet and the website as a single entity. The InfoNet strategy which is published on the InfoNet provides full details of our plans and priorities.

4.5.2 Productivity Tools – Instant Messaging, Presence Awareness, Web 2.0

New technologies offer potential for greater collaboration both internally and externally. Instant messaging rather than just being a less official form of email is an excellent tool in managing front/back office communications. A receptionist or customer advisor is able to have real time on-line conversations with back office professional staff when dealing with customers, this is currently used within our customer accounts section for revenue and benefits enquiries.

Presence awareness as well as showing at a glance the availability of individuals and whether they are mobile or in the office, also allows a single telephone number which is transferable between the office, mobile and home. This technology also provides you with a single view of email, text and voicemail from your mailbox.

Web 2.0 technologies are not just about social networking using Facebook, Myspace etc. They also offer opportunities for delivering services and information in new ways that will appeal to the developing web savvy customer. We are already using You Tube on our website for video, but products such as Twitter and Facebook offer opportunities to engage with customers differently and in a medium many customers particularly younger people use extensively.

4.5.3 Collaborative Procurement and Shared Services

We already participate in collaborative ICT procurement both on a national and regional level. We need to do more and identify opportunities not just for procurement but potentially joint implementation, support arrangements and hosting of systems and technologies. ICT is also a key enabler for other collaboration projects.

4.5.4 All Wales Initiatives e.g. PSBA, All Wales Web Strategy

We are actively involved in all Wales initiatives and are committed to continue this involvement to ensure we can influence important projects such as the Public Sector Broadband Aggregation project.

4.5.5 Supplier engagement and contract management

We work closely with our key suppliers such as IBM and BT to keep abreast of technology developments and also to ensure best value for the Council. We are featured in IBM worldwide case studies and act as a reference site for some key technologies. As well as raising the profile of the Council this partnership approach also provides us with access to expertise and support with new technologies. We will continue to manage and develop these relationships with our key suppliers whilst ensuring robust contract management arrangements are in place.

5. Green ICT

One of the overriding principles of this strategy is very much focussed on Green ICT:-

- The Environment – the ICT service will implement measures to reduce energy consumption, minimise environmental impact and where possible reduce the Council's carbon footprint.

It is estimated that globally ICT related CO₂ emissions rival those of the airline industry and the amount of energy we use within our data centres equals the energy use of a small town. Any reductions we can make are obviously of significant benefit.

Progress to date

To date we have implemented various measures to reduce energy consumption and CO₂ emissions:-

- Server and storage consolidation in our data centres (virtualisation)
- Reuse and recycling of equipment where possible
- Increasing the use of network printing
- Powersave facilities on hardware where standard
- Reduction in cooling in data centres

These measures have delivered reductions in power usage particularly in our datacentres. Unfortunately however, we have limited baseline information available to accurately assess these reductions. We are now working with the Energy Unit to obtain an accurate baseline to measure further reductions. We will also ensure that any measures taken will be complementary to the council's Carbon Reduction Strategy and any communications will complement the Corporate Energy Awareness Campaign.

Our efforts to date resulted in the ICT Department winning a European Innovation Award in June 2009 primarily for the work we have done to reduce energy consumption within our data centres by the use of virtualisation and other environmental technologies.

Future Plans

Although we have implemented measures to reduce energy consumption there is a lot more that can be done. However these reductions will require cooperation from everyone in following key principles and guidelines and changing behaviours e.g. ensuring everyone turns their PC and monitor off when they leave the office, something that is not consistent currently.

The Cabinet Office has recently produced a Greening Government ICT report in which they recommend 18 steps to delivering greener ICT.

Work is currently underway to identify where the council is in terms of addressing the 18 recommendations within the report. We will then produce an action plan in terms of full implementation (where feasible) and any other identified actions. A communications plan will be developed to raise awareness of the proposals amongst all staff and explain their role in ensuring implementation.

6. Enabling Delivery

6.1 Infrastructure

The ICT Division has for several years been building the components to create a flexible, scalable and highly resilient infrastructure to run its business applications and services. This has seen the large scale introduction of virtualisation technologies. There has also been the construction of a second data centre to allow services to be delivered seamlessly over both whilst providing sites to recover from should a disaster occur at either. At the same time the Councils networks have developed and grown, now connecting over 150 sites with a high bandwidth link to the Welsh Public Sector Network.

This has provided a very dynamic infrastructure designed to provision ICT services (processor, memory, disk and bandwidth) based upon business need and the demands placed on it by services (i.e. fluctuations in demand for the website, impact of year end processes, new systems etc.)

This dynamic infrastructure has also allowed for a consolidation of physical servers and disk as well as reducing the energy required to provide the service against an ever increasing demand.

This places the organisation well in terms of the sharing and provision of services to other organisations which will be key to successful collaboration. The cloud computing model is a virtualised platform for providing hosted services to internal and external partners and Flintshire has all the components required for a Cloud Computing platform.

Full details of our infrastructure plans are detailed in our Enterprise Technology Blueprint.

6.2 Information Management

There is recognition within the council that alongside finance, people, partnerships and property, 'information' represents one of our core resources. Just like our other core resources, information needs managing effectively if we are to get the most out of its value.

Information management can be difficult to define but in simple terms it describes the means by which we plan, collect, create, organise, use, control, disseminate and dispose of our information, through which we ensure that the value of that information is identified and exploited to the fullest extent, in support of our corporate objectives. Information management helps people describe, organise and find information and involves technology, people, processes and content.

The core concepts of information management are:

- **Value** – recognising that information is a precious resource that is corporately owned;
- **Content** – managing the content, wherever it is located, with the same rigour as traditional resources such as money;
- **Navigation** – finding the information that is required;
- **Communication** – ensuring that when using information we can understand one another;
- **Connections** – the ability to share information;
- **Presentation** – the ability to use information in a meaningful way;
- **Rights** – Providing the security framework to safeguard information and access to those with a legitimate right.

The latest version of our Information Management Strategy was published in June 2009 and contains detailed plans for how we intend to ensure we manage our information effectively. As with all other aspects of the ICT Strategy, it should be remembered that the ICT are custodians of all electronic information; but information is a corporate resource that must be managed corporately with a shared responsibility.

6.3 Information Security

Every Officer and Member with access to Council information has a responsibility for Information Security. The purpose of Information Security is:

“To protect the Confidentiality, Integrity and Availability of information”

Confidentiality – to ensure that only authorised Officers and Members have access to information and it is kept secure.

Integrity – to ensure that systems and information are free from unauthorised changes.

Availability – to ensure that systems and information are available at the right time and in the right format to allow Officers and Members to perform their duties.

Information Security is a key priority for the Council and features in the SARC. Failure to manage Information Security effectively would expose the Council to significant risks in terms of reputation, public trust and legal compliance. In 2008 a full time Information Security Manager was appointed and significant progress has been made in implementing robust policies and procedures and enabling technologies to improve Information Security including:-

- Accreditation to the code of compliance for use of the Government Secure Extranet (GCSx), which allows for secure sharing of data with other public sector organisations and secure email.
- Reviewed and implemented a number of policies in line with the requirement of ISO27001, the international standard for Information Security:
 - Information Security Policy
 - Internet Acceptable Use Policy
 - Email Usage Policy
 - Internet & Email Monitoring Policy
 - Remote Access Policy (Staff & Suppliers)
- Reviewed and implemented a number of procedures in line with the requirements of ISO27001:
 - ISMS Document Control and Control of Records Procedure
 - Procedure for Sharing Information with Third Parties, including the creation of a standard Data Sharing Agreement template
 - Reporting Information Security Events & Weaknesses Procedure
 - Responding to Information Security Events & Weaknesses Procedure
- Developed Information Security pages on the Infonet and awareness sessions for staff as part of induction.
- Implementation of endpoint security products to increase protection of our information resources.

Priorities

Information Security will remain a priority for the life time of this strategy. Our priorities are:-

- To gain ISO27001 accreditation
- To become PCI DSS (purchasing card industry data security standard) compliant
- Continued accreditation to the code of compliance for GCSx.
- The implementation of supporting technologies.

Detailed action plans for meeting these priorities are available.

7. Managing the Service

7.1 Account Management

To ensure this strategy is a strategy for the organisation and not a strategy for the ICT Department, engagement with directorates is critical to enable us to identify priorities and opportunities for the use of ICT to improve services, enable change and deliver efficiencies.

Directorate consultation while developing this strategy highlighted the need for a single point of contact within the ICT department who will act as an Account Manager for the directorate and build relationships and gain a clear business understanding of the services provided; forming the bridge between ICT and the directorate. Unfortunately the service management team who undertake this role currently is made up of only two members of staff who are also responsible for other functions including performance management and project management. If we are unable to increase capacity we need to consider other ways of strengthening this area of the service.

An ICT Helpdesk is in place to record all operational problems experienced by Customers. Again this service has developed significantly with a move to a technical helpdesk and the electronic notification to customers of call details and completion information. Further work is now required to increase the number of calls to the helpdesk which are resolved at the first point of contact, and also to reduce the overall number of calls made to the helpdesk by reducing failure demand.

7.2 Performance Management

The ICT Service is committed to robust Performance Management and has established a set of local PI's for which performance is published on a monthly basis on the Council's InfoNet. These PI's, as well as the services available and the standards to which they will be provided, are published in the form of an ICT Service Statement. This can again be found on InfoNet.

The service is a participant in the SOCITM (the Society of Information Technology Management) Benchmarking Service which has been in place since 1999/2000 and to which all 22 Welsh councils participate (alongside over 200 UK councils). The Benchmarking Service is externally facilitated and provides an extensive source of information in terms of performance and best practice. The current set of performance information that is reported on is as follows:

- User Satisfaction.
- Resolution of reported incidents.
- Percentage of successful projects.
- Acquisition costs of workstation.
- Cost of connection to voice network.
- Cost of connection to data network.
- Support costs per workstation.
- Workstations supported per support specialist.
- ICT competence of employees.
- Service Availability.

The service has recently participated in a customer satisfaction benchmarking study with all the other Welsh Councils (June 2009). The results show a high performing service rated in the top quartile. However the results will be analysed further and improvements identified to further increase levels of customer satisfaction.

7.3 Governance

A Member/Officer ICT Panel meets on a 3 monthly basis to consider ICT priorities and monitor this strategy and associated plans and initiatives. The panel considers all proposed major ICT projects and makes appropriate recommendations when required to the Executive.

The SARC has identified capacity as a risk to the delivery of the ICT Strategy and prioritisation being key, focussing on those projects which are likely to contribute the most to meeting council priorities and delivering efficiency savings. Corporate Management team will be responsible for prioritisation of projects where required.

Appendix A: Location of Documents Referred to In ICT Strategy

Document Title	Location	Responsibility
SOCITM Better Connected 2009	www.socitm.gov.uk/socitm/Projects/Better+connected	SOCITM <i>Insight</i>
ICT Disaster Recovery Management Summary	To be Confirmed	ICT Management Team
Council Plan	Infonet/Council Plans and Policies/Document Archive	Policy, Performance and Partnerships Manager
ICT Service Plan	Infonet/ICT Services/Document Library	ICT Management Team
Project Management Handbook	Infonet/ICT Services/Document Library	ICT Service Management
Flintshire Welsh Language Scheme	Infonet/Welsh Language/Welsh Language Scheme	Policy, Performance and Partnerships Manager
Flintshire Community Strategy	Infonet/Council Plans and Policies/Document Archive	Policy, Performance and Partnerships Manager
Web Development Strategy	Infonet/ICT Services/Infonet/Web Site Developments	Web Development Manager
Information Management Strategy	Infonet/ICT Services/Information Management	ICT Information Manager
Infonet Strategy	Infonet/ICT Services/Infonet/Web Site Developments	Web Development Manager
Making the Connections Customer Service Standards	http://new.wales.gov.uk/about/strategy/makingtheconnections	Welsh Assembly Government

Customer Services Strategy	To Be Confirmed	Customer Services Manager
ICT Security Policy	Infonet/ICT Services/Document Library	ICT Management Team
Enterprise Technology Blueprint	To Be Confirmed	ICT Management Team

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **YOUTH SERVICE STRATEGY**

1.00 PURPOSE OF REPORT

- 1.01 To present a Draft Youth Service Strategy which, if agreed, will form the basis of a wide consultation process to take place during August and September 2009. Responses to the consultation will be considered, and an updated Draft will be brought back to Executive.

To seek Executive approval to consult on the basis of the enclosed Draft Strategy.

2.00 BACKGROUND

- 2.01 Following earlier work on a new Strategy for the Youth Service, it was decided to include this project within Phase 2 of Organisational Redesign. This draft strategy is therefore being presented as part of the Phase 2 Service Reviews.

3.00 CONSIDERATIONS

- 3.01 The approach taken to the Youth Service Review is similar to the approach taken with the Leisure Services Strategy. The consultation proposed here is about the strategic direction, vision, priorities and broad actions needed to develop the Youth Service.

Operational detail linked to implementation will be worked up after the consultation phase, and a series of action plans will be produced.

4.00 RECOMMENDATIONS

- 4.01 That Members approve the enclosed Draft Strategy as a basis for consultation.

5.00 FINANCIAL IMPLICATIONS

- 5.01 As referred to in 3.01, specific details will be produced after the consultation phase. The proposal is for a strategy for investment, which can be achieved by:

- Better use of existing resources

- Appropriate and proportionate use of external funding
- Increased core funding allocation

6.00 ANTI POVERTY IMPACT

6.01 The proposed Strategy is about extending the reach and capacity of the Youth Service, to include more young people.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 The proposed Strategy aims to make the Universal Entitlement a reality for more young people in Flintshire.

9.00 PERSONNEL IMPLICATIONS

9.01 When the strategy is agreed, changes are likely to be required of staffing structures and ways of working to ensure the stronger focus on direct service delivery and to increase capacity of the Service. These changes will be managed within Flintshire Organisational change policies and procedures and full consultation with employees and their representatives will take place as part of this.

10.00 CONSULTATION REQUIRED

10.01 This particular draft of the Strategy is a Consultation Draft. It will be accompanied by consultation questions. Key stakeholders in the Youth Service will be consulted, with specific focus groups being held with young people.

11.00 CONSULTATION UNDERTAKEN

11.01 Staff of the Service have contributed towards the draft Strategy, via a workshop.

12.00 APPENDICES

12.01 Draft Youth Service Strategy Document

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None

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FLINTSHIRE YOUTH AND COMMUNITY SERVICE

Service Strategic Plan April 2009 – March 2014

***“Extending Young People’s Entitlement in
Flintshire”***

Draft 4 – Consultation Stage

CONTENTS

Page	Section
3	Foreword to “Extending Young People’s Entitlement in Flintshire”
4	Introduction and Background Information
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6	The Purpose and Values of Youth Work
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10	Meeting the Key Strategic Priorities

Draft

FOREWORD TO “EXTENDING YOUNG PEOPLE’S ENTITLEMENT IN FLINTSHIRE”.

Wales is the only Country in Europe to have a statutory basis for the Youth Service. Welsh amendments to the Learning and Skills Act 2000 place a duty on local authorities to provide Youth Support Services.

This new Strategy is about enabling young people in Flintshire to access high quality, responsive and accessible services as a universal entitlement.

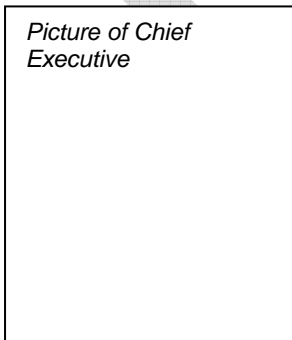
A high quality Youth Service will contribute to improving the quality of life and wellbeing of Flintshire’s residents. The development of young people’s skills through informal and non-formal learning experiences will also contribute to educational achievement and to the County’s economic prosperity.

This Strategy is:

- ✓ Aligned to, and in response to, the National Strategy for the Youth Service in Wales - “Young People, Youth Work, Youth Service”
- ✓ A clear statement of the purposes of Youth Work, and of Flintshire County Council’s commitment to supporting high quality opportunities for young people
- ✓ An identified way forward, which sets out the priorities for the Youth Service in Flintshire, in the context of the Council’s aims, national policies and the work of key strategic partnerships
- ✓ A document which sets out specific actions and timescales for achieving them.

The Youth Service has a strong history of working in partnership, and I look forward to working with young people and with partners across sectors to make the universal entitlement a reality for Flintshire’s communities.

Picture of Chief Executive



Colin Everett
Chief Executive
Flintshire County Council

INTRODUCTION AND BACKGROUND INFORMATION

The Youth and Community Service in Flintshire has experienced significant growth and development over the past six years. Most of this development has been based on the creation of new projects in response to need, and on the increasing value that is being attached to good youth work. It is widely becoming recognised that effective youth work responds to a number of key agendas, and is often very well placed to address the needs of young people in a wide variety of settings.

Whilst the growth and development of the Service is a positive achievement, it has sometimes happened in a manner that has been reactive, based on a desire to seize opportunities. Future Service development needs to be part of a coherent plan, setting out the core values and principles of Youth Work and providing a framework for its direction. The plan will be based on a clear analysis of current needs, identified through a review process, which is described on the following pages.

The national context for the Youth Service in Wales has seen substantial positive developments over the past seven years. The following key policy drivers from the Welsh Assembly Government provide the direction for the Service:

- Welsh Amendments to the Learning and Skills Act 2000, which established a statutory base for the Youth Service in Wales
- Extending Entitlement – Supporting Young People in Wales (Report issued in 2000, and Directions and Guidance issued in 2002)
- 14-19 Learning Pathways, Guidance 1 and 2
- Young People, Youth Work, Youth Service – National Youth Service Strategy for Wales (launched on 15 March 2007)
- Children and Young People: Rights to Action

In 2007, the Youth Work Curriculum Statement for Wales was reviewed, and an updated version produced. This was launched with the National Strategy for the Youth Service in Wales.

INTENDED OUTCOMES

The new Strategy sets out a plan for achieving the following:

- A clear statement of purpose and an agreed set of priorities for the Service
- A modern, high quality range of points of delivery across the County
- Increased capacity to reach more young people
- Increased investment in the Service, with a sustainable core offer
- Flexible and responsive deployment of staffing
- A needs-led approach which is based on the latest management information
- A strong approach to performance management and a culture of continuous improvement
- A high profile for the Service within the Council and within key strategic partnerships
- A commitment to actively involving young people in the planning, delivery and evaluation of service provision

STRATEGIC PRIORITIES FOR THE YOUTH SERVICE

Based on the Intended Outcomes set out above, the following are the key Strategic priorities for the Service:

- ✓ **Agreed direction and focus for the Service**
- ✓ **The matching of resources to identified needs**
- ✓ **Sustainability of provision, through increased investment**
- ✓ **High quality service provision, underpinned by rigorous performance management systems**

THE PURPOSE AND VALUES OF YOUTH WORK

Youth work in Wales is delivered by the Youth Service through a voluntary relationship between young people and youth workers. Youth Workers operate within their own organisations and communities and in partnership with others.

The Youth Service, as a universal service, is open to all young people within the 11-25 age range.

The type, mix and priorities of youth work are determined on a local, national and organisational level.

The establishment of appropriate provision should be determined by the needs, wants, interests and aspirations of young people.

Youth work provides or facilitates:

- places and relationships within which young people can enjoy themselves, feel secure, supported and valued, learn to take greater control of their lives, and recognise and resist the damaging influences which may affect them;
- non-formal, informal and structured educational programmes which challenge both the institutions and young people themselves to enhance their personal, social and political development;
- access to relevant information, advice, guidance and counselling which includes the understanding of rights and responsibilities.

The purposes of youth work in Wales are:

- to promote and actively encourage opportunities for all young people in order that they may fulfil their potential as empowered individuals and as members of groups and communities;
- to support young people through significant changes in their lives and assist them to understand their rights and responsibilities;
- to encourage young people to develop knowledge, understanding, attitudes and values which enable them to make constructive use of their skills, resources and time.

Source: The Youth Work Curriculum Statement for Wales – The Standing Conference for Youth Work in Wales (2007).

LINKS TO COUNCIL PRIORITIES AND PLANS

The Council Plan 2007-2010 sets out the Council Aims which are:

- Aim 1: Customer Focus – Putting People First
- Aim 2: Safe and Clean Neighbourhoods
- Aim 3: Healthy and Caring Communities
- Aim 4: Investing for Tomorrow's Generation
- Aim 5: Protecting our Future Way of Life.

It is clear that the County's Youth Service contributes to each of these aims, although the key focus is on Aim 4.

In relation to the Youth Service, the following performance measure is included within Aim 4:

"M8 – Increase the percentage of the local youth population in contact with the Youth Service from 20% in 2007 to 35% by 2010. "

The following Action is included:

A4 – Ensure Youth Service provision is fit for purpose in accordance with the Learning and Skills Act 2000 and the National Strategy for the Youth Service in Wales, by developing a Strategic Plan for the Youth and Community Service.

The current process of reviewing and Service Planning will address the measure (M8) and the Action (A4) within the Council Plan, as part of the response to the National Strategy for the Youth Service in Wales. Action A4 will be completed by November 2007, with an implementation date of April 2008.

The Flintshire Children and Young People's Plan

Of the agreed priorities within the emerging Children and Young People's Plan for Flintshire, the following priorities are of direct relevance to the Youth Service Plan:

- Supporting vulnerable individuals and groups;
- Raising children and young people's attainment in learning settings;
- Inclusion of all children and young people;
- Reducing the impact of poverty and deprivation;
- Information to be more available and accessible to all;
- Maintain a skilled, competent and knowledgeable workforce;
- Safeguarding children and young people.

VISION STATEMENT FOR THE YOUTH SERVICE

“Through partnership, the Service will enable young people aged 11-25 to access a wide range of learning opportunities and experiences, that will empower them to achieve their potential and a greater degree of independence, enhancing their quality of life.”

Within the context of the above vision, the Youth Service has identified the following key principles and actions:

Principles	Actions
Young people as partners in the Service	Encouraging young people’s active participation in planning, delivering and evaluating service provision.
Provision of high quality information, advice and guidance	Providing a range of advice and information services
Promotion of the Universal Entitlement	A flexible and adaptable range of Youth Work provision, including the development of basic and wider key skills and increasing personal and social skills
Safeguarding and young people’s wellbeing	Promoting healthy and safe lifestyle choices
Accessibility of Service provision	The provision of recreational and social opportunities in safe and accessible environments ¹ High quality, responsive and accessible services ¹

Examples of how the above actions may be taken forward are provided on page 9.

¹ Extending Entitlement – Supporting Young People in Wales (WAG, 2002)

TAKING FORWARD THE ACTIONS

Encouraging active Participation	Providing Advice and Information	Development of Basic and Wider Key Skills	Increasing Personal and Social Skills
Development of local and County Youth Forums	Info Shop and range of Info Outlets	Accreditation schemes	Use of Curriculum Toolkit
Development of Youth Inspectors Project	Increase access to ICT and web based resources	Duke of Edinburgh's Award Scheme	Duke of Edinburgh's Award Scheme
County Youth Conferences	Up to date and relevant information in all Centres	Links with 14-19 Network programmes	Peer Education
Young people's involvement in Youth Service QA Team	Staff training	Cymorth funded programmes	Junior Worker Training
Use of Participation Toolkits	Quality Mark from Canllaw Online.	Careers Youth Worker	Volunteering opportunities
Staff training		FW2 Project	Community projects
Implement Participation Strategy (YPP)		Employability skills through various programmes.	Advocacy service
Supporting Peer Education.			

Promoting Healthy and Safe Lifestyle Choices	Flexible and adaptable range of Provision	Recreational and Social Opportunities	High Quality, Responsive & Accessible Services
Sex & Relationships Education Programme and C Card Scheme	Detached Teams	Outdoor Education programmes	Quality Assurance system
Links to the Young People's Drug and Alcohol Team	Mobile/Outreach work	Well equipped Hub and Satellite Centres	Management Information System
Healthy Eating Programme	Partnerships with Town and Community Councils	Off site visits	Reporting
Sport and recreational activity programmes	Partnerships with other Agencies	Residentials	Review of needs
	Holiday Activity Programmes	Activity programmes	YPP discussions and Plans
	Work in Schools		Links with other key Strategies and plans.
	Hub and Satellite models		DDA Improvements to Centres

MEETING THE KEY STRATEGIC PRIORITIES

1. Agreed Direction and Focus for the Service

A clear statement of purpose and an agreed set of priorities for the Service will set the direction, and will inform the following:

- Stakeholder understanding and awareness of what the Service is about
- Service planning and review processes, and performance management
- Publicity, promotion and marketing of the Service
- Decisions about the relevance of grant funded projects and opportunities, and their “fit” with the agreed Service direction

2. Matching of Resources to Identified Needs

Specific actions under this priority will include:

- Ensuring that more staffing is directed to face-to-face service delivery
- Aim to increase capacity and quality through the creation of Full Time Community Youth Worker posts in each of the County’s main towns
- Deployment of staff on an area basis
- Retaining and enhancing those buildings which are in the right places
- Service level agreements with specific voluntary sector partners as appropriate
- Development of new approaches to service delivery, especially mobile and outreach provision.

3. Sustainability of Provision Through Increased Investment

The existing over-reliance on external funding will be addressed by the following actions:

- Defining the “core offer” of the Youth Service, to be informed by the National Standards for the Youth Service in Wales, and by the National Strategy for the Youth Service in Wales
- Reviewing the level of core funding for the Youth Service, linked to the SSA for the Service and the National Standards for the Youth Service in Wales
- Commissioning externally funded projects where these fit with the Strategy

4. High Quality Service Provision, Underpinned by Rigorous Performance Management Systems

Specific actions under this priority will include:

- Comprehensive use of the Service’s Management Information System by all staff

- Quarterly analysis of management information to determine take up of services
- Staff supervision, continuing professional development and appraisal
- Improvement of Centres through Welsh Assembly Government Capital Grants and Flintshire County Council's capital works programme
- Promoting the active involvement of young people in the planning, delivery and evaluation of services, through setting up members' groups, Youth Forum Groups, Youth Councils
- Further development of the Service's internal Quality Assurance system
- Reports to Directorate Management Team, Corporate Management Team and to Council Committees

N.B. The above actions will be set against a timescale after the Consultation phase has closed.

Draft

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: EXECUTIVE
DATE : 04 AUGUST 2009
REPORT BY: DIRECTOR OF LIFELONG LEARNING
SUBJECT : CONSULTATION - WELSH-MEDIUM EDUCATION STRATEGY

1.00 PURPOSE OF REPORT

1.01 To seek Member approval of the draft response to the Welsh Assembly Government consultation document entitled 'Welsh-medium Education Strategy.'

2.00 BACKGROUND

2.01 *One Wales: A Progressive Agenda for the Government of Wales (2007)* commits the Welsh Assembly Government (WAG) to developing a Welsh-medium Education Strategy '*to develop effective provision from nursery through to further and higher education, backed up by an implementation programme*'. This is the first time that WAG has developed such a Strategy. It builds on previous policy documents, in particular *Iaith Pawb: A National Action Plan for a Bilingual Wales (2003)*.

2.02 The Welsh Assembly Government launched its consultation on the first national Welsh-medium Education Strategy on 13 May 2009. This Strategy sets out the ambition of the Welsh Assembly Government for the country where Welsh-medium education and training are integral parts of the education infrastructure, and where more learners of all ages can acquire a wider range of language skills in Welsh.

2.03 The consultation document is in two main parts, namely:

- (i) the draft Strategy, containing the Vision and six main Strategic Aims, together with supporting actions which provide a draft implementation plan; and
- (ii) a supporting Context and Considerations paper which provides a more detailed explanation of the steps that need to be taken, and the rationale for these.

2.04 The proposed strategic aims are: -

- (i) To improve the planning of Welsh-medium provision in the pre-statutory and statutory phases of education, on the basis of positive response to parental demand.

- (ii) To improve the planning of Welsh-medium provision in the Post-14 phases of education and training, to take account of linguistic progression and continued development of skills.
- (iii) To ensure that all learners develop their Welsh-language skills to their full potential and encourage sound linguistic progression from one phase of education and training to the next.
- (iv) To ensure a planned Welsh-medium education workforce that provide sufficient numbers of practitioners for all phases of education and training, with high quality Welsh-language skills and competence in teaching methodologies.
- (v) To improve the central support mechanisms for Welsh-medium education and training.
- (vi) To contribute to the acquisition and reinforcement of Welsh-language skills in families, in the workplace and in the community. (Please refer to **Appendix 1** for further details on the strategic objectives and supporting actions).

2.05 In order to monitor progress the Welsh Assembly Government propose to set five-year targets based on outcomes that are central to the success of the Strategy. The Welsh Assembly Government will use this evidence as a contribution to a comprehensive review of the Strategy after the initial five-year period.

The proposed targets and outcomes are: -

	Outcomes	Targets
1	More 7 year-old children being taught through the medium of Welsh	An increase in the percentage of Year 2 pupils, assessed in Welsh first language, from 21% in 2008 to 25% (assessed in Wales in the Foundation Phase <i>Language, Literacy and Communication Skills</i> Area of Learning) in 2015.
2	More pupil continuing to improve their language skills on transfer from primary to secondary school,	An increase in the percentage of Year 9 pupils assessed in Welsh first language, from 16% in 2008 to 19% in 2015.
3	More pupils studying for qualifications through the medium of Welsh.	An increase in the percentage of Welsh-medium GCSE entries, from 10% in 2008 to 13% in 2015.

These targets focus specifically on statutory education provision. They do not cover attainment, nor do they cover provision in the pre-statutory and

post-16 phases. In some of these areas, the Welsh Assembly Government propose that further work is required to establish firm benchmarking data. It is intended that further targets are set for the following areas: -

- Welsh-language attainment;
- continuity from pre-statutory into Welsh-medium statutory education;
- Key Stage 4 assessment in vocational areas;
- post-16 Welsh-medium provision; and
- practitioner training.

3.00 CONSIDERATIONS

3.01 A draft response to the consultation questions is included as attachment to this Report (**Appendix 2**).

4.00 RECOMMENDATIONS

4.01 Members are requested to approve the draft response as outlined in Appendix 2.

5.00 FINANCIAL IMPLICATIONS

5.01 None arising directly from this report.

6.00 ANTI POVERTY IMPACT

6.01 None arising directly from this report.

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 Consultation is being undertaken with: -

- (i) senior officers, school improvement officers and athrawon bro from within the Lifelong Learning Directorate.
- (ii) Corporate Management Team
- (iii) Executive Members
- (iv) Lifelong Learning Overview and Scrutiny Committee

12.00 APPENDICES

12.01 Appendix 1
Welsh Assembly Government proposed strategic aims, objectives, supporting actions and consultation questions.

Appendix 2
Flintshire County Council's Draft Response to the Welsh-medium Education Strategy.

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

None.

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Appendix 1

Proposed Strategic Aims, Objectives
Supporting Actions and Consultation
Questions.

Strategic Aim 1: To improve the planning of Welsh-medium provision in the pre-statutory and statutory phases of education, on the basis of positive response to parental demand.

Strategic Objectives

- ◆ To provide a national strategic direction for the planning of Welsh-medium provision while allowing flexibility to reflect regional or local differences and needs.
- ◆ To expect local authorities to embed Welsh-medium and Welsh-language provision in all policy developments
- ◆ To reach agreement so that local authorities present their planning for Welsh-medium provision in Welsh in Education Strategic Plans to the Welsh Assembly Government (currently these go to the Welsh Language Board).
- ◆ To encourage local authorities to strengthen the delivery of services which support Welsh-medium provision through partnership and joint working across authorities.
- ◆ To expect Welsh-medium and bilingual schools, in their own planning and self-evaluation processes, to reflect the direction of local authorities' targets to safeguard and strengthen Welsh-medium provision.
- ◆ To strengthen monitoring of local authorities in measuring parental preference for the language medium of provision for childcare, early years provision and provision in the statutory sector, and to expect local authorities to act on the findings in planning provision at a ward or sub-authority level.
- ◆ To increase access to Welsh-medium early years and statutory provision within the child's community.
- ◆ To expect local authorities (as provided for in the draft circular on School Organisation Proposals) to consider demand for, and access to, Welsh-medium provision when planning and bringing forward statutory proposals to change provision.
- ◆ To promote access to Welsh-medium statutory primary and secondary provision when exercising functions under the Learner Travel (Wales) Measure 2008.

- ◆ To improve the communication of clear information to parents and carers about both the language provision and language ethos of schools and settings – including ensuring that the options are presented in a fair and reasonable way.
- ◆ To plan Welsh-medium education provision and services for learners with additional learning needs as an integral part of education provision at national, regional and local levels.
- ◆ To keep in view further levers for influencing strategic direction for Welsh-medium education, including possible legislation.

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Agree with local authorities the submission of Welsh in Education Strategic Plans, including targets for Welsh-medium education, to DCELLS for annual monitoring.	WAG, LAs, WLB	WAG, LAs	2010-11 onwards
Promote good practice in local authorities through encouraging establishment of a Welsh-medium education forum within each authority, moving towards a statutory basis if necessary in the long term.	WAG, LAs	WAG	2010 Implementation 2012-13 onwards
Provide support to local authorities in order to coordinate improved regional consortia planning for Welsh-medium education.	WAG, Las	WAG	2010-11 onwards
Arrange an annual meeting of local authority representatives to monitor progress on Welsh-medium provision and planning, to be chaired by the CELLS Minister.	WAG	WAG	2010-11 onwards
Expect Welsh-medium and bilingual schools or clusters of schools to reflect the direction and implementation of local authority Welsh-medium strategic planning in their planning and self-evaluation processes.	LAs, schools	LAs	2011-12 onwards

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Encourage consistent and cohesive representation of Welsh-medium needs across Children and Young People's Partnership structures.	LAs, WAG	LAs	2010-11 onwards
Expect local authorities to undertake regular surveys to gather information on parental preferences with regard to language medium of childcare, and act on the findings.	LAs	LAs	2009 onwards
Strengthen joint planning of Welsh-medium provision for early years by sharing data and strategic mapping in order to meet the needs of children within their community.	LAs, voluntary and private sector providers	LAs	2011-12 onwards
Work with local authorities to identify potential gaps in Welsh-medium early years provision, and consider appropriate support if required.	WAG, WLB	WAG	2010
Facilitate greater access to Welsh-medium opportunities within the Flying Start programme.	WAG	WAG	2010-11 onwards
Develop systems for collection of data and tracking of progression rates from Welsh-medium provision in the voluntary and private sectors into statutory provision.	LAs, voluntary and private sector providers	LAs	2011-12 onwards
Expect local authorities offering a choice between Welsh-medium and English-medium education to adopt robust methods of measuring demand for Welsh-medium education provision, and to act promptly on the findings.	LAs, WAG	WAG	2010-11 onwards

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Resolve practical and technical issues surrounding parental surveys, and promote consistency in methodology and approach.	WAG, LAs, WLB	WAG	2009-10
Provide guidance to local authorities to consider demand for and access to Welsh-medium provision when planning and bringing forward statutory proposals to change school provision.	WAG, LAs	WAG	2010
Consider the impact on Welsh-medium education and training when exercising functions under the Learner Travel (Wales) Measure 2008.	WAG, LAs	LAs	2009 onwards
Ensure that improved delivery of Welsh-medium provision and Welsh second language is an integral part of the School Effectiveness Framework.	WAG, LAs, schools	WAG	2009
Consult with Estyn on ways of strengthening the focus on delivery of the Strategy in inspection of Welsh-medium provision and planning at local authority level, in the 2010 Inspection Framework.	WAG, Estyn	Estyn	2009 for implementation from 2010
Improve information to parents and carers with regard to language outcomes resulting from different settings.	WAG, LAs all providers, Families Information Services	WAG	2010 onwards
Review of Welsh-medium provision and services for additional learning needs, and monitor progress.	WAG, LAs, ALN providers, WLB	WAG	2010-11 implementation from 2011-12

Consultation Questions:

- ***Do you agree with the intentions outlined above?***
- ***Are there other ways in which planning for these sectors could be improved?***
- ***Does the Strategy strike the right balance between the needs and responsibilities of learners, parents, providers and local authorities?***

Strategic Aim 2: To improve the planning of Welsh-medium provision in the post-14 phases of education and training, to take account of linguistic progression and continued development of skills.

Strategic Objectives

- ◆ To increase high-quality opportunities to study or train through the medium of Welsh under the 14-19 Learning Pathways, in line with the Learning and Skills (Wales) Measure 2009.
- ◆ To secure linguistic progression from the statutory education phase into post-16 and post-18 course options that maintain and strengthen linguistic skills in Welsh in preparation for a workforce where skills in Welsh are increasingly valued.
- ◆ To encourage plans for Transforming Education and Training Provision which improve the extent and range of post-16 Welsh-medium provision.
- ◆ To establish Welsh-medium 14-19 partnerships or forums that plan and develop delivery across local authority boundaries.
- ◆ To consider appropriate ways of reflecting the findings of the Coleg Ffederal Planning Board in future developments for the Welsh-medium Higher Education infrastructure.
- ◆ To improve the planning of pathways for Welsh-medium progression into and within Higher Education, both in academic subject areas and in priority vocational areas.
- ◆ To develop further research and scholarship in the Higher Education sector across a broad range of areas relating to the Welsh language in education policy.
- ◆ To consider the options for taking forward Adult and Community Learning through the medium of Welsh.

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Ensure compliance with the Learning and Skills (Wales Measure 2009 and guidance on 14-19 learning with regard to Welsh-medium provision and monitor all Annual Network Development Plans for Welsh-medium provision.	WAG, LAs, FEIs, WBL providers, schools	WAG	2010
Strengthen the requirements for Further Education Institutions (FEIs) to report on Welsh-medium, bilingual and Welsh-medium planning in WAG Quality and Effectiveness monitoring and Welsh Language Schemes.	WAG, FEIs, WLB	WAG	2010-11 onwards
Consult with Estyn on ways in which the focus on the planning and delivery of Welsh-medium provision by post-16 providers could be strengthened in the 2010 Inspection Framework.	WAG, Estyn	Estyn	2009 for implementation from 2010
Continue to develop new provision and innovative approaches to delivery by working with area networks and other Welsh-medium partners across local authority boundaries.	WAG, area networks, LAs, schools, FEIs, WBL providers	WAG/area networks	2009 onwards
Encourage Transforming Education and Training Provision proposals that improve the extent and range of Welsh-medium opportunities for learners.	WAG, LAs, all providers	WAG	2009 onwards
Increase the delivery of work-based vocational training through the medium of Welsh as part of the next contracting round.	WAG, WBL providers	LAs	2010 onwards
Continue to prioritise funding of key areas for development of Welsh-medium vocational provision, especially childcare, in the short term, and review priorities regularly.	WAG	WAG	2009 onwards

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Review current interventions which build Welsh-medium capacity in the Further Education sector and consider other method of development.	WAG	WAG	2009-10
Review the collection of data on Welsh-medium and bilingual provision in Lifelong Learning Wales Record (LLWR) and the Pupil Level Annual School Census (PLASC) in order to ensure accurate benchmarking and classification of linguistic provision.	WAG	WAG	2009-10
Plan future development for Welsh-medium Higher Education (HE) provision in the light of the report of the Chair of the Coleg Ffederal Planning Board	HEFCW, Centre for W-medium HE, WAG, Coleg Ffederal Planning Board	WAG	2009 onwards
Identify priority areas for HE research on Welsh in education, based on current strengths and potential for future development, and identify methods of funding.	WAG, HEFCW, HW providers	WAG/HEFCE	2010
Ensure Welsh-medium provision is fully considered in planning for adult and community learning following consultation.	WAG	WAG	2009 onwards

Consultation Questions:

- ***Does the Strategy identify the correct priorities in terms of developing the 14-19 Learning Pathways?***
- ***Are there any further ways of expanding Welsh-medium provision in the 14-19 phase which should be included in the Strategy?***
- ***How should local authorities, further education, work-based learning providers and high education contribute to this agenda?***
- ***What should the priority actions be?***

Strategic Aim 3: To ensure that all learners develop their Welsh-language skills to their full potential and encourage sound linguistic progression from one phase of education and training to the next.

Strategic Objectives

- ◆ To increase numbers achieving fluency in a broad range of Welsh-language skills.
- ◆ To ensure that linguistic progression is a national, regional and local authority priority in all phases of education and training.
- ◆ To ensure that schools offering provision through the medium of Welsh provide sufficient Welsh-medium provision to maintain and develop the Welsh-language skills of all pupils.
- ◆ To maintain and develop opportunities for latecomers to access Welsh-medium provision.
- ◆ To increase access to Welsh-medium education through mid and late immersion programmes where appropriate.
- ◆ To raise standards in the teaching of Welsh and Welsh second language.
- ◆ To consider the practicality of a system to accredit skills in Welsh along a language continuum across all phases of education.
- ◆ To develop further opportunities for learners in Further and Higher Education to maintain and improve their language skills in Welsh.
- ◆ To provide adults learning Welsh with appropriate opportunities to maintain and improve their skills in the language through further development of Welsh for Adults centres.

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Expect Welsh-medium and bilingual schools to set targets for increasing Welsh-medium provision to develop the language skills of all pupils	LAs, schools, WAG	LAs	2010 onwards
Continue to work on the national project to improve linguistic progression between Key Stages 2 and 3, and mainstream good practice.	WAG, Welsh Language Board (WLB)	WAG/WLB	2009-11

Continue to develop language immersion Centres for Latecomers in partnership with local authorities, and keep under review the impact of the Centres.	WAG, WLB, LAs	WAG/WLB, LAs	2009 onwards
Continue to develop and expand the intensive Welsh and immersion teaching methods programme currently being piloted, with a further development where appropriate.	WAG, WLB schools	WAG/WLB	2009-12
Develop the use of Welsh in the Foundation Phase through sharing of good practice and training, and keep under review the guidance and training materials available.	Early years providers, schools, WAG	WAG	2009 onwards
Continue to monitor standards in Welsh as changes to teaching, learning and assessment are implemented.	WAG, Awarding Bodies	WAG	2009 onwards
Develop training and resources in order to improve Welsh second language GCSE, in line with Estyn recommendations.	WAG	WAG	2010 onwards
Set appropriate targets for the short to medium term to increase percentages of pupils gaining an accreditation for Welsh second language.	LAs, schools	WAG	2010
Provide guidance and training to schools to support practitioners in raising standards in Welsh second language.	WAG	WAG	2010
Undertake further work on the feasibility of introducing a language continuum, initially focusing on curriculum continuity, and reassess the possibilities of a single assessment and qualifications framework, with trialling of possible models.	WAG	WAG	2011-12

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Encourage FE and WBL providers to offer suitable Welsh-language support and courses appropriate for post-16 Welsh-speaking learners taking vocational courses.	WAG, FEIs, WBL	WAG	2010 onwards
Build on the current 'Vocational Welsh' pilots to develop provision and accreditation for language courses suitable for learners taking vocational courses.	WAG, Fforwm, FEIs, WBL, schools, Awarding Bodies	WAG/Awarding Bodies/providers	2009-10
Provide opportunities for learners in Higher Education to learn, maintain or improve their Welsh-language skills, including through Welsh for Adults centres.	HEIs, HEFCW, Wfa centres	HEIs/HEFCW	2011-12 onwards
Encourage greater participation in Welsh for Adults courses, particularly intensive courses.	WAG, Wfa centres	WAG	2010 onwards
Continue the reconfiguration of Welsh for Adults through funded centres, plan the delivery of new provision and improve progression, completion and attainment rates.	WAG, Wfa centres	WAG	2009 onwards
Review the collection of HESA and LLWR data in order to ensure accurate benchmarking for Welsh for Adults provision.	Wfa centres, WAG	WAG	2009
Develop a tool for assessing Welsh-language skills of employees within the workplace.	WAG, Welsh for Adults centres	WAG	2012
Increase and target Welsh courses for specific workplaces in the public, private and voluntary sectors which have Welsh-language training requirements, and increase delivery of courses.	Wfa centres, WAG	Wfa centres	2009 onwards

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Identify priorities for future development of Welsh for Adults following publication of the evaluation report, including e-learning, research on teaching and learning.	Wfa centres	Wfa centres	2010 onwards

Consultation Questions:

- ***Do you agree with the general direction of the actions noted above?***
- ***Are there any specific actions that need to be prioritised?***
- ***What scope, if any, is there for the use of Welsh as a medium of learning within English-medium settings?***

Strategic Aim 4: To ensure a planned Welsh-medium education workforce that provides sufficient numbers of practitioners for all phases of education and training, with high-quality Welsh-language skills and competence in teaching methodologies.

Strategic Objectives

- ◆ To develop workforce planning for Welsh-medium qualified teachers in maintained schools and ensure that targets for initial teacher training are based on detailed analyses of supply and demand.
- ◆ To equip practitioners across all education and training sectors delivering, or intending to deliver, Welsh-medium and bilingual education or Welsh in the curriculum, with the necessary methodological skills.
- ◆ To increase training available for childcare and early years practitioners with Welsh-language skills in order to ensure sustainability of provision.
- ◆ To develop the national infrastructure and capacity for delivering training in Welsh-medium methodologies and Welsh-language skills as part of in-service training for practitioners in all sectors.
- ◆ To take forward developments in Welsh-medium and Welsh-language continuing professional development (CPD) within the wider context of a review of the opportunities for professional development from the completion of initial training through a leadership.

- ◆ To increase the number of higher education staff able to teach through the medium of Welsh.
- ◆ To improve skills of Welsh for Adults tutors through training and the National Qualification for Welsh for Adults practitioners.

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Examine the scope for workforce modelling for Welsh-medium numbers as part of the Initial Teacher Training (ITT) Change Plan.	WAG	WAG	2009 onwards
Continue to ensure that work on the promotion of teaching as a career by the Training and Development Agency for Schools takes appropriate account of issues relating to Wales, including Welsh-medium issues	WAG, TDA	WAG	2009 onwards
Build on current Welsh-medium training provision for childcare practitioners and classroom assistants to ensure delivery in all parts of Wales, and secure a cohesive infrastructure to support the training.	WAG, HEFCE, HE providers, FEIs, schools, early years providers	WAG	2010-11 onwards
Continue to fund training by Mudiad Ysgolion Meithrin and Trinity University College, Carmarthen, for Welsh-medium early years practitioners up to 2011.	WAG	WAG	2009-11
Consider options for supporting Welsh-medium and Welsh-language training provision for all childcare and early years providers.	WAG	WAG	2010

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Consider options for ensuring that all trainee teachers and practitioners who intend to work in Wales at primary level, as Welsh second language teachers and practitioners, and in Welsh-medium or bilingual settings, receive tuition in Welsh language and language awareness during their initial training.	WAG, HEFCW, HEIs	WAG	2013-14 onwards
Develop a coordinated national approach to in-service training in Welsh-medium and Welsh-language methodological skills.	WAG, HEIs, LAs, Welsh for Adults centres	WAG	2011 onwards
Consider developments in Welsh-medium and Welsh-language CPD within the wider context of a review of the opportunities for professional development from the completion of initial training through to leadership.	WAG	WAG	2013-14
Review the work of <i>athrawon bro</i> in the context of their contribution to training provision and support, in addition to their other areas of activity.	WAG, WLB, LAs	WAG	2011
Build on the Welsh Language Sabbaticals Scheme to provide different models and patterns of training for more practitioners in order to improve their language skills.	WAG, HEIs	WAG	2010 onwards
Continue to support the HE Postgraduate Scholarships Scheme and the Welsh-medium Teaching Fellowships scheme or successor schemes.	HEFCW. Centre for W-medium HE, WAG	HEFCW	2009 onwards

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Continue the focus on developing an accredited framework of continuing professional development for Welsh for Adults tutors, and provide support for the National Qualification for Welsh for Adults tutors.	WAG, Welsh for Adults centres	WATG	2009 onwards

Consultation Questions:

- ***Are the intentions with regards to initial teacher training realistic and achievable?***
- ***Do you agree with the intention of developing a national infrastructure for in-service training in Welsh-medium methodologies and Welsh-language skills?***
- ***How can we effectively extend training in Welsh-medium teaching methodologies and Welsh-language skills throughout the workforce?***

Strategic Aim 5: To improve the central support mechanisms for Welsh-medium education and training.

Strategic Objectives

- ◆ To develop further the range and number of qualifications available through the medium of Welsh in response to learner needs and national strategic priorities.
- ◆ To increase the involvement of Sector Skills Councils and employers in ensuring and extending the availability of qualifications and skills frameworks through the medium of Welsh.
- ◆ To commission teaching and learning resources to meet the needs of the Welsh-medium sector, Welsh in the curriculum and Welsh for Adults.
- ◆ To develop the use of new technologies in delivery and support of Welsh-medium education.
- ◆ To secure better bilingual careers education, advice and guidance which increase learners' awareness of opportunities to use Welsh in the workplace and in further study or training.

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Promote the development of Welsh-medium qualifications to meet the needs of learners, in line with Welsh Assembly Government policies.	WAG, Awarding Bodies	Awarding Bodies/WAG	2009 onwards
Prioritise the development of qualifications relating to Childcare and Teaching Assistants.	WAG, Awarding Bodies	Awarding Bodies	2009 onwards
Develop online assessment in Welsh.	WAG, Awarding Bodies	WAG/Awarding Bodies	2010 onwards
Increase the numbers of Welsh-medium examiners, assessors, verifiers and markers to respond to demand, especially in vocational subject areas.	WAG, Awarding Bodies, providers	Awarding Bodies	2010 onwards
Work with Sector Skills Councils to identify Welsh-language needs for their sectors.	WAG, SSCs, WLB	SSCs	2009-10 onwards
Ensure inclusion of Welsh-medium opportunities in the Skills Framework.	WAG, SSCs, UKCES, Wales Employment & Skills Board	WAG	2009-10
Continue to develop Welsh-language Basic/Essential Skills support and training for learners in all sectors including workplace learning.	WAG, FEIs, WBL, providers, employers	WAG	2009 onwards
Commission Welsh-medium and bilingual teaching and learning resources, and resources for Welsh for Adults.	WAG	WAG	2009 onwards
Develop e-learning, use of software and videoconferencing as a means of expanding Welsh-medium education and training, and provide Welsh-medium technical support and training on usage.	WAG, JANET Video Conferencing Service, NGfL, providers	WAG	2009-10 onwards

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Promote the provision of advice and services through the medium of Welsh by the six Careers Wales companies, and encourage them to be proactive in heightening clients' awareness of the need for Welsh-language skills in the workplace.	Careers Wales companies, WAG	WAG	2010 onwards
Provide continued funding uplift for post-16 Welsh-medium provision in the National Planning and Funding System.	WAG, LAs, FEIs	WAG	2010 onwards
Continue the funding of a national framework for assessment for Welsh for Adults to include the WJEC series of examinations.	WAG	WAG	2009 onwards
Consider the implications of any organisational changes or transformation on the capital investment plans for Welsh-medium and bilingual schools, in line with the <i>Schools for the 21st Century</i> investment programme	WAG, LAs, FEIs, HEIs	WAG	2009 onwards
Take account of findings of all external evaluations of Welsh-medium interventions as future planning is undertaken.	WAG	WAG	2009 onwards

Consultation Questions:

- ***Do you agree with the actions identified?***
- ***Are there other areas which should be included here?***
- ***What targets could be used to measure the success of this Strategic Aim?***

Strategic Objectives

- ◆ To increase provision of the teaching of Welsh to families.
- ◆ To collaborate with partners to provide informal opportunities for learners to reinforce and embed their Welsh-language skills both within and outside formal settings.
- ◆ To encourage local authority Youth Services and voluntary sector organisations to increase and facilitate opportunities for young people to participate in activities through the medium of Welsh.
- ◆ To work with partners so that Welsh-language skills are seen to be relevant across culturally diverse communities and different socio-economic backgrounds.
- ◆ To work with partners on a joint marketing strategy for Welsh-medium and Welsh-language learning.

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Identifying opportunities for collaboration with other WAG departments and external bodies on initiatives to increase informal/non-formal learning opportunities at community level.	WAG, Welsh Language Board and other external organisations	WAG	2010
Target Welsh courses for parents and families, especially parents with young children.	Welsh for Adults centres, WAG	Wfa centres	2009 onwards
Encourage availability of informal and non-formal learning opportunities through the medium of Welsh within formal education settings both at compulsory and post-compulsory stages.	WLB, WAG, LAs, area networks, schools, FEIs WBL	Schools, FEIs, WBL	2011 onwards
Consider options for specific projects to expand Welsh-language non-formal and informal learning through national and community organisations.	WAG, voluntary sector bodies	WAG	2011

Supporting Actions	Stakeholders	Lead Organisations	Implementation Date
Expect Youth Services in each local authority to provide adequate opportunities for young Welsh speakers to have informal learning opportunities through the medium of Welsh.	WAG, Youth Services, LAs, voluntary sector bodies	WAG	2010 onwards
Promote engagement of Children and Young People's Partnerships in each local authority with voluntary sector organisations that work mainly through the medium of Welsh.	WAG, LAs, HEIs, HEFCE	WAG	2010 onwards
Improve workforce planning for bilingual skills for the Youth Service and other youth support services, and develop more widely available training for youth services through the medium of Welsh.	WAG, LAs, HEIs, HEFCW	HEIs	2011-12 onwards
Ensure that Welsh for Adults centres plan and deliver increased informal learning opportunities for adult learners of Welsh.	Welsh for Adults centres, WAG, WLB	WAG, WLB	2009 onwards
Work with partners on a joint marketing strategy for Welsh-medium and Welsh-language learning, and continue to work with partners on campaigns to encourage adults to learn Welsh.	WLB, WAG, Mantais, Careers Wales, WfA centres	WLB, WAG	2009-11

Consultation Questions:

- ***Have we identified the most important areas that provide opportunities for learners to reinforce their language skills outside the classroom?***
- ***What are the most effective ways of engaging with parents, families and young people as these opportunities are developed?***

Appendix 2

Welsh – Medium Education Strategy

Flintshire Local Authority Response

Strategic Aim 1: To improve the planning of Welsh-medium provision in the pre-statutory and statutory phases of education, on the basis of positive response to parental demand.

Questions:

- Q. 1 Do you agree with the intentions outlined above?
- Q.2 Are there other ways in which planning for these sectors could be improved?
- Q3 Does the strategy strike the right balance between the needs and responsibilities of learners, parents, providers and local authorities?

The Authority endorses the need to provide a national strategic direction for the planning of Welsh-medium provision. It is heartening to note that the consultation document acknowledges an allowance to reflect local differences and needs. Whilst acknowledging the appropriateness for strategic planning, there is a need to reflect on the wisdom of a 'Welsh in Education Strategic Plan' where the 'Welsh Education Scheme' and the 'Children and Young People's Plan' are already in existence. It is important to avoid confusion and complexity.

Flintshire LEA has already undertaken a survey to ascertain the demand for Welsh medium education at the Foundation Phase. Supporting action within this strategic aim should include a standardised survey produced and financed nationally which may be utilised by each local authority. Outcomes from such surveys could inform the national picture.

The Authority endorses the establishment of a Welsh-medium education forum within each authority; a task already undertaken within Flintshire. Clear guidance and advice on the remit and terms of reference would be essential so as to complement and inform the school modernisation agenda within each authority.

The proposed supporting actions are deemed to be appropriate and reflect a balance between the needs and responsibilities of learners, parents, providers and local authorities.

Strategic Aim 2: To improve the planning of Welsh-medium provision in the post 14 phases of education and training, to take account of linguistic provision and continued development of skills.

- Does the Strategy identify the correct priorities in terms of developing the 14-19 Learning Pathways?
- Are there any further ways of expanding Welsh-medium provision in the 14-19 phase which should be included in the strategy?
- How should local authorities, further education, work-based learning providers and higher education contribute to this agenda?
- What should the priority actions be?

The Authority is generally supportive of the strategic aim, the objectives and supportive actions.

Welsh medium provision has featured prominently in successive Annual Network Development Plans (ANDP). The Welsh Medium 14-19 Cross Border Forum is in the second year of work in North Wales and is successfully bringing together professionals from all six North Wales authorities. The focus should be on how to develop and strengthen this forum, including consideration of the legal basis under which the forum exists.

There is a need to recognise the particular needs of Welsh Medium learners in an area which predominantly sees delivery in the English medium. Whilst there is support for the principles within the Learning and Skills Measure, there has to be continued recognition that increasing the breadth of curriculum offered will reduce average class sizes, even when the benefits of collaborative working are considered.

Grant funding through the ANDP has supported Welsh Medium Developments at a level above the proportion of learners within Flintshire who learn within Welsh Medium provision. Grant funding to support these developments should continue, as many of the positive developments of recent years are dependent upon it.

Strategic Aim 3: To ensure that all learners develop their Welsh-language skills to their full potential and encourage sound linguistic progression from one phase of education and training to the next.

- Do you agree with the general direction of the actions noted above?
- Are there any specific actions that need to be prioritised?
- What scope, if any, is there for the use of Welsh as a medium of learning within English-medium settings?

The Authority endorses the strategic aim, the objectives and the supporting actions.

Welsh-medium education is certainly the best way of offering a broad range of linguistic skills in Welsh. The Strategy emphasises the importance of linguistic continuity as the pupils move across the key stages and the Authority is in total agreement. It would also welcome ideas and funding to develop opportunities for latecomers to access Welsh-medium provision.

The Authority agrees that standards in Welsh second language should be monitored. There needs to be increased co-operation between DCELLS, Estyn and WJEC in understanding standards and in planning the curriculum, training and resources in a strategic manner. In the secondary sector steps must be taken to ensure that more pupils follow GCSE full course and that appropriate targets are set in order to increase percentages of pupils gaining accreditation.

With regards to a language continuum, the aim is challenging but well worth considering and planning for. This development should be seen as a continuation of skills and this would be in line with the framework *Essential Skills Wales*.

The Authority is of the opinion that the Athrawon Bro service should be linked to this strategic aim as well as Strategic Aim 4 as it can support many of the aspects mentioned in some of the actions e.g. Welsh Language Development in the Foundation Phase, guidance and training for schools re methodological skills and support in raising standards in Welsh and Welsh second language in the primary sector.

Strategic Aim 4: To ensure a planned Welsh-medium education workforce that provides sufficient numbers of practitioners for all phases of education and training, with high-quality Welsh-language skills and competence in teaching methodologies.

- Are the intentions with regards to initial teacher training realistic and achievable?
- Do you agree with the intention of developing a national infrastructure for in-service training in Welsh medium methodologies and Welsh-language skills?
- How can we effectively extend training in Welsh-medium teaching methodologies and Welsh-language skills throughout the workforce?

The Authority endorses the strategic aim, objectives and the supporting actions.

In order to fulfil the vision of this Strategy, a holistic and strategic approach to recruiting and training is fundamental to ensure an appropriate workforce to address the linguistic requirements of all Welsh-medium settings and sectors from Foundation Phase to Further and Higher Education.

A national structure does exist through financial contributions of the local authorities to WJEC and the Better Schools Funding. A stronger financial foundation is needed to build on the existing co-operation between partners eg WJEC and CYDAG. There would be benefits from having a training system in place that is sustainable and which can be adapted to different regions and local authorities.

The requirements of the Welsh-medium sector should be seen as an integral part of providing an appropriate workforce for Wales and training should address the specific needs of this sector in terms of language and methodological skills and support the aim of improving standards in Welsh second language.

The Authority welcomes the reference to ensuring that all trainee teachers who intend to work in Wales at primary level, as Welsh second language teachers and practitioners, and in Welsh-medium settings, receive tuition in the Welsh language.

With regards to the work of the Athrawon Bro the Authority is proud of the service. It has been a success in LA inspection reports in the past. The Athrawon Bro have a great contribution to training provision, but they also have expertise in other areas and this must be taken into consideration when reviewing their role.

Strategic Aim 5: To improve the central support mechanisms for Welsh-medium education and training.

Questions:

- Q. 1 Do you agree with the actions identified?
- Q.2 Are there other areas which should be included here?
- Q3 What targets could be used to measure the success of this strategic aim?

The identification of supporting actions are deemed to be appropriate in meeting this strategic aim from a Local Authority perspective. Many of the developments outlined within this section have been the subject of multi agency/organisation discussions within Flintshire. The 14-19 Network and the associated Welsh-medium North Wales Network have raised several issues relating to support mechanisms for Welsh-medium education and training. The commissioning of producing quality teaching and learning Welsh-medium resources is a crucial aspect in delivering education and training. Likewise, the objective to further develop e-learning and video conferencing is welcomed. It will be essential, in our view, to work closely with the North Wales School Effectiveness Consortia and the Headteachers Network of Welsh-medium and bilingual secondary schools.

The development of qualifications relating to Teaching Assistants is to be welcomed. The greatest challenge to the Welsh Assembly Government's policy of ensuring quality of opportunities for those learners, who choose to access assessment through the medium of Welsh, is the continuing statutory requirement to extend the range and number of qualifications available to students through the medium of Welsh. There is a need for a clear approach for meeting the needs of schools and colleges for all types of qualification both general and vocational. Consistency and quality in the translation and production of assessment materials will need to be a priority.

Success targets associated with this strategic aim should relate to: -

- a) access to an appropriate range of Welsh-medium qualification
- b) Adequacy of teaching and learning resources to support Welsh-medium delivery
- c) Student/learner satisfaction

Strategic Aim 6: To contribute to the acquisition and reinforcement of Welsh-language skills in families, in the workplace and in the community.

Questions:

- Q. 1 Have we identified the most important areas that provide opportunities for learners to reinforce their language skills outside the classroom?

- Q.2 What are the most effective ways of engaging with parents, families and young people as these opportunities are developed?

It is pleasing to note that the Strategy acknowledges that education and training alone cannot guarantee that speakers become fluent in Welsh. It is important to ensure the provision of informal opportunities for learners to reinforce and embed their Welsh-language skills both within and outside formal settings.

Flintshire Local Authority supports the proposed actions relating to the Youth Service.

Within Flintshire the Youth Service is contracted by the CYPP/Cymorth Management Board to deliver an Achievement Support Project across the County's High Schools. In order to deliver this project effectively in all schools, it has been agreed that a Welsh speaking Youth Worker be appointed to provide support to young people who are educated through the medium of Welsh. The support provided will be in the school setting and in the community, to ensure that young people who are at risk of disengagement are comprehensively supported.

Furthermore, the Youth Service is currently engaged in a major review of service provision and structure, linked with the Organisational Redesign within Flintshire County Council. The resulting new Youth Service Strategy will need to set out how informal learning opportunities can be offered through the medium of Welsh. This will need to be based on evidence of need, lessons learned from previous pilot projects and the ability to recruit Welsh speaking Youth Workers.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES AND DIRECTOR OF
LIFELONG LEARNING**
SUBJECT : **NATIONAL SERVICE FRAMEWORK FOR CHILDREN, YOUNG
PEOPLE AND MATERNITY SERVICES**

1.00 PURPOSE OF REPORT

1.01 To inform Members of the progress achieved, in Flintshire, towards meeting the standards set out in the National Service Framework for Children, Young People and Maternity Services.

2.00 BACKGROUND

- 2.01 The development of the National Service Framework (NSF) for Children, Young People and Maternity Services in Wales began in September 2002. The aim of the NSF is that "*all children and young people achieve optimum health and well being and are supported in achieving their potential*". This will be achieved by setting national standards within the NSF that will drive up quality and reduce variations in service delivery. The standards are set for all agencies which have an impact on the health and well-being of children and young people - NHS Trusts, Local Health Boards, Children's Services and other local authority services including education, housing, leisure and transport.
- 2.02 The Children's NSF is a 10 year programme that includes all children and young people from preconception to their 18th birthday. The NSF contains 21 standards and 203 key actions. The key actions are either core key actions that need to be achieved by March 2006 (84 in total) or developmental key actions that must be achieved over the 10 year programme.
- 2.03 Responsibility for ensuring delivery of multi-agency integrated services to meet the national standards will lie with the Flintshire Children and Young People's Partnership. The Partnership Board is chaired by the Director of Lifelong Learning.
- 2.04 A self-assessment audit tool (SAAT), which is used by all agencies to record progress in meeting the standards, has been developed and implemented by the Welsh Assembly Government. The SAAT is a tool that enhances partnership working. It provides information to feed service and financial plans, enables best practice to be shared between partners and provides evidence for joint commissioning and when seeking funding.

- 2.05 Through the SAAT the Children and Young People's Partnership are able to see all partner agencies' scores and the Welsh Assembly Government, plus Inspection bodies can monitor progress and performance.

3.00 CONSIDERATIONS

- 3.01 The last report relating to the NSF was presented on the 27th September 2005. That report described how the requirements of the NSF would be achieved in Flintshire and at that time there was no information about how services compared against the standards.
- 3.02 During 2006-2007 significant work was undertaken to assess services against the standards and this process of self evaluation provided a baseline from which to measure progress.
- 3.03 The end of year report for 2008-2009 indicates that the three key statutory partners have made significant progress towards achieving the standards set out in the NSF. The local authority made a 7% improvement. The local health board made a 9% improvement. The local health trust made an 8% improvement and the Children and Young People's Partnership made a 13% improvement.
- 3.04. The Children and Young People's Partnership selected two priorities to focus on initially. The improvement priorities are:
- Transition from Children's Services to Adult Services for children with a disability . The NSF standard 5.33 recommends that a key transition worker is appointed to all disabled young people at fourteen years who will coordinate the planning and delivery of services throughout and beyond transition up to the age of twenty five years.
 - Child and adolescent mental health services (CAMHS).
- 3.05 As a result of the focus on improving the transition from Children's Services to Adult Services a Joint Transition Group has been established to ensure all young people who will need services continuing into adulthood are identified early and have a personal transition plan no later than six months before they leave school.
- 3.06 The CAMHS priority has focused attention on improving the confidence of parents and all of the children and young people's workforce in Flintshire to promote the positive development of a child's sense of emotional health. In addition to this where a child and their family need access to more specialist services a multi-agency referral panel has been established to ensure that the most appropriate service is offered to meet the needs of the child/young person.
- 3.07. A detailed action plan, which documents how the outstanding standards will be achieved and also any barriers which could hinder future progress, is

available as a background document to this report.

4.00 RECOMMENDATIONS

4.01 That Executive note the progress made by the Council and its partners in meeting the standards set out in the National Service Framework for Children, Young People's and Maternity Services.

5.00 FINANCIAL IMPLICATIONS

5.01 The Welsh Assembly Government has recognised the need for coordination across a number of agencies and indicated that the Cymorth grant could be utilised from April 2006 to enable the Children and Young People's Partnership to address this need via the appointment of additional staff.

5.02 There are no financial implications.

6.00 ANTI POVERTY IMPACT

6.01 There are no anti-poverty issues explicit within this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no environmental issues explicit within this report.

8.00 EQUALITIES IMPACT

8.01 The aim of the Children's NSF reinforces the importance of ensuring equal access for all children and young people... *all children and young people achieve optimum health and well-being and are supported in achieving their potential.*

9.00 PERSONNEL IMPLICATIONS

9.01 The Children and Young People's Partnership utilises Cymorth funding to provide a post for fifteen hours per week to coordinate reporting against the standards in the NSF across all service areas of Flintshire County Council. The post is currently vacant and being redesigned to ensure the reporting for the National Service Framework is integral to the performance management framework for the Children and Young People's Plan.

10.00 CONSULTATION REQUIRED

10.01 Consultation with stakeholders will be an ongoing process central to effective partnership working and service delivery in meeting the national standards.

11.00 CONSULTATION UNDERTAKEN

11.01 No consultation required in relation to this report.

LOCAL GOVERNMENT ACCESS TO INFORMATION ACT 1985

Background Documents:

National Service Framework for Children, Young People and Maternity Services in Wales (Welsh Assembly Government) 2005.

National Service Framework for Children, Young People and Maternity Services in Wales Flintshire Action Plan 2008-2011.

12.00 APPENDICES

12.01 There are no appendices to this report.

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

National Service Framework for Children, Young People and Maternity Services in Wales.(Welsh Assembly Government) 2005.

National Service Framework for Children, Young People and Maternity Services in Wales Flintshire Action Plan 2008-2011.

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **CAPITAL PROGRAMME 2008/09 (OUTTURN)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the capital programme outturn information for 2008/09.

2.00 BACKGROUND

2.01 The Council approved a capital programme for 2008/09 of £48.590m at its meeting of 4th March 2008.

2.02 During the year, various reports to Executive have detailed programme, revisions largely due to the introduction of new and/or adjusted specific grant entitlement totals.

3.00 CONSIDERATIONS

3.01 Programme - Movements

3.01.1 The table below sets out how the programme has changed during 2008/09.

	General Fund	Housing Revenue Account (HRA)	Total
	£m	£m	£m
Council 04.03.08.			
Original Capital Programme	40.316	8.274	48.590
Executive 07.10.08.			
Revised Capital Programme	44.722	10.903	55.625
Executive 09.12.08.			
Revised Capital Programme	44.826	8.915	53.741
Executive 10.03.09.			
Revised Capital Programme	41.228	8.915	50.143
	41.228	8.915	50.143
Outturn Report			
As Previously Reported	41.228	8.915	50.143
Movements During the Final Quarter	(0.469)	(0.330)	(0.799)
	40.759	8.585	49.344
Other Changes During the Quarter			
Contractually Uncommitted	(2.064)	0	(2.064)
Rephasing/Rollover (Slippage) to 2009/10	(5.430)	(0.587)	(6.017)
Identified Savings	(0.405)	0	(0.405)
Revised Programme and Outturn	32.860	7.998	40.858

3.01.2 From the table it can be seen that the previously reported programme total of £50.143m has decreased to an outturn total of £40.858m (General Fund of £32.860m and HRA of £7.998m); this net reduction of £9.285m arises by way of -

General Fund	£m
Net reduced schemes	(0.469)
Contractually uncommitted schemes	(2.064)
Rephasing/rollover to 2009/10	(5.430)
Identified savings	(0.405)
	<u>(8.368)</u>

Housing Revenue Account	£m
Net reduced schemes	(0.330)
Rephasing/rollover to 2009/10	<u>(0.587)</u>
	<u>(0.917)</u>

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

REVISED PROGRAMME & OUTTURN	Original Budget	Rollover (from 2007/08)	Movements	Contractually Uncomm'd	Rollover (to 2009/10)	Savings	Revised Budget
	£m	£m	£m	£m	£m	£m	£m
Community Services (Excluding Housing)	1.498	0.077	(0.222)	0	(1.021)	(0.083)	0.249
Former Community & Housing	5.228	0.249	0.974	(2.627)	(1.982)	(0.126)	1.716
Lifelong Learning	14.858	0.102	4.894	(0.716)	(3.187)	(0.539)	15.412
Environment	13.831	1.473	(1.274)	(0.447)	(1.027)	0	12.556
Central Departments	0.791	0.118	0.343	(0.230)	(0.034)	(0.271)	0.717
Clwyd Theatr Cymru	0.189	0.009	0.001	0	(0.033)	0	0.166
	36.395	2.028	4.716	(4.020)	(7.284)	(1.019)	30.816
Housing - General Fund	3.921	0.556	(0.400)	0	(0)	(1.542)	2.044
General Fund Total	40.316	2.584	4.316	(4.020)	(7.775)	(2.561)	32.860
Housing Revenue Account	8.274	2.605	(0.306)	0	(2.575)	0	7.998
Programme Total	48.590	5.189	4.010	(4.020)	(10.350)	(2.561)	40.858

3.02 Movements During The Quarter

3.02.1 **Community Services** - The programme has decreased by a net £0.226m, largely by way of a reduction of £0.222m in the Physical & Sensory Disability programme budget for the Community Equipment Service Integration (CESI) project, reflecting the removal of the 2009/10 grant funding element - this will be reintroduced into the 2009/10 programme.

Slippage across the programme amounting to £1.021m (including £0.898m in respect of the CESI project), will be carried forward into 2009/10,

3.02.2 **Former Community and Housing** - The programme has increased by £0.074m in respect of Administrative Buildings - Demolition Works (0.062m) to be met from General Funding, and an adjustment to the Sustainable Waste Management budget (£0.012m).

Slippage amounted to £1.982m, including £0.919m in respect of Connah's Quay cemetery, and £0.513 for Administrative Buildings.

3.02.3 **Lifelong Learning** - The programme total has increased by £2.503m, which includes the following more significant values -

	£m
Play Areas, with specific funding by way of developers' contributions	0.533
Education General – Flying Start (£0.186m), funded by way of WAG grant; IT equipment (£0.129m) funded through prudential borrowing in place of leasing for which revenue cover exists; Other (net £0.004 reduction)	0.311
School Improvement – Additional WAG grant entitlement	0.275
Early Years – Introduction of WAG Foundation Phase grant funding and additional Early Years funding	0.201
Schools Additional Funding - Provided by way of General Funding of £0.470m (as agreed at the Corporate Asset Management Group meeting of 9th February 2009), and WAG/Other Bodies grants and contributions of £0.263m.	0.733
	2.053

Programme slippage of £3.187m is carried forward into 2009/10, a total which includes (amongst others) £0.295m for Leisure Centres, £0.310m for Libraries, £1.344m for Primary Schools and £0.481m for Secondary Schools.

3.02.4 **Environment** - The programme has decreased by a net £3.020m, which is largely accounted for by -

	£m
A significant reduction in the level of WAG funding for (Engineering) Land Drainage Works, which takes account of projects not progressed in 2008/09	(2.755)
A correction in the WAG grant funding entitlement figure, in respect of the Holywell Townscape Heritage Initiative schemes (Planning Grant Schemes/Regeneration).	(0.250)
	(3.005)

Slippage amounting to £1.027m across the programme, includes £0.228m for Engineering works, £0.239m for General Environmental Enhancement and £0.269m for Transportation schemes.

3.02.5 **Central Departments** - The programme has increased by £0.199m as follows -

	£m
Human Resources Information Technology CERA* funded works.	0.134
Additional WAG grant funded Policy, Performance & Partnership works	0.037
Car park works to the front of County Hall – CERA funded	0.028
* CERA = Capital Expenditure funded from Revenue Account	0.199

Slippage into 2009/10 amounted to £0.034m. for Central Departments and £0.033m for Clwyd Theatr Cymru.

3.02.6 **Housing General Fund** - The programme remained unchanged during the quarter.

3.02.7 **Housing Revenue Account (HRA)** - The programme decreased by £0.330m during the quarter, reflecting a further decline in the level of 2008/09 capital receipts (land sales and Right to Buy [RTB] dwelling sales).

The significant decline in RTB sale numbers over the last four financial years is highlighted below -

Year	Sales (No.)
2008/09	7
2007/08	45
2006/07	71
2005/06	107

The 2008/09 average property sale price was £64,000 of which 25% (£16,000) is usable for HRA capital expenditure funding purposes.

3.03 Contractually Uncommitted (Generally Financed) Budgets

3.03.1 A General Fund outturn total of £4.020m, funded by way of general (non-specific) financing resources (unhypothecated supported borrowing/general capital grant/capital receipts), was contractually uncommitted during 2008/09.

3.03.2 The contractually uncommitted total was taken into account in calculating the available resources for 2009/10 General Fund Capital Programme purposes.

3.04 Identified Savings

3.04.1 General Fund savings totalling £0.405m have been identified during the quarter, producing an overall savings figure of £2.561m for 2008/09 (see Appendix A for further detail).

3.04.2 All identified savings have been invested in further capital programme scheme works.

3.05 Financing

3.05.1 The capital programme is financed as summarised below. Those budgets that have been rephased or are rolling over to 2008/09 (amounting to £10.350m) are summarised in the table at 3.01.3 above, with more detailed information included in Appendix A. Slippage into 2009/10 takes its own resources with it - there is no impact/call on new year programme resources.

FINANCING RESOURCES			
	General Financing	Specific Financing	
	Supported Borrowing / General Capital Grant / Capital Receipts	Grants & Contributions / CERA /Reserves/ Prudential Borrowing	Total Financing
	£m	£m	£m
Total Financing Resources			
General Fund	21.256	23.399	44.655
Housing Revenue Account	3.905	6.668	10.573
	25.161	30.067	55.228
Contractually Uncommitted			
General Fund	(4.020)	0	(4.020)
Housing Revenue Account	0	0	0.0
	(4.020)	0.000	(4.020)
Rephasing/Rollover			
General Fund	(6.149)	(1.626)	(7.775)
Housing Revenue Account	0	(2.575)	(2.575)
	(6.149)	(4.201)	(10.350)
Revised Programme and Outturn	14.992	25.866	40.858

3.05.2 The outturn total (£40.858m) is funded by way of a combination of general (non-specific) financing resources, and specific (earmarked) resources. The HRA resources, are ring-fenced and used only for HRA purposes. The General Fund rephasing/rollover total of £7.775m is funded in part by £6.149m of general resources, and as such represents 'tied up resources' which could have, in theory, been considered for alternative schemes.

3.05.3 The overall value of 2008/09 slippage (General Fund and HRA) at £10.350m is twice the 2007/08 total of £5.189m (as highlighted in the table below). The table also indicates that the 2008/09 General Fund slippage total (at £7.775m) is three times the 2007/08 level.

REPHASING/ROLLOVER		Analysis		
From	Into	Total	General Fund	HRA
		£m	£m	£m
2004/05	2005/06	10.649	10.373	0.276
2005/06	2006/07	9.844	7.676	2.168
2006/07	2007/08	6.117	3.760	2.357
2007/08	2008/09	5.189	2.584	2.605
2008/09	2009/10	10.350	7.775	* 2.575

* Includes £1.988m due to shortfall in capital receipts

3.05.4 Notwithstanding the increasing level of slippage as detailed in 3.05.3 above, total capital programme expenditure increased from £28.492m in 2007/08 to £40.858m in 2008/09. The capital expenditure history over the last five years is detailed in the table below.

CAPITAL EXPENDITURE			
	Analysis		
	Total	General Fund	HRA
	£m	£m	£m
2004/05	30.073	22.949	7.124
2005/06	32.737	26.389	6.348
2006/07	31.339	24.025	7.314
2007/08	28.492	20.873	7.619
2008/09	40.858	32.860	7.998

4.00 RECOMMENDATIONS

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

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

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

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Appendix A : Capital Programme - Movements

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

Capital Programme Monitoring Papers 2008/09

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CAPITAL PROGRAMME - MOVEMENTS

	Original Budget	Rollover from 2007/08	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2009/10	Revised Budget	Outturn	Savings
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
General Fund :										
Community Services (Excl. Housing)										
Partnerships & Performance	0	0	0.002	(0.002)	0	0	0	0	0	0
Services to Older People	0.178	0.045	0.027	(0.004)	0.246	0	(0.048)	0.198	0.198	0
General	0.200	0	(0.137)	0	0	0	0	0.063	0	(0.063)
Learning Disability	0	0.032	0.102	0.002	0.136	0	(0.070)	0.066	0.046	(0.020)
Mental Health	0	0	0.010	0	0.010	0	(0.005)	0.005	0.005	0
Physical & Sensory Disability	1.120	0	0	(0.222)	0.898	0	(0.898)	0.000	0.000	0
	1.498	0.077	0.004	(0.226)	1.353	0.000	(1.021)	0.332	0.249	(0.083)
Former Community & Housing										
Administrative Buildings	1.670	0.154	0.027	0.062	1.913	(0.403)	(0.513)	0.997	0.997	0
Agricultural Estates	0.213	0.041	0	(0.001)	0.253	0	(0.169)	0.084	0.051	(0.033)
Cemeteries	0.971	0	0	0	0.971	0	(0.919)	0.052	0.052	0
Depots	1.438	0	0	0	1.438	(1.438)	0	0	0	(0)
Markets	0.025	0	0	0	0.025	0	(0.008)	0.017	0.002	(0.015)
Industrial Units	0.120	0	0	0.001	0.121	0	(0.040)	0.081	0.003	(0.078)
Public Conveniences	0.015	0	0.115	0	0.130	0	(0.128)	0.002	0.002	0
Sustainable Waste Management	0.753	0	0.758	0.012	1.523	(0.786)	(0.217)	0.520	0.520	0
Other	0.023	0.054	0	0	0.077	0	0.012	0.089	0.089	0
	5.228	0.249	0.900	0.074	6.451	(2.627)	(1.982)	1.842	1.716	(0.126)

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

APPENDIX A (Cont'd.)

CAPITAL PROGRAMME - MOVEMENTS

	Original Budget	Rollover from 2007/08	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2009/10	Revised Budget	Outturn	Savings
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Lifelong Learning										
Leisure Centres	1.201	0.048	0	0.247	1.496	(0.350)	(0.295)	0.851	0.851	0
Swimming Pools	0.017	0.009	0	0.054	0.080	0	(0.014)	0.066	0.066	0
Learning Pathways 14-19 Network	0	0	0.113	0	0.113	0	(0.041)	0.072	0.072	0
Recreation Grounds	0.170	0.026	0	0	0.196	0	(0.013)	0.183	0.183	0
Play Areas	0.350	0.018	0	0.533	0.901	0	(0.167)	0.734	0.734	0
Libraries	0.400	0	0.100	0	0.500	(0.150)	(0.310)	0.040	0.040	0
Education - General	4.360	0.017	(4.191)	0.311	0.497	(0.138)	(0.030)	0.329	0.329	(0)
Services to Young People	0	0	0	0.090	0	0	0	0.090	0.090	0
Primary Schools	0.100	0	3.141	0.002	3.243	0	(1.344)	1.899	1.899	0
Community Youth Clubs	0.065	0.001	0.159	0.002	0.227	0	(0.025)	0.202	0.202	0
Secondary Schools	0	0	1.631	(0.001)	1.630	(0.078)	(0.481)	1.071	1.071	0
Special Education	0	(0.025)	0.125	0.001	0.101	0	(0.004)	0.097	0.097	0
New Opportunities Funding	0	0.112	(0.096)	0	0.016	0	(0.002)	0.014	0.014	0
Mobile Classrooms	0	(0.026)	0.026	0	0	0	0	0	0	0
School Improvement	1.741	0.063	0.573	0.275	2.652	0	(0.087)	2.565	2.565	0
Minor Works, Furniture & Equipment	0.078	0.021	0.100	0.055	0.254	0	0.005	0.259	0.259	0
Early Years	0	(0.162)	0.162	0.201	0	0	0	0.201	0.201	0
Schools - Additional Funding	6.376	0	0.548	0.733	7.657	0	(0.379)	7.278	6.739	(0.539)
	14.858	0.102	2.391	2.503	19.854	(0.716)	(3.187)	15.951	15.412	(0.539)

CAPITAL PROGRAMME - MOVEMENTS

	Original Budget	Rollover from 2007/08	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2009/10	Revised Budget	Outturn	Savings
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Environment										
Engineering	3.788	0.209	(0.095)	(2.755)	1.147	(0.265)	(0.228)	0.654	0.654	0
General Environmental Enhancement	1.015	0.226	(0.419)	0.072	0.894	0	(0.239)	0.655	0.655	0
Highways	2.934	0.446	(0.002)	0.002	3.380	(0.182)	(0.158)	3.040	3.040	0
Planning Grant Schemes	0.194	0	(0.026)	(0.114)	0.054	0	0	0.054	0.054	0
Ranger Services	0.100	0.015	0.062	0.004	0.181	0	(0.005)	0.176	0.176	0
Regeneration	0.880	0.023	0.026	(0.136)	0.793	0	(0.128)	0.665	0.665	0
Transportation	4.920	0.546	2.200	(0.105)	7.561	0	(0.269)	7.292	7.292	0
Economic Development	0	0.008	0	0.012	0.020	0	0	0.020	0.020	0
	13.831	1.473	1.746	(3.020)	14.030	(0.447)	(1.027)	12.556	12.556	0.000
Central Departments										
Information Technology	0.561	0.032	0.063	0	0.656	0	(0.034)	0.622	0.411	(0.211)
Human Resources - Information Technology	0	0.086	0	0.134	0.220	0	0	0.220	0.220	0
Policy, Performance & Partnership	0	0	0.021	0.037	0.058	0	0	0.058	0.058	0
Reception/Customer Access - County Hall	0.230	0	0.060	0.028	0.318	(0.230)	0	0.088	0.028	(0.060)
	0.791	0.118	0.144	0.199	1.252	(0.230)	(0.034)	0.988	0.717	(0.271)
Theatre										
Clwyd Theatr Cymru	0.189	0.009	0	0.001	0.199	0	(0.033)	0.166	0.166	0
	0.189	0.009	0.000	0.001	0.199	0.000	(0.033)	0.166	0.166	0.000

CAPITAL PROGRAMME - MOVEMENTS

	Original Budget	Rollover from 2007/08	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2009/10	Revised Budget	Outturn	Savings
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Housing General Fund										
Renovation Grants	3.521	0.548	(0.127)	(0.001)	3.941	0	(0.484)	3.457	1.915	(1.542)
Special Initiatives	0.400	0.008	(0.273)	0.001	0.136	0	(0.007)	0.129	0.129	0
	3.921	0.556	(0.400)	0.000	4.077	0.000	(0.491)	3.586	2.044	(1.542)
Housing Revenue Account :										
Housing Revenue Account Programme										
	8.274	2.605	0.024	(0.330)	10.573	0	(2.575)	7.998	7.998	0
	8.274	2.605	0.024	(0.330)	10.573	0.000	(2.575)	7.998	7.998	0.000

Totals :

General Fund	40.316	2.584	4.785	(0.469)	47.216	(4.020)	(7.775)	35.421	32.860	(2.561)
Housing Revenue Account	8.274	2.605	0.024	(0.330)	10.573	0	(2.575)	7.998	7.998	0
Grand Total	48.590	5.189	4.809	(0.799)	57.789	(4.020)	(10.350)	43.419	40.858	(2.561)

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **PRUDENTIAL INDICATORS - ACTUALS 2008/09**

1.00 PURPOSE OF REPORT

1.01 To provide Members with 2008/09 (actual) prudential indicator figures as required under the Prudential Code for Capital Finance.

2.00 BACKGROUND

2.01 The background to this item is provided in the report to Executive of 10th March 2009 (subject : Prudential Indicators 2009/10 to 2011/12) which detailed a range of prudential indicators to be used in order to establish that the level of any capital investment is affordable, prudent and sustainable (see 2.03 below); the Capital Programme (2009/10 to 2012/13 as approved by Council on 9th June 2009), was prepared on this basis - affordable in terms of implications for Council Tax and housing rents, prudent and sustainable in terms of implications for external borrowing.

2.02 The prudential system for local authority capital finance was introduced on 1st April 2004. Its legislative base is contained within the Local Government Act 2003, and the regulations subsequently made by the National Assembly enable local authorities to determine their own levels of affordable borrowing for capital expenditure.

2.03 Decisions to undertake capital investment by way of unsupported (prudential) borrowing will be limited by a local responsibility to determine whether such capital investment is affordable, prudent and sustainable. The Prudential Code for Capital Finance in Local Authorities is the main instrument that demonstrates that authorities have satisfied these obligations. The code:

- Sets out the factors that should be taken into account when deciding to borrow and make capital investments
- Identifies a range of indicators that should be used to establish that the level of investment is affordable, prudent and sustainable
- Details the main features of the corporate governance arrangements that need to be put in place in order to make the code function effectively
- Attempts to capture the main qualities of sound decision making on capital investment strategies.

3.00 CONSIDERATIONS

3.01 Actual (2008/09) prudential indicators have now been calculated in respect of the following :

- capital expenditure
- ratio of financing costs to net revenue stream
- capital financing requirement
- authorised limit for external debt

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

3.02 Prior year (2007/08) actuals and 2008/09 estimate totals are included for information purposes, together with forward totals for 2009/10 (updated as necessary from those previously provided in the report of 10th March 2009).

3.03 Actual (2008/09) capital expenditure for the housing revenue account (HRA) and General Fund is £40.858m :

CAPITAL EXPENDITURE				
	2007/08	2008/09	2008/09	2009/10
	Actual	Estimate	Actual	Estimate
	£m	£m	£m	£m
Housing Revenue Account (HRA)	7.613	8.274	7.998	4.484
General Fund	20.879	40.316	32.860	28.860
Total	28.492	48.590	40.858	33.344

3.04 Capital expenditure and related funding issues are part of the agenda for meetings of the Corporate Asset Management Group (CAMG). A detailed analysis and commentary regarding 2008/09 actual expenditure is provided in the capital outturn report which is included elsewhere on the agenda.

3.05 The actual ratio of financing costs to net revenue stream for 2008/09 is 11.95% for the HRA and 4.99% for the General Fund :

RATIO OF FINANCING COSTS TO NET REVENUE STREAM				
	2007/08	2008/09	2008/09	2009/10
	Actual	Estimate	Actual	Estimate
	%	%	%	%
HRA	13.17	10.95	11.95	10.35
General Fund	4.97	5.42	4.99	5.79

The HRA net revenue stream is the amount to be met from Welsh Assembly Government (WAG) grants and from rentpayers, and the General Fund equivalent is the amount to be met from WAG grants and local taxpayers. A reducing ratio indicates a reducing level of capital financing costs attributable to long term debt outstanding in relation to the net revenue stream.

The level of the 2008/09 actual HRA total (11.95%), as compared with the 2008/09 estimate (at 10.95%) is explained by an increased burden of the total external interest having been borne by the HRA in 2008/09 due to fewer Right to Buy (RTB) Council Dwelling sales than originally budgeted.

- 3.06 The actual (cumulative) capital financing requirement for 2008/09 is £172.001m, being the measure of the authority's underlying need to borrow for capital purposes as at 31st March 2009 :

CAPITAL FINANCING REQUIREMENT				
	2007/08	2008/09	2008/09	2009/10
	Actual	Estimate	Actual	Estimate
	£m	£m	£m	£m
HRA	31.818	26.882	30.040	29.240
General Fund	140.321	142.262	141.961	143.852
Total	172.139	169.144	172.001	173.092

There are many component elements which are brought together for capital financing requirement (CFR) calculation purposes; the element which is perhaps the most unpredictable for estimation purposes is capital receipts from asset disposals. The continuing reduction in the number of RTB sales has impacted on the 2008/09 actual HRA capital financing requirement total, which is (resultantly), greater than originally estimated.

- 3.07 The actual authorised limit for external debt for 2008/09 is £176.700m, in line with estimate (and the Council's Treasury Management Policy and Strategy Statement), with separately identified limits for borrowing and other long term liabilities such as finance leases :

AUTHORISED LIMIT FOR EXTERNAL BORROWING				
	2007/08	2008/09	2008/09	2009/10
	Actual	Estimate	Actual	Estimate
	£m	£m	£m	£m
All Borrowing (Capital/Revenue)	175.600	175.600	175.600	177.600
Other Long Term Liabilities	1.200	1.100	1.100	1.100
Total	176.800	176.700	176.700	178.700

4.00 RECOMMENDATIONS

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

5.00 FINANCIAL IMPLICATIONS

- 5.01 None; the financial information provided is retrospective.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None.

8.00 EQUALITIES IMPACT

- 8.01 None.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None.

10.00 CONSULTATION REQUIRED

- 10.01 None.

11.00 CONSULTATION UNDERTAKEN

- 11.01 None.

12.00 APPENDICES

12.01 None

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

Final accounts working papers 2008/09
Various WAG and CIPFA papers

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **REVENUE BUDGET MONITORING 2008/09 - FINAL OUTTURN**

1.00 PURPOSE OF REPORT

- 1.01 To inform members of the General Fund and Housing Revenue Account Outturn for 2008/09 (subject to audit) and the impact on the respective level of reserves as at 31st March 2009. These figures are included in the Draft Statement of Accounts 2008/09 which were reported to Audit Committee on 24th June and Council on 29th June.
- 1.02 To provide members with a review of the year and detail some of the significant variations from the Revised Budget.

2.00 DIRECTORATE AND CENTRAL AND CORPORATE EXPENDITURE

GENERAL FUND

- 2.01 The table below shows that net expenditure was £0.526m below the budget, which is an increase of £0.483m on the figure reported at month 12.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 12	Final Outturn	Month 12	Final Outturn	Month 12	Final Outturn
	£m	£m	£m	£m	£m	£m	£m	£m
Direct Services								
Community Services (Exc Housing)	48.176	48.612	(0.427)	(0.454)	(0.888)	(0.910)	0.461	0.456
Community & Housing	15.431	14.541	(0.191)	(0.430)	(0.007)	(0.249)	(0.184)	(0.181)
Lifelong Learning	104.216	105.991	0.885	0.990	0.593	0.674	0.292	0.316
Environment	17.089	17.648	1.295	1.280	0.795	0.710	0.500	0.570
Support Services								
Chief Executive	0.772	0.785	0.001	(0.004)	0.001	(0.004)	-	-
Corporate Strategy	8.336	8.788	(0.015)	(0.009)	(0.015)	(0.009)	-	-
Financial, Legal & Democratic Services	7.205	7.294	(0.233)	(0.271)	(0.233)	(0.271)	-	-
Clwyd Theatr Cymru Contribution	1.001	1.075	-	-	-	-	-	-
Total Services	202.226	204.734	1.315	1.102	0.246	(0.059)	1.069	1.161
Central and Corporate Finance	25.915	23.407	(1.358)	(1.628)	(1.358)	(1.628)	-	-
Total	228.141	228.141	(0.043)	(0.526)	(1.112)	(1.687)	1.069	1.161

2.02 The Original Budget column reflects the budget approved by Council on 4th March 2008. The revised budget column reflects in-year virements which have been approved in compliance with the recently updated Financial Procedure Rules. Appendix 1 gives further analysis of the above net figures showing separately the total expenditure and total income for each service. Appendices 2-10 detail Directorate variances compared to the budget book.

2.03 Arrangements are also being made for presentations on the final outturn by Directors to Corporate Management and Overview Scrutiny Committee. These will take place in late September/early October.

2.04 Analysis of the overall variance against budget shows:-

- a) An underspend on non-ringfenced Service budgets of £0.059m (overspend of £0.246m at month 12)
- b) An overspend on ringfenced Service budgets of £1.161m (£1.069m at month 12)
- c) The return of £1.628m (£1.358m at month 12) to the Corporate Centre shown under Central and Corporate Finance. The reasons for this have been reported in previous months. The majority of these items can be deemed uncontrollable and dependent on external factors (e.g. interest rates)

- 2.05 The net projection can be grouped into underspends and overspends over ringfenced and non-ringfenced budgets as follows:-

	Mth 12	Final Outturn	Variance
	£m	£m	£m
Non Ringfenced			
(Underspends)	(2.501)	(3.071)	(0.570)
Overspends	1.389	1.384	(0.005)
	<u>(1.112)</u>	<u>(1.687)</u>	<u>(0.575)</u>
Ringfenced			
Overspends/(Underspends)	1.069	1.161	0.092
General Fund Revenue Account in-year (under)/ overspend	<u>(0.043)</u>	<u>(0.526)</u>	<u>(0.483)</u>

- 2.06 Finance Procedure Rules state that any Directorate overspend may be carried forward as a first call on the following year's budget. However, the reasons for the net overall overspends were communicated at an early stage and discussed with colleagues in the directorates concerned. Due to the nature of the overspends and in assessing the overall financial position it is recommended that the overspends in respect of Lifelong Learning and Environment are funded from Unearmarked Reserves.

Significant Variances

Community and Housing (now Environment) – Waste Disposal – Underspend of £0.050m (Overspend of £0.009m at Month 12)

- 2.07 The improved position is due to a decrease in projected consultancy costs in respect of the North Wales Waste Treatment Partnership, due to the reprofiling of grant related expenditure.

Community and Housing (now Environment) - Corporate Property Maintenance - Underspend of £0.216m (£0.131m at Month 12)

- 2.08 The improved position is as a result of additional design fee income of £0.023m and reduced expenditure of £0.062m than had previously been projected.

Environment – Winter Maintenance – Overspend of £0.570m (£0.500m at Month 12)

- 2.09 The weather during last winter was considerably worse than the previous year; turnouts totalled 98 in 2008/09 compared to 62 in 2007/08, with commensurate impacts upon salt and fuel consumption. The main reasons for the change since month 12 are that anticipated income from the North Wales Trunk Road Agency was £0.020m less than the estimated target and that transport hire costs had been incorrectly allocated to highway maintenance works areas and these were only identified and reallocated at a very late stage.

Central and Corporate – Central Loans and Investment Account – Underspend of £1.047m (£0.948m at Month 12)

- 2.10 The final outturn of £11.176m reflects a net reduction in temporary investment and other interest income of £0.045m, offset by year-end impairment/fair value adjustments of £0.043m, and a year end depreciation surplus of £0.101m

Central and Corporate – Corporate Other – Underspend of £1.145m (£0.927m at Month 12)

- 2.11 The final outturn of £4.665m reflects a collection fund surplus of £0.196m, adjustments relating to the additional 0.3% pay award and associated strike pay deductions of £0.333m, offset by an increase of £0.320m relating to a bad debt provision in respect of the probation service. (see 2.12). Other minor variances account for the remaining movement from month 12.
- 2.12 The Council's external auditor's (PwC) ISA 260 Report stated that 'the bank reconciliation included an amount of £0.320m relating to the Probation Service which was explained as a ledger error carried forward from previous years.' The recommendation was to investigate further and to clear the balance from ledger. The outcome of further work by internal audit led to the conclusion that following the restating of the balance sheet in 2001/02 the Probation Service owed this amount to the Council. Due to the time that has elapsed a bad debt provision has been included in the accounts in the event that the debt is not recoverable.

3.00 REVIEW OF YEAR - SIGNIFICANT VARIANCES

Community Services Residential Services (Services for Older People)- Underspend of £0.584m

- 3.01 Within purchased Residential Services, a reduction in the number of clients supported in Residential Care within the year has resulted in a significant underspend. Realignment of the budget to reflect the increased services provided by domiciliary care to enable the specialist provision of Dementia care is to be completed in 2009/10. This area will continue to be monitored closely and will be considered further as part of the budget process for 2010/11, including forward planning for future service issues, such as the shift of delivering additional services to Extra Care in 2011/12.

Community Services – Out of County Pooled Budget (Children's Services) - Overspend of £0.528m

Lifelong Learning – Out of County Pooled Budget (Special Education) – Overspend of £0.316m

- 3.02 Early projections for this service indicated a potential overspend of £0.697m for Children's Services and £0.439m in respect of Special Education. The reasons for the potential overspend were reported to Executive on the 29th October 2008 and an Officer Task and Finish Group was established to take forward the issues identified in the report. The group is now concentrating on three discreet workstreams with allocated leads and end dates. Additional income received from the Local Health Board late in the year helped reduce the final overspend to £0.528m for Children's Services and £0.316m for Special Education.

Community and Housing - Industrial Units – Underspend of £0.346m

- 3.03 The underspend on this account primarily relates to back rent received for a unit on Greenfield Business Park, relating to the 2007/08 financial year. There had been an ongoing claim for this additional rent, although throughout the process it was uncertain whether a positive outcome would be achieved.

Lifelong Learning – Leisure Centres and Pools - Overspend of £0.374m

- 3.04 There was an in-year shortfall in income of £0.294m resulting from:-
- a. Cancellation of direct debits and reduction in general income (£0.158m)
 - b. Effects of the timing of the easter break - particularly Deeside Ice Rink (£0.096m)
 - c. Closure of Mold Swimming Pool for six months for capital works (£0.030m)
 - d. Vending Machine income (£0.010m)

In addition, a requirement for two members of staff to be on duty at Connah's Quay, Hope and Saltney Leisure Centres resulted in additional costs of £0.054m, and the replacement of equipment due to health and safety issues cost an additional £0.026m.

Environment - Environmental Maintenance - Overspend of £0.380m

- 3.05 The commitment to undertake essential Environmental Maintenance Works throughout the year which were not included in the original Contract specification resulted in additional costs e.g. increased frequency of grasscutting at elderly person complexes was undertaken throughout 2008/09, costing £0.075m and the cleansing of Talacre Beach and preparation of Cenotaphs. These extra costs also include cover for long term sickness of permanent staff, together with increased hire and repair costs for plant and machinery, fuel costs and other charges in excess of the year on year budget increases. Measures are in place to address this pressure for 2009/10.

Environment - Winter Maintenance – Overspend of £0.570m.

- 3.06 Due to the significant levels of wintry conditions continuing throughout January, February and March, considerable additional costs were incurred in making safe road conditions within the County, which resulted in a final overspend position on the Winter Maintenance budget of £0.570m (see 2.09). During the 2009/10 budget process it was determined that due to the nature and potential volatility of this service, the budget will be classified as ringfenced. This means that any overall overspend will be met from the Centre and that any underspend will be transferred to the Centre.

Environment - Planning Control – Overspend of £0.345m

- 3.07 Due to the continued downward trend of the economy and housing market during 2008/09, planning fee income was £0.345m short of the original budgeted target. In 2008/09, the income target was increased by £0.300m as part of the Directorates contribution towards corporate efficiency measures (based on historic trends of applications) and to finance a staffing restructure in the Division, which also brought the budget in line with 2007/08 outturn. Unfortunately, the current economic climate has led to a significant reduction in planning fee applications and it is felt that this trend is likely to continue for the foreseeable future. An amount of £0.150m has been included in the 2009/10 budget to partly address this and the situation will be closely monitored.

Central and Corporate - Central Loans and Investment Account - Underspend of £1.047m

- 3.08 The final outturn variance of £1.047m reflects:-
- a. a net reduction in interest/principal,/debt management expenses of £0.231m.
 - b. a net increase in temporary investment and other interest income of £0.722m.
 - c. year end impairment/fair value adjustments of £0.043m.
 - d. a depreciation charge surplus of £0.051m.

Central and Corporate - Corporate Other - Underspend of £1.145m

- 3.09 The reasons for this significant underspend are mainly due to the underspend of £0.575m on non-standard inflation (see section 4), net strike pay deductions of £0.222m and an underspend of £0.330m on the Shotton Extra Care facility due to it only becoming operational in the final quarter of the financial year.

4.00 NON STANDARD INFLATION/CENTRAL CONTINGENCIES

- 4.01 The budget for 2008/09 included £2.606m in respect of non-standard inflation and it was agreed that these items be held centrally and only allocated out to services when the actual increase in cost is known

4.02 The table below summarises the final amount of non standard inflation allocated and the amount remaining which is included within the central and corporate underspend.

	£m	£m
Original Budget 2008/09		2.606
<u>Community Services</u>		
Care Fees	(0.808)	
Energy (Electricity/Gas/Oil)	<u>(0.032)</u>	(0.840)
<u>Community & Housing (now Environment)</u>		
Composting Facility (RPI Uplift)	(0.025)	
Recycling Parks (RPI Uplift)	(0.022)	
Civic Amenity site (RPI Uplift)	(0.009)	
Transfer Station (RPI Uplift)	(0.010)	
Energy (Electricity/Gas/Oil)	<u>(0.110)</u>	(0.176)
<u>Lifelong Learning</u>		
School Catering	(0.145)	
Home to School/College Transport	(0.207)	
Energy (Electricity/Gas/Oil)	<u>(0.435)</u>	(0.787)
<u>Environment</u>		
Street Lighting	(0.069)	
Energy (Electricity/Gas/Oil)	<u>(0.109)</u>	(0.178)
<u>Corporate Services</u>		
BT circuits – rental price increases	(0.028)	
Energy (Electricity/Gas/Oil)	<u>(0.022)</u>	<u>(0.050)</u>
Amount Remaining		0.575

4.03 The amount remaining unallocated of £0.575m is detailed below:-

	£m
Home to School Transport	0.283
Energy (Electricity/Gas/Oil)	<u>0.292</u>
Total	0.575

4.04 The underspends shown in 4.03 above have been removed from the base budget for 2009/10.

Central Contingencies

- 4.05 The budget for 2008/09 included £0.269m in respect of Central Contingencies. It was agreed that these items be held centrally and only allocated out to services when the actual increase in cost is known. All of the allocation have been transferred to the relevant directorates as detailed below:-

Legislative Payments - one-off	0.184
Legislative Payments - recurring	0.035
Depot Costs	<u>0.050</u>
Total	<u>0.269</u>

5.00 UNEARMARKED RESERVES

- 5.01 An amount of £0.021m was brought forward into 2008/09 in respect of potential additional member training costs. This amount has not been required and has been transferred to unearmarked reserves.
- 5.02 The amount of un-earmarked reserves brought forward into 2008/09 and the current amount available for delegation to Executive is detailed below:-

	£m	£m
Un-earmarked Reserves as at 1 April 2008		10.737
Less – Base Level (Includes increase as per budget report 2008/09)		<u>5.112</u>
Amount Available for Delegation to Executive		5.625
<u>Less other approvals in 2008/09 budget report</u>		
One – Off expenditure	(1.901)	
Contribution to Capital Programme	<u>(1.000)</u>	
		<u>(2.901)</u>
Contingency Reserve at 1 st April 2008		2.724
Less In-year approvals previously reported		<u>(1.125)</u>
		1.599
Add Member Training (4.01)		0.021
Add Month 12 Underspend		<u>0.526</u>
Amount Remaining		2.146
<u>2009/10 Budget</u>		
Review of earmarked reserves	1.385	
Review of 2008/09 budget monitoring	<u>0.869</u>	
		2.254
Funding of one-off pressures	(2.097)	
Increase in Base Reserves	<u>(0.157)</u>	
		<u>(2.254)</u>
Level of Contingency Reserve at 31 st March 2009 (above base level of £5.112m)		2.146

5.03 The amount remaining of £2.146m (above the Base Level of £5.112m) is £1.281m more than was estimated in the 2009/10 budget report.

6.00 HOUSING REVENUE ACCOUNT

6.01 On 19th February, 2008, the Council approved a Housing Revenue Account budget for 2008/09 of £22.613m.

6.02 The budget provided for a closing balance at 31st March, 2009 of £0.986m which at 4.36% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

- 6.03 As previously reported the closing balance at the end of 2007/08 was £1.342m which was £0.264m higher than the estimate of £1.078m. This had the effect of increasing the opening balance for 2008/09 by the same amount.
- 6.04 The final outturn position (subject to audit) resulted in net expenditure being £0.452m more than the budget (£0.357m at month 12). Details of the final position are set out in Appendix 11.
- 6.05 The significant new variances since month 12 are as follows:-

Rents (Council Houses and Garages) - Overspend of £0.186m (£0.105m at Month 12)

- 6.06 The movement of £0.081m from the month 12 position is as a result of the need to increase the bad debt provision by this amount.

Interest - Underspend of £0.077m (Nil variance at Month 12)

- 6.07 The 2007/08 ISA 260 report from the council's external auditors notified a requirement to account for interest on notional HRA balances. The movement of £0.077m is the application to the account of this interest.

Housing Subsidy (Deficit) - Underspend of £0.222m (£0.303m at Month 12)

- 6.08 The increase is due to a combination of variances within the overall subsidy calculation framework, including increases in notional rent income and reductions in eligible capital charges.

REVIEW OF THE YEAR

Rents (Council Houses and Garages) - Overspend of £0.186m

- 6.09 The shortfall of £0.186m against the net income budget is mainly due to increased bad debt provision requirement for rent arrears (£0.088m), and increased void property rent losses (£0.114m). This was partly offset by a modest increase in gross rent income due to the low number of right to buy sales completed during the year.

Building Maintenance Trading Account (BMTA) - Overspend of £0.183m

- 6.10 The final position on the BMTA is an overspend of £0.183m over the budgeted deficit of £0.300m, which is £0.158m less than when the 2009/10 budget was set. The 2009/10 budget includes a projected deficit of £0.400m.

Housing Subsidy (Deficit) - Underspend of £0.222m

- 6.11 The decrease of £0.222m is due to the increase in eligible capital financing charges, which is also reflected as an increased cost against the expenditure item for capital financing charges.

Estate Management - Underspend of £0.255m

- 6.12 The £0.255m underspend is entirely due to savings on salaries, mainly due to vacancies, including the three Neighbourhood Housing Manager posts which remained vacant throughout the year.
- 6.13 The effect of the in-year actual brought forward amount and the final outturn is to produce a HRA closing balance of £0.890m which equates to 3.9% of budgeted expenditure which is above the recommended level of 3%.
- 6.14 The closing balance of £0.890m will be carried forward into 2009/10. The budget for 2009/10 estimated that £0.474m would be carried forward from 2008/09 to 2009/10, so the starting position for the HRA in 2009/10 has improved by £0.416m.

7.00 RECOMMENDATIONS

7.01 Members are recommended to:-

- a) Note the overall report.
- b) Note the the final balance of unearmarked reserves as at 31st March 2009 (subject to audit) and the level of contingency available for delegation to Executive. (Section 5.02)
- c) Approve that the non-ringfenced overspend of £0.674m on Lifelong Learning be met from unearmarked reserves (Section 2.06)
- d) Approve that the non-ringfenced overspend of £0.710m on Environment be met from unearmarked reserves (Section 2.06)
- e) Note the final level of balances on the Housing Revenue Account (para 6.14)

8.00 FINANCIAL IMPLICATIONS

8.01 The financial implications are as set out in Sections 2.00 – 6.00 of the report.

9.00 ENVIRONMENTAL IMPACT

9.01 None.

10.00 EQUALITIES IMPACT

10.01 None.

11.00 PERSONNEL IMPLICATIONS

11.01 None.

12.00 APPENDICES

12.01 Attached

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

Final Outturn Working Papers

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APPENDIX 1

EXPENDITURE	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 12	Final Outturn	Month 12	Final Outturn	Month 12	Final Outturn
	£m	£m	£m	£m	£m	£m	£m	£m
Direct Services								
Community Services (Exc Housing)	61.453	62.221	1.897	2.725	1.436	2.269	0.461	0.456
Community & Housing	34.204	33.567	1.362	0.615	1.546	0.796	(0.184)	(0.181)
Lifelong Learning	129.496	130.922	5.898	7.889	5.606	7.573	0.292	0.316
Environment	38.903	32.456	0.785	0.835	0.285	0.265	0.500	0.570
Support Services								
Chief Executive	0.783	0.809	(0.007)	(0.022)	(0.007)	(0.022)	-	-
Corporate Strategy	11.175	11.556	(0.042)	0.180	(0.042)	0.180	-	-
Financial, Legal & Democratic Services	42.710	42.996	0.306	0.705	0.306	0.705	-	-
Clwyd Theatr Cymru Contribution	1.001	1.075	0.179	0.179	0.179	0.179	-	-
Total Services	319.725	315.602	10.378	13.106	9.309	11.945	1.069	1.161
Central and Corporate Finance	32.659	31.344	(1.600)	7.298	(1.600)	7.298	-	-
Total Expenditure	352.384	346.946	8.778	20.404	7.709	19.243	1.069	1.161
INCOME								
Direct Services								
Community Services (Exc Housing)	(13.277)	(13.609)	(2.324)	(3.179)	(2.324)	(3.179)	-	-
Community & Housing	(18.773)	(19.026)	(1.553)	(1.045)	(1.553)	(1.045)	-	-
Lifelong Learning	(25.280)	(24.931)	(5.013)	(6.899)	(5.013)	(6.899)	-	-
Environment	(21.814)	(14.808)	0.510	0.445	0.510	0.445	-	-
Support Services								
Chief Executive	(0.011)	(0.024)	0.008	0.018	0.008	0.018	-	-
Corporate Strategy	(2.839)	(2.768)	0.027	(0.189)	0.027	(0.189)	-	-
Financial, Legal & Democratic Services	(35.505)	(35.702)	(0.539)	(0.976)	(0.539)	(0.976)	-	-
Clwyd Theatr Cymru Contribution	-	-	(0.179)	(0.179)	(0.179)	(0.179)	-	-
Total Services	(117.499)	(110.868)	(9.063)	(12.004)	(9.063)	(12.004)	-	-
Central and Corporate Finance	(6.744)	(7.937)	0.242	(8.926)	0.242	(8.926)	-	-
Total Income	(124.243)	(118.805)	(8.821)	(20.930)	(8.821)	(20.930)	-	-
Net Expenditure	228.141	228.141	(0.043)	(0.526)	(1.112)	(1.687)	1.069	1.161

COMMUNITY SERVICES (EXCLUDING HOUSING)

APPENDIX 2

Budget Monitoring - Final Outturn

Objective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Children's Services					
-4	Children's Training	119	181	202	21	25
14	Family placement	1,526	1,475	1,502	27	13
2	Grants	162	125	122	(3)	(5)
5	Family Support	290	281	289	8	3
-20	Prevention and Support	75	116	97	(19)	1
-251	Other Residential	709	709	456	(253)	(2)
-90	Professional Support	5,553	5,586	5,464	(122)	(32)
-1	Youth Offending Team	376	393	381	(12)	(11)
69	Special Investigation	38	-	71	71	2
(276)	Sub-Total - Children's Services	8,848	8,866	8,584	(282)	(6)
	Services for Older People					
(33)	Community Re-enablement	380	382	354	(28)	5
14	Day Services	1,216	1,206	1,219	13	(1)
(35)	Intermediate Care Beds	155	155	119	(36)	(1)
152	Domiciliary Support	6,435	6,435	6,594	159	7
(116)	Extra Care	-	190	74	(116)	-
(1)	Meal Services	1	1	-	(1)	-
-	Supporting People Income	(847)	(847)	(847)	-	-
(573)	Residential Services	9,602	9,611	9,027	(584)	(11)
143	Professional Support	2,390	2,473	2,621	148	5
(449)	Sub-Total - Services to Older People	19,332	19,606	19,161	(445)	4
	Physical Disability & Sensory Impairment					
(29)	Vulnerable Adults	106	106	78	(28)	1
(29)	Day Centres	137	137	108	(29)	-
52	Equipment - Stores	314	315	371	56	4
-	ESF Transition	-	-	-	-	-
19	Domiciliary Support	1,450	1,450	1,468	18	(1)
37	Minor Adaptations	126	126	163	37	-
-	Supporting People Income	(219)	(219)	(219)	-	-
182	Residential Services	641	641	815	174	(8)
151	Professional Support	1,205	1,205	1,359	154	3
(8)	Visual Impaired	11	11	3	(8)	-
(18)	Supported ABI	39	54	36	(18)	-
357	Sub-Total - PDSI	3,810	3,826	4,182	356	(1)
	Learning Disability Services					
88	Work Opportunities	1,775	1,790	1,857	67	(21)
(196)	Community Living	7,165	7,031	6,839	(192)	4
19	Day Services	957	971	983	12	(7)
(89)	Sub-Total - Learning Disability Services	9,897	9,792	9,679	(113)	(24)

COMMUNITY SERVICES (EXCLUDING HOUSING)

APPENDIX 2

Budget Monitoring - Final Outturn

Objective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Mental Health Services					
1	Contracts	19	19	20	1	-
(20)	Day Services	233	233	214	(19)	1
6	Grants	130	130	136	6	-
(61)	Supported Accommodation	426	426	366	(60)	1
-	Supported Living	330	330	331	1	1
1	Supporting People Income	(567)	(390)	(390)	-	(1)
(26)	Residential Services	470	412	386	(26)	-
10	Professional & Support	819	811	824	13	3
16	Substance Misuse	223	226	248	22	6
(17)	Work Schemes	394	396	377	(19)	(2)
(90)	Sub-Total - Mental Health Services	2,477	2,593	2,512	(81)	9
	Ringfenced Budgets					
528	Out of county Pooled Budget - Children's Services	2,545	2,545	3,073	528	-
(76)	Learning Disability	570	570	494	(76)	-
(29)	Mental Health	391	391	361	(30)	(1)
38	Older People	-	-	34	34	(4)
461	Sub-Total - Ringfenced Budgets	3,506	3,506	3,962	456	(5)
	Partnerships and Performance					
(26)	Business Systems and Financial Assessments	977	944	920	(24)	2
(4)	Supporting People	-	150	148	(2)	2
(386)	Business Services - Income	(2,684)	(2,684)	(3,100)	(416)	(30)
(18)	Finance	331	331	310	(21)	(3)
(4)	Good Health	28	28	26	(2)	2
89	Management & Support	1,030	1,031	1,124	93	4
(12)	Public Information & Planning	438	437	426	(11)	1
20	Training	186	186	224	38	18
(341)	Sub-Total - Business Services	306	423	78	(345)	(4)
(427)	TOTAL - COMMUNITY SERVICES (EXCLUDING HOUSING)	48,176	48,612	48,158	(454)	(27)

Subjective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
673	Employees	27,089	27,546	28,552	1,006	333
125	Premises	740	870	1,008	138	13
558	Transport	1,977	2,064	2,604	540	(18)
690	Supplies and Services	1,939	2,021	2,995	974	284
(290)	Third Party Payments	27,020	27,050	26,963	(87)	203
55	Transfer Payments	2,568	2,627	2,681	54	(1)
75	Support Services	36	43	129	86	11
11	Capital Financing	84	-	14	14	3
(2,324)	Income	(13,277)	(13,609)	(16,788)	(3,179)	(855)
(427)	TOTAL - COMMUNITY SERVICES (EXCLUDING HOUSING)	48,176	48,612	48,158	(454)	(27)

COMMUNITY & HOUSING

APPENDIX 3

GENERAL FUND

Budget Monitoring - Final Outturn

Objective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Business & Support - Operational					
(4)	Cemeteries	464	464	460	(4)	-
(4)	Sub-Total - Business & Support - Operational	464	464	460	(4)	-
	Customer & Housing Services					
(21)	Community Services	200	198	177	(21)	-
-	Grants & Contributions	94	94	94	-	-
(43)	Homelessness - Non Ringfenced	325	332	289	(43)	-
(184)	Homelessness - Ringfenced	336	336	155	(181)	3
3	Housing Grants	(123)	(137)	(134)	3	-
(5)	Housing Strategy	-	68	63	(5)	-
(16)	Neighbourhood Wardens	245	251	233	(18)	(2)
(266)	Sub-Total - Customer & Housing Services	1,077	1,142	877	(265)	1
	Technical Services - Operational					
58	Waste Collection	2,722	2,715	2,773	58	-
9	Waste Disposal	4,604	4,608	4,558	(50)	(59)
(81)	Agricultural Estates	(142)	(142)	(223)	(81)	-
(14)	Fly Tipping	83	83	69	(14)	-
(68)	Sustainable Waste Management	235	287	214	(73)	(5)
43	Markets	(93)	(89)	(46)	43	-
209	Property Holdings	(27)	(7)	185	192	(17)
40	Recycling	504	503	543	40	-
159	Civic Amenity Sites	1,610	1,713	1,871	158	(1)
17	Public Conveniences	169	169	186	17	-
(332)	Industrial Units	(1,802)	(1,792)	(2,138)	(346)	(14)
3	Animal & Pest Control	121	128	131	3	-
43	Sub-Total - Technical Services - Operational	7,984	8,176	8,123	(53)	(96)
	Technical Services - Support					
136	Administrative Buildings	1,201	1,462	1,569	107	(29)
60	Design Services	(69)	(69)	(31)	38	(22)
(8)	Energy Services	217	220	204	(16)	(8)
(131)	Corporate Property Maintenance	2,523	995	779	(216)	(85)
(62)	Valuation and Estates	517	517	435	(82)	(20)
(5)	Sub-Total - Technical Services - Support	4,389	3,125	2,956	(169)	(164)
	Supporting People					
31	Carelink	125	129	183	54	23
(4)	Community Centres	126	133	122	(11)	(7)
132	General	(1,371)	(1,372)	(1,239)	133	1
-	Management & Admin.	253	223	223	-	-
(22)	Relief Wardens	215	228	206	(22)	-
(9)	Tenants Gardens	231	231	222	(9)	-
(20)	Resident Wardens	973	1,185	1,160	(25)	(5)
108	Sub-Total - Supporting People	552	757	877	120	12
	Business Units					
16	Waste Collection - Contractor	(195)	(195)	(174)	21	5
(83)	Administration Support	1,160	1,072	992	(80)	3
(67)	Sub-Total - Business Units	965	877	818	(59)	8
(191)	TOTAL - COMMUNITY & HOUSING	15,431	14,541	14,111	(430)	(239)

COMMUNITY & HOUSING

Budget Monitoring - Final Outturn

Subjective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(282)	Employees	9,974	10,231	9,918	(313)	(31)
1,217	Premises	8,450	7,250	8,124	874	(343)
211	Transport	1,611	1,762	1,973	211	-
620	Supplies and Services	6,481	6,366	6,666	300	(320)
(563)	Third Party Payments	7,666	7,909	7,346	(563)	-
(16)	Transfer Payments	24	56	40	(16)	-
5	Support Services	(240)	(244)	(237)	7	2
170	Capital Financing	238	237	352	115	(55)
(1,553)	Income	(18,773)	(19,026)	(20,071)	(1,045)	508
(191)	TOTAL - COMMUNITY & HOUSING	15,431	14,541	14,111	(430)	(239)

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring - Final Outturn

Objective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Out County Pooled Budget					
292	Special	1,278	1,278	1,594	316	24
292	Sub-Total - Out County Pooled Budget	1,278	1,278	1,594	316	24
	Libraries, Culture and Heritage					
7	Libraries and Arts	2,407	2,471	2,487	16	9
32	County Record office and Records Management	422	426	458	32	-
(39)	Museums and Heritage Service	380	380	341	(39)	-
(1)	Schools Library Service	334	334	332	(2)	(1)
(1)	Sub-Total - Libraries,Culture & Heritage	3,543	3,611	3,618	7	8
	Leisure Services					
363	Leisure Centres and Pools	2,483	2,631	3,005	374	11
26	Recreational Grounds and Amenities	415	420	446	26	-
(6)	Leisure services	267	282	297	15	21
4	Play Development	333	333	340	7	3
387	Sub-Total - Leisure Services	3,498	3,666	4,088	422	35
	Delegated Schools Budgets					
-	Nursery	108	108	120	12	12
-	Primary	36,554	36,705	36,693	(12)	(12)
-	Secondary	32,231	32,378	32,378	-	-
-	Special	3,016	3,022	3,022	-	-
-	Sub-Total - Delegated Schools	71,909	72,213	72,213	-	-
	School Improvement Service					
-	Early Years	1,073	1,090	1,073	(17)	(17)
21	Primary - non delegated	977	1,689	1,729	40	19
43	Secondary non - delegated	1,056	1,379	1,421	42	(1)
64	Inclusion	5,755	5,726	5,805	79	15
(86)	School Improvement Service	1,294	1,423	1,331	(92)	(6)
-	ICT Unit	1,083	1,084	1,085	1	1
10	Schools Related	390	358	371	13	3
34	Sports Development	136	136	170	34	-
86	Sub-Total - School Improvement	11,764	12,885	12,985	100	14
	Development and Resources					
(40)	Cymorth - Childcare	312	314	276	(38)	2
21	Youth and Community	1,276	1,377	1,390	13	(8)
-	Pupil/Student Transport	6,147	6,199	6,199	-	-
(11)	Student Finance	108	108	97	(11)	-
(88)	Service Units	2,049	2,054	1,981	(73)	15
219	Facilities Services	1,190	1,335	1,562	227	8
20	Management and Administration	1,142	951	978	27	7
121	Sub-Total - Development & Resources	12,224	12,338	12,483	145	24
885	TOTAL - LIFELONG LEARNING	104,216	105,991	106,981	990	105

LIFELONG LEARNING

Budget Monitoring - Final Outturn

Subjective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
-177	Balances	-	-	(99)	(99)	78
2,840	Employees	100,937	101,238	103,556	2,318	(522)
(740)	Premises	7,651	8,654	8,739	85	825
222	Transport	5,204	5,208	5,938	730	508
2,374	Supplies and Services	7,955	8,040	10,951	2,911	537
1,222	Third Party Payments	7,055	6,270	7,615	1,345	123
128	Transfer Payments	85	870	1,027	157	29
162	Support Services	409	442	874	432	270
(133)	Capital Financing	200	200	210	10	143
(5,013)	Income	(25,280)	(24,931)	(31,830)	(6,899)	(1,886)
885	TOTAL - LIFELONG LEARNING	104,216	105,991	106,981	990	105

ENVIRONMENT

APPENDIX 5

Budget Monitoring - Final Outturn

Objective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Highways & Transportation					
	- Maintenance Works					
	- - Structural Maintenance	939	702	702	-	-
	- - Routine Maintenance	2,108	2,420	2,420	-	-
380	- Environmental Maintenance	2,198	2,132	2,512	380	-
500	- Winter Maintenance (Ringfenced Account)	488	488	1,058	570	70
	- - Street Lighting	750	925	925	-	-
	- - Structures	73	73	73	-	-
(15)	Car Parks	64	64	49	(15)	-
50	Fleet Services	75	75	125	50	-
95	Neighbourhood Services	935	1,140	1,235	95	-
(125)	Transportation	1,052	1,052	927	(125)	-
	- Concessionary Fares	269	270	270	-	-
(30)	Trunk Road Management Unit	(38)	(38)	(108)	(70)	(40)
75	Environmental Maintenance Trading Account	-	50	165	115	40
50	Highways Maintenance Trading Account	-	-	40	40	(10)
980	Sub-Total - Highways & Transportation	8,913	9,353	10,393	1,040	60
	Engineering Services					
	- Consultancy	46	6	6	-	-
(65)	Highways Strategy	1,047	1,009	919	(90)	(25)
40	Land Drainage Works	229	229	269	40	-
(65)	Traffic Services	519	497	432	(65)	-
(15)	Traffic Works	170	192	177	(15)	-
(105)	Sub-Total - Engineering Services	2,011	1,933	1,803	(130)	(25)
	Planning					
350	Planning Control	12	(18)	327	345	(5)
	- Service Development and Control	243	242	242	-	-
	- Policy and Implementation	518	752	717	(35)	(35)
(10)	Environment and Conservation	293	328	318	(10)	-
190	Land Charges	(234)	(219)	(29)	190	-
	- Countryside Service	359	318	318	-	-
530	Sub-Total - Planning	1,191	1,403	1,893	490	(40)
	Public Protection					
	- Pollution Control	317	285	285	-	-
	- Environmental Control	341	341	341	-	-
(5)	Food Safety	362	399	394	(5)	-
(40)	Health & Safety	293	255	215	(40)	-
(30)	Trading Standards	646	646	616	(30)	-
	- Building Control	261	261	261	-	-
	- Building Regulations Charging Account	-	-	-	-	-
(75)	Sub-Total - Public Protection	2,220	2,187	2,112	(75)	-
	Management Support & Performance					
	- Finance & Performance	684	615	585	(30)	(30)
(20)	Directorate Support	705	774	779	5	25
	Information Services	148	148	138	(10)	(10)
	Electronic Services	154	153	153	-	-
(5)	Geographical Information Services	88	88	83	(5)	-
(25)	Sub-Total - Management Support & Performance	1,779	1,778	1,738	(40)	(15)

ENVIRONMENT**APPENDIX 5****Budget Monitoring - Final Outturn****Objective Analysis**

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Regeneration					
(10)	Economic Development	485	502	497	(5)	5
-	Tourism	132	132	132	-	-
-	European Partnership	-	-	-	-	-
-	Flintshire Business Services	358	360	360	-	-
-	Communities First	-	-	-	-	-
(10)	Sub-Total - Regeneration	975	994	989	(5)	5

1,295	TOTAL - ENVIRONMENT	17,089	17,648	18,928	1,280	(15)
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Subjective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
165	Employees	17,532	15,089	15,285	196	31
(15)	Premises	1,574	1,830	1,825	(5)	10
125	Transport	5,321	2,761	2,886	125	-
(35)	Supplies and Services	5,439	4,140	4,159	19	54
505	Third Party Payments	8,577	8,009	8,469	460	(45)
-	Transfer Payments	6	6	6	-	-
40	Support Services	454	611	651	40	-
-	Capital Financing	-	10	10	-	-
510	Income	(21,814)	(14,808)	(14,363)	445	(65)

1,295	TOTAL - ENVIRONMENT	17,089	17,648	18,928	1,280	(15)
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CHIEF EXECUTIVE

APPENDIX 6

Budget Monitoring - Final Outturn

Objective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
7	Management & Administration	440	440	445	5	(2)
(6)	Corporate Communications	332	345	336	(9)	(3)
						-
1	TOTAL - CHIEF EXECUTIVE	772	785	781	(4)	(5)

Subjective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
27	Employees	482	482	509	27	-
-	- Premises	1	1	1	-	-
2	Transport	3	3	5	2	-
(3)	Supplies and Services	201	219	199	(20)	(17)
-	- Third Party Payments	-	-	-	-	-
-	- Transfer Payments	-	-	-	-	-
(33)	Support Services	96	104	73	(31)	2
-	- Capital Financing	-	-	-	-	-
8	Income	(11)	(24)	(6)	18	10
1	TOTAL - CHIEF EXECUTIVE	772	785	781	(4)	(5)

SERVICES WITHIN FORMER CORPORATE STRATEGY

APPENDIX 7

Budget Monitoring - Final Outturn

Objective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Management					
18	Management	294	209	227	18	-
18	Sub-Total - Management	294	209	227	18	-
	Human Resources & Organisational Development					
(1)	CRB Checks	74	74	73	(1)	-
(36)	Corporate Training & Development	278	278	241	(37)	(1)
48	Payroll	333	404	452	48	-
(3)	Human Resources	819	874	870	(4)	(1)
(3)	Job Evaluation	78	78	76	(2)	1
-	Temporary HR Projects	54	367	367	-	-
5	Sub-Total - HR & Org Development	1,636	2,075	2,079	4	(1)
	Occupational Health & Safety					
(26)	Occupational Health & Safety	679	679	653	(26)	-
(19)	Counselling Support	60	60	41	(19)	-
(45)	Sub-Total - Occupational Health & Safety	739	739	694	(45)	-
	Policy, Performance & Partnerships					
(28)	Civil Contingencies	136	136	108	(28)	-
(1)	Policy Grants	-	2	6	4	5
(99)	Policy, Performance & Partnerships	1,063	1,057	958	(99)	-
(128)	Sub-Total - Policy, Performance & Partnerships	1,199	1,195	1,072	(123)	5
	ICT & Customer Services					
22	Information Communication Technology	3,773	3,801	3,823	22	-
(19)	Customer Services	695	695	677	(18)	1
132	Design & Print	-	74	207	133	1
135	Sub-Total - ICT & Customer Services	4,468	4,570	4,707	137	2
(15)	TOTAL - CORPORATE STRATEGY	8,336	8,788	8,779	(9)	6

Subjective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(267)	Employees	7,054	7,012	6,829	(183)	84
10	Premises	44	44	53	9	(1)
5	Transport	83	85	92	7	2
205	Supplies and Services	3,593	3,757	4,158	401	196
(1)	Third Party Payments	173	314	313	(1)	-
-	Transfer Payments	-	-	-	-	-
(8)	Support Services	208	238	229	(9)	(1)
14	Capital Financing	21	106	62	(44)	(58)
27	Income	(2,840)	(2,768)	(2,957)	(189)	(216)
-15	TOTAL - CORPORATE STRATEGY	8,336	8,788	8,779	(9)	6

FINANCE AND LEGAL & DEMOCRATIC SERVICES

APPENDIX 8

Budget Monitoring - Final Outturn

Objective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Management & Secretariat - Finance					
57	Management & Secretariat	495	309	355	46	(11)
57	Sub-Total - Management & Secretariat - Finance	495	309	355	46	(11)
	Financial Management & Audit					
(10)	Corporate & Capital Accounting	314	314	304	(10)	-
(40)	Financial Planning	195	195	155	(40)	-
(3)	Service Accounting	571	571	568	(3)	-
(35)	Internal Audit	578	550	515	(35)	-
(4)	Procurement	154	157	153	(4)	-
(92)	Sub-Total - Financial Management & Audit	1,812	1,787	1,695	(92)	-
	Funds & Customer Accounts					
(9)	Pensions & Funds	(8)	(8)	(17)	(9)	-
6	Insurance & Risk Management	18	18	27	9	3
(27)	Customer Accounts	1,164	1,179	1,156	(23)	4
(120)	Housing Benefit/Council Tax Benefit	(23)	(23)	(166)	(143)	(23)
(150)	Sub-Total - Funds & Customer Accounts	1,151	1,166	1,000	(166)	(16)
	Management & Secretariat - Legal & Democratic Services					
48	Management & Secretariat	-	190	238	48	-
48	Sub-Total - Management & Secretariat - Legal & Democratic Services	-	190	238	48	-
	Legal Services					
(52)	Legal Services	825	853	801	(52)	-
(52)	Sub-Total - Legal Services	825	853	801	(52)	-
	Democratic Services					
(3)	Business Development	79	77	74	(3)	-
(15)	Committee, Member & Electoral Services	2,160	2,224	2,198	(26)	(11)
(25)	Administration	494	499	474	(25)	-
(1)	Scrutiny	189	189	188	(1)	-
(44)	Sub-Total - Democratic Services	2,922	2,989	2,934	(55)	(11)
(233)	TOTAL - FLADS	7,205	7,294	7,023	(271)	(38)

Subjective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(40)	Employees	7,401	7,414	7,385	(29)	11
7	Premises	23	60	28	(32)	(39)
(21)	Transport	100	100	80	(20)	1
(271)	Supplies and Services	2,029	2,266	2,126	(140)	131
-	Third Party Payments	-	-	-	-	-
621	Transfer Payments	32,961	32,961	33,831	870	249
10	Support Services	196	195	251	56	46
-	Capital Financing	-	-	-	-	-
(539)	Income	(35,505)	(35,702)	(36,678)	(976)	(437)
(233)	TOTAL - FLADS	7,205	7,294	7,023	(271)	(38)

Budget Monitoring - Final Outturn**Objective Analysis**

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Clwyd Theatr Cymru					
(75)	General Administration	(164)	(142)	(239)	(97)	(22)
10	Production Overheads	828	828	838	10	-
101	Clwyd Theatr Cymru Productions	497	497	598	101	-
(17)	Other Art Forms	(16)	(16)	(33)	(17)	-
(19)	Other Earned Income	(144)	(144)	(137)	7	26
-	Repairs and Maintenance	-	52	52	-	-
-	TOTAL - CLWYD THEATR CYMRU	1,001	1,075	1,079	4	4

Subjective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
29	Employees	2,966	2,966	2,995	29	-
33	Premises	268	342	353	11	(22)
4	Transport	31	31	35	4	-
332	Supplies and Services	1,636	1,636	1,965	329	(3)
-	Third Party Payments	-	-	-	-	-
-	Transfer Payments	-	-	-	-	-
-	Support Services	-	-	-	-	-
-	Capital Financing	-	-	-	-	-
(398)	Income	(3,900)	(3,900)	(4,269)	(369)	29
-	TOTAL - CLWYD THEATR CYMRU	1,001	1,075	1,079	4	4

n.b. The final deficit has been carried forward and will be deducted from the following year's budget

CENTRAL & CORPORATE FINANCE

APPENDIX 10

Budget Monitoring - Final Outturn

Objective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Central & Corporate Finance					
(12)	Coroners	210	210	198	(12)	-
-	Central Services - Other	3	-	-	-	-
(948)	Central Loans & Investment Account	12,323	12,223	11,176	(1,047)	(99)
(73)	Financing & Funding (insurance, banking etc.)	3,611	3,712	3,628	(84)	(11)
-	Development Grants	292	279	279	-	-
(17)	Corporate Discretionary Rate Relief	95	95	78	(17)	-
(927)	Corporate Other	7,109	5,810	4,665	(1,145)	(218)
(1,977)	Sub-Total - Central & Corporate Finance	23,643	22,329	20,024	(2,305)	(328)
	Levying Bodies					
-	North West/Wales Sea Fisheries Committee	27	27	27	-	-
-	Fire Service	6,739	6,739	6,739	-	-
-	Sub-Total - Levying Bodies	6,766	6,766	6,766	-	-
	Other					
(250)	Central Service Recharges	(1,618)	(1,618)	(1,810)	(192)	58
869	Contribution to / (from) Balances	(2,876)	(4,070)	(3,201)	869	-
619	Sub-Total - Other	(4,494)	(5,688)	(5,011)	677	58

(1,358)	TOTAL - CENTRAL & CORPORATE FINANCE	25,915	23,407	21,779	(1,628)	(270)
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Subjective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(374)	Employees	7,529	7,278	6,808	(470)	(96)
(292)	Premises	49	337	45	(292)	-
(283)	Transport	-	283	-	(283)	-
(153)	Supplies and Services	3,410	1,888	8,741	6,853	7,006
(51)	Third Party Payments	7,771	7,758	8,027	269	320
-	Transfer Payments	-	-	-	-	-
(250)	Support Services	(1,618)	(1,618)	(1,810)	(192)	58
(197)	Capital Financing	15,518	15,418	16,831	1,413	1,610
242	Income	(6,744)	(7,937)	(16,863)	(8,926)	(9,168)

(1,358)	TOTAL - CENTRAL & CORPORATE FINANCE	25,915	23,407	21,779	(1,628)	(270)
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HOUSING REVENUE ACCOUNT

APPENDIX 11

Budget Monitoring - Final Outturn

Objective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Income					
105	Rents (Council Houses & Garages)	(22,074)	(22,074)	(21,888)	186	81
103	Capitalised Salaries	(443)	(443)	(323)	120	17
-	Interest	(4)	(4)	(81)	(77)	(77)
208	Sub-Total - Income	(22,521)	(22,521)	(22,292)	229	21
	Expenditure					
179	Building Maintenance Trading Account	300	300	483	183	4
(303)	Housing Subsidy (Deficit)	6,688	6,688	6,466	(222)	81
(268)	Estate Management	1,017	1,017	762	(255)	13
34	Home Ownership (Right to Buy)	(4)	(4)	30	34	-
(67)	Allocations and Welfare	347	347	280	(67)	-
196	Repair and Maintenance	8,059	8,059	8,234	175	(21)
174	Capital Financing	2,411	2,411	2,616	205	31
112	Finance and Support	2,125	2,125	2,203	78	(34)
-	Capital Expenditure from Revenue Account (CERA)	1,340	1,340	1,340	-	-
-	Supporting People Transitional Costs	330	330	330	-	-
57	Sub-Total - Expenditure	22,613	22,613	22,744	131	74
	Net Expenditure before use of/to balances	92	92	452	360	95
357	Contribution from / (to) Balances	92	92	452	360	95
-	Net Expenditure after use of/to balances	-	-	-	-	-
	Balances					
(1,342)	Opening Balance	(1,078)	(1,342)	(1,342)		
357	Contribution from / (to) Balances	92	92	452	360	95

(985)	TOTAL - HOUSING REVENUE ACCOUNT	(986)	(1,250)	(890)	360	95
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Subjective Analysis

Month 12 Variance		2008/09 Budget Monitoring				Movement
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(415)	Employees	6,687	6,687	6,283	(404)	11
224	Premises	7,595	7,595	7,831	236	12
66	Transport	788	788	854	66	-
597	Supplies and Services	3,888	3,888	4,551	663	66
-	Third Party Payments	-	-	-	-	-
(64)	Transfer Payments	229	229	165	(64)	-
89	Support Services	1,449	1,449	1,470	21	(68)
172	Capital Financing	3,811	3,811	4,014	203	31
(404)	Income	(24,355)	(24,355)	(24,716)	(361)	43

265	TOTAL - HOUSING REVENUE ACCOUNT	92	92	452	360	95
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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **GENERAL FUND AND HOUSING REVENUE ACCOUNT**
 BUDGET MONITORING 2009/10

1.00 PURPOSE OF REPORT

- 1.01 To provide Members with an update on revenue budget monitoring for the General Fund and Housing Revenue Account (HRA).
- 1.02 To advise Members of a re-modelling of the format of the budget monitoring report which will be reflected in the report to the September Executive.

2.00 BACKGROUND

- 2.01 The HRA for 2009/10 was agreed by Council on 17th February and the General Fund was agreed by Council on 3rd March 2009.

3.00 CONSIDERATIONS

- 3.01 As in previous years, during the early part of the financial year 2009/10, staff resources have been targeted at the closure of the accounts for 2008/09. This has facilitated the presentation of the draft Statement of Accounts to the Audit Committee and Council prior to the prescribed date of 30th June, and also the production of the 2008/09 revenue outturn report which is also on this agenda.
- 3.02 Whilst detailed budget monitoring has been suspended for final accounts work, staff in Service Accounting continue to liaise with directorates and corporate services to ensure that any significant issues are identified and corrective action is taken if required.
- 3.03 Now that the draft Statement of Accounts and final outturn for 2008/09 has been completed, detailed monitoring is being carried out on both the General Fund and HRA budgets.
- 3.04 Whilst a number of potential pressures, savings or variations to income levels have been flagged up within individual budgets, Directors are, as required by the Council's financial procedure rules, working on the basis of managing these within their overall cash limited budgets. At this early stage in the financial year, projecting the outturn at year-end position on a number of budgets is difficult, particularly where they are demand led. A significant potential variable for 2009/10 is the cost of the pay award, with the outcome

not expected to be known until mid to late September. The 2009/10 budget includes an estimate of 2.3% for the increase in non-teacher pay. The employers' offer for 2009/10 is 1% for most staff grades and 1.25% for staff on salary points 4 to 10 inclusive. As the pay award has not been settled, the inflation allocation is being held centrally.

- 3.05 A detailed report on the projected outturn for the General Fund and HRA, as at the end of first quarter (Month 3 June), will be presented to Executive in September. This will include detail of the overall projected outturn and the impact on General Fund or HRA balances, reasons for variances and actions being taken to address them, along with information about efficiencies including procurement.
- 3.06 In response to Member and officer feedback, including that from Corporate Management Overview and Scrutiny Committee, work is currently being undertaken to improve the presentation and clarity of information contained within the budget monitoring report.
- 3.07 Whilst this work is being carried out and in advance of the first quarter's report, if Members would like more information on the budget forecast for a particular service area, this can be arranged by contacting me through Group Leaders.

4.00 RECOMMENDATIONS

- 4.01 Executive is recommended to note the report.

5.00 FINANCIAL IMPLICATIONS

- 5.01 As set out in the report.

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

Month 2 Monitoring Working Papers

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 14

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
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 2008 /09 financial year and Quarter 1 2009 / 10 savings and highlights new initiatives and ways in which Flintshire County Council is developing procedures to maximise efficiencies and improve practice in relation to the use of agency workers.

2.00 BACKGROUND

2.01 A collaborative procurement project with Denbighshire County Council and Wrexham County Borough Council was managed under the Official Journal of the European Union (OJEU) regulations. Flintshire was the lead authority and provided a Project Manager to co-ordinate the procurement phase.

2.02 A Contract Manager was subsequently appointed to manage the contract on behalf of the three local authorities in March 2009. Flintshire County Council went live on MatrixHR on October 20, 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 SCM 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 Borough 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 £13,690 for Quarter 1 of 2009/10.

3.04 A revised process is to be implemented for the extension of temporary agency staff beyond 6 months. Approval will be required from Heads of Service for extensions exceeding 6 months and will require additional

endorsement from HR Managers to extend beyond 12 months, which should occur only in exceptional circumstances. This will be managed through the Matrix system and will no longer be a paper based process. The benefit of implementing this process will be a reduction in agency worker this financial year.

- 3.05 Monthly review meetings with Matrix have now been set up to discuss the performance of the account and service level agreements are also monitored and discussed. These meetings allow the Contract Manager to assess the quality and level of service delivery being provided by Matrix and to identify any concerns or issues. In addition, it allows the Contract Manager to discuss new ideas for increasing savings for the Council. Managers within directorates are invited to attend these monthly review meetings so that they can develop their awareness around the performance of the contract and can understand what has been achieved.
- 3.06 Training opportunities on the Matrix system have been made available to managers so that they can maximise the functionality of the Matrix system, enabling them to run high level reports on headcount, level of spend, etc. This will ensure all managers / users of the system understand the process of recruiting agency workers in greater detail and also provides them with the necessary management information regarding the use of agency workers within their own service areas.
- 3.07 An internal satisfaction survey has been devised within the Council for completion by managers and users of Matrix. Results from the survey are currently being analysed and the Contract Manager will utilise this data to identify areas of improvement in relation to the Matrix contract.

4.00 RECOMMENDATIONS

- 4.01 That Executive note the information contained within this report.

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 Quarter 4 of 2008 / 09 and Quarter 1 of 2009/10. The management fee for Matrix SCM and the agency margin has already been deducted from these figures.
- 5.02 Projected savings of £217,000 were approved for the financial year 2009 /10. At the end of Quarter 1 for this financial year, £90,818 net savings have been made which places the Council in a favorable position to exceed projected savings for 2009 / 10.
- 5.03 From the savings of £90,818, two further figures will 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 Quarter 1 of this financial year of £72,628.

- 5.04 The figures show that in Quarter 4 of 2008/09, there was an average of 272 workers, this increased slightly to 279 in Quarter 1 of 2009/10. Given the measures detailed in 3.04 of this report, the length of service and the numbers of agency staff should reduce during Quarter 2 of 2009/10. The trend in the average usage of agency workers will be monitored over the coming months to understand if seasonal factors are affecting the trend.

**QTR 4 2008
/ 09**

Month	Spend £	Net Savings £	Net Savings %	Average Number of agency workers
Jan	£380,013	£26,696	7.0%	268
Feb	£365,825	£26,582	7.3%	258
March	£408,265	£29,518	7.2%	289
Sub-Total	£1,154,102	£82,796	7.2%	272

**QTR 1 2009
/ 10**

Month	Spend £	Net Savings £	Net Savings %	Average Number of agency workers
April	£350,700	£26,112	7.4%	291
May	£499,262	£37,937	7.6%	278
June	£347,781	£26,770	7.7%	267
Sub-Total	£1,197,743	£90,818	7.6%	279

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.

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

12.01 No appendices

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

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT**
SUBJECT : **WORKFORCE INFORMATION REPORT - FIRST QUARTER
2009/2010**

1.00 PURPOSE OF REPORT

1.01 To provide Executive members with an update, for the first quarter 2009/10, of the new suite of Workforce Information Reports, which contains the following reports:

- Headcount
- Establishment
- Turnover Summary
- Diversity Summary
- Absence

This information is provided through the new Midland Trent HRMIS system.

2.00 BACKGROUND

2.01 The format of the draft Workforce Information Reports were approved by Scrutiny on 9 March 2009 and were agreed by Corporate Management Team on 26 March 2009. A data definition document, which should be read in conjunction with the Workforce Information Reports, is attached as Appendix 1.

2.02 Headline data for the 2008/2009 Annual Workforce Report, was reported to Executive on 23 June 2009. The full detailed workforce report is appended to this report. This report was based on the previous structure which was in place prior to the phase I organisational redesign when the three strategic directorates were created.

2.03 The Quarter 1 2009/2010 report enclosed is the first of these reports to be run on a quarterley basis and is based on the new strategic directorate , plus a small remaining residual unit in Community & Housing.

2.04 Directorates have not received workforce information data since the last quarter of that year due to intensive work to implement the new HR & Payroll Management Information System through 2007/2008.

3.00 CONSIDERATIONS

- 3.01 This report now reflects the new directorate structure within the Council. A service area called Community and Housing still remains in the Directorate list because there are 75 total positions yet to be restructured and incorporated into the new directorates. This work is due to take place in August / September 2009.
- 3.02 The report for 2008/09 is not entirely comparable with the report for the first quarter 2009/10 due to the restructuring process that has occurred.
- 3.03 In the first quarter of 2009/2010, Flintshire County Council has 12,380 occupied positions/posts. These positions are occupied by 8,976 employed workers.
- 3.04 The difference between the number of occupied positions 12, 380 and the actual headcount of 8976 is explained by the fact that large numbers of Flintshire County Council employees hold multiple contracts.
- 3.05 Midland Trent system does not hold personal data on agency workers. For the Annual Workforce Report 08/09, data from the Matrix system was imported into the Headcount Summary report. For the 2009/10 Quarter 1 report, we have been unable to import the data to the Headcount Summary Report, as the Matrix data is still organised in the accordance with the historical organisational structure. A separate report on agency workers for 2009/2010 for quarter 1 has been prepared and has been submitted to this Executive Committee.
- 3.06 Two labour turnover figures are provided by Midland Trent, the first shows all turnover including disimissals, end of fixed term contracts, retirements and redundancy (1.41% for the first quarter of 2009/2010). The second figure shows voluntary turnover, which is resignations only (0.89% for the first quarter of 2009/2010).
- 3.07 Two sickness absence figures are provided by Midlant Trent, the first is based on industry recommendations through ACAS and the Chartered Institute of Personnel and Development (CIPD) and shows a percentage absence rate figure. This will be used in future to benchmark against a range of organisations including similar type and high performing.

FCC percentage sickness absence rate:

Quarter 1 2009/10	5.20%
Quarter 4 2008/09	6.23%

- 3.08 The second sickness absence figure is based on the calculation required for the Welsh Local Authority KPI (Key Performance Indicator). This is based upon FTE (Full Time Equivalent) days lost and is calculated using the total number of working days/shifts lost to sickness absence between 1 April 2009

and 30 June divided by the average number of full time equivalent employees during the same period.

Sickness absence (FTE calculation):

Quarter 1 2009/10: 2.77 days lost

Quarter 4 2008/09: 3.32 days lost

- 3.09 A series of attendance improvement plans are being developed to address attendance issues within each Directorate area. Directorates and service areas are being provided with 'drill down' reports showing attendance data and information on long and short term absences. This data will enable fuller analysis of the specific attendance issues for each area, which will enable managers to design a meaningful improvement plan to address the priority areas. These plans will be available at a later date and will be appended to Directorate Service Plans.

4.00 RECOMMENDATIONS

- 4.01 That Executive Members note the annual workforce statistics for 2008/09 and the first quarter reports in the new strategic directorate organisational structure format for 2009/10.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Increased accuracy of reporting of the employed workforce and agency workers will allow the Council to better understand and therefore both plan and manage the largest single cost of service delivery.
- 5.02 Joint working with finance colleagues has led to a review and cleansing of budget cost codes which should lead more accurate reporting of people costs within the Council.

6.00 ANTI POVERTY IMPACT

- 6.01 None

7.00 ENVIRONMENTAL IMPACT

- 7.01 None

8.00 EQUALITIES IMPACT

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

9.00 PERSONNEL IMPLICATIONS

- 9.01 Human Resources Managers will be trained to present and interpret the suite of reports to their respective Directorate Senior Management Teams. They will also assist with analysis of the data and identify how it may inform future workforce planning. Once phase 2 of the HRMIS/Payroll project is implemented, Line Managers will be able to generate standard reports for their own teams .

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 Annual Workforce Information Report 2008/09
12.02 First Quarter Workforce Information Report 2009/10
12.03 Data Definition Document

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

None

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FLINTSHIRE COUNTY COUNCIL

Annual Workforce Information Report

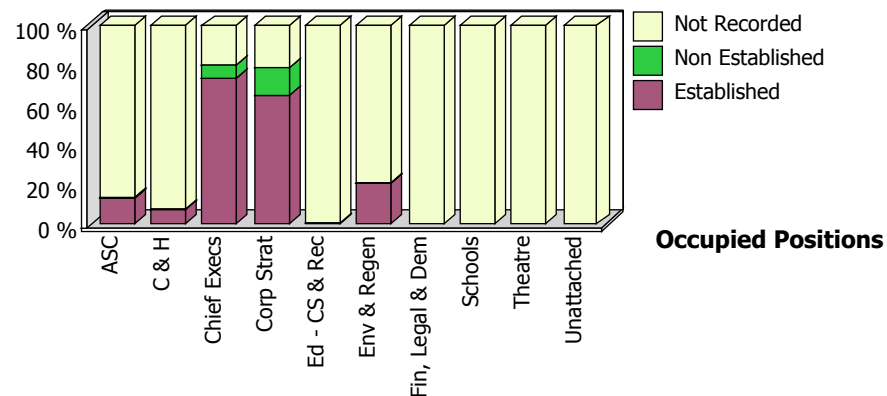
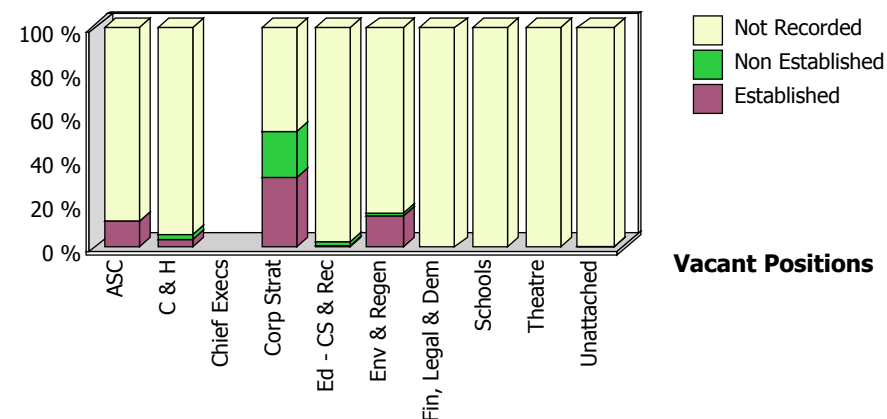
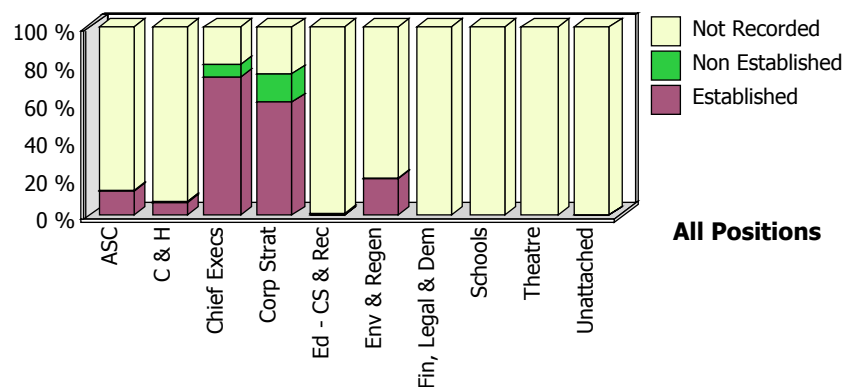
Period Up To: 31/03/2009

Establishment Summary By Directorate

Data on this page is effective as at : 31/03/2009

Last Refreshed On : 28/05/2009

Directorate	Position Status	Positions		
		Total	Vacant	Occupied
ASC	<i>Established</i>	158	19	139
	<i>Non Established</i>	5	0	5
	<i>Not Recorded</i>	1,084	143	941
	Total:	1,247	162	1,085
Chief Execs	<i>Established</i>	11	0	11
	<i>Non Established</i>	1	0	1
	<i>Not Recorded</i>	3	0	3
	Total:	15	15	15
C & H	<i>Established</i>	42	3	39
	<i>Non Established</i>	4	2	2
	<i>Not Recorded</i>	601	85	516
	Total:	647	90	557
Corp Strat	<i>Established</i>	164	12	152
	<i>Non Established</i>	41	8	33
	<i>Not Recorded</i>	68	18	50
	Total:	273	38	235
Ed - CS & Rec	<i>Established</i>	4	4	0
	<i>Non Established</i>	24	14	10
	<i>Not Recorded</i>	3,259	754	2,505
	Total:	3,287	772	2,515
Env & Regen	<i>Established</i>	163	21	142
	<i>Non Established</i>	3	2	1
	<i>Not Recorded</i>	682	127	555
	Total:	848	150	698
Fin, Legal & Dem	<i>Not Recorded</i>	281	45	236
	Total:	281	45	236
Schools	<i>Not Recorded</i>	7,161	711	6,450
	Total:	7,161	711	6,450
Theatre	<i>Not Recorded</i>	355	29	326
	Total:	355	29	326
Unattached	<i>Non Established</i>	1	1	0
	<i>Not Recorded</i>	801	759	42
	Total:	802	760	42
	Totals:	14,916	2,757	12,159



Headcount Summary By Directorate

Data on this page is effective as at : 31/03/2009

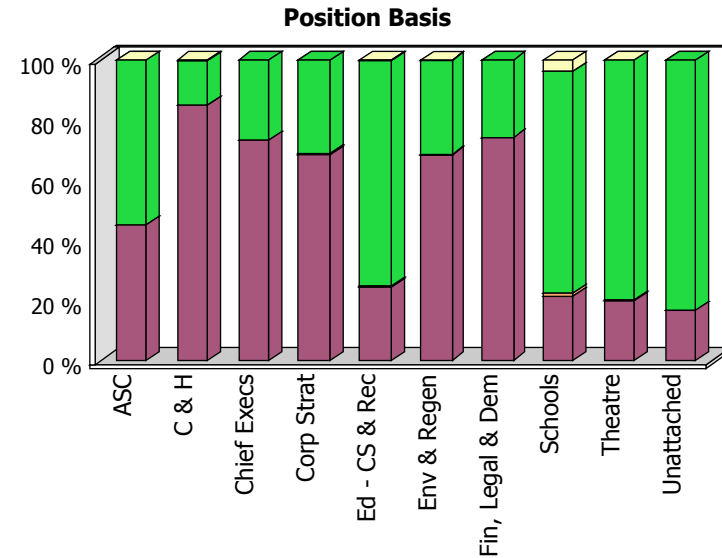
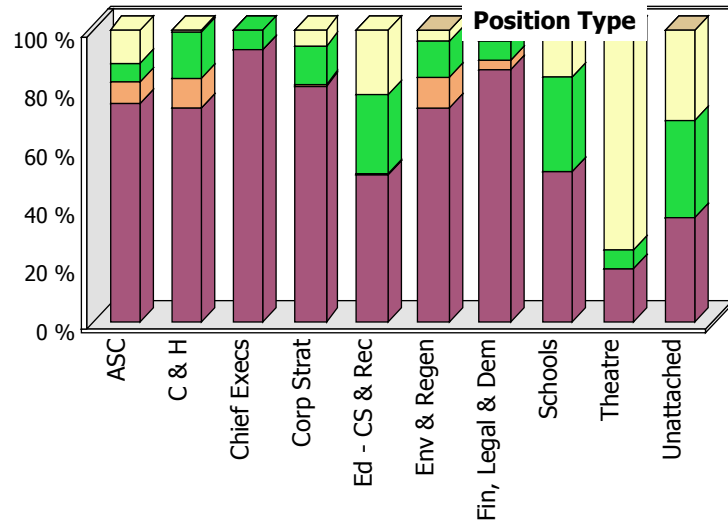
Last Refreshed On : 28/05/2009

Flintshire County Council Actual Total Headcount : 8,900

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
ASC	748	948	1,082	875	133	74	86	0	0	488	0	594	0
C & H	508	541	556	454	4	98	63	0	0	473	0	82	1
Chief Execs	12	14	15	14	0	1	0	0	0	11	0	4	0
Corp Strat	193	226	235	191	13	31	2	0	0	161	1	73	0
Ed - CS & Rec	932	2,082	2,494	1,263	552	679	10	0	0	610	9	1,870	4
Env & Regen	548	688	698	572	29	97	82	0	0	477	2	218	1
Fin, Legal & Dem	207	233	236	211	9	16	8	0	0	175	0	61	0
Schools	2,276	4,376	6,449	3,325	1,033	2,091	0	0	0	1,378	69	4,764	238
Theatre	52	286	324	59	244	21	0	0	0	64	1	257	0
Unattached	11	41	42	15	13	14	0	0	0	7	0	35	0
Totals:	5,487	9,435	12,131	6,979	2,030	3,122	250	0	0	3,844	82	7,958	244
				57.53 %	16.73 %	25.74 %	2.06 %	0.00 %	0.00 %	31.69 %	0.68 %	65.60 %	2.01 %

■ Contract For Services
 ■ Seasonal Fixed Term
 ■ Relief
■ Temporary Fixed Term
 ■ *Agency
 ■ Permanent

■ Part Time Term Time
 ■ Part Time
■ Full Time Term Time
 ■ Full Time



* Data for the managed agency service is not recorded in Trent, but has been provided from the managed agency service system - Matrix The annual data ia based on an average of quarter 3 and quarter 4.

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

Turnover Summary By Directorate

Data on this page is effective between : 01/04/2008 & 31/03/2009

Last Refreshed On : 28/05/2009

Flintshire County Council Turnover

People at Start Point	People at End Point	Average People HeadCount	All Leavers (People)	Voluntary Leavers	All Turnover %	Voluntary Turnover %
8,319	8,916	8,618	838	535	9.72	6.21

Directorate Turnover

Directorate	People at Start Point	People at End Point	Average People HeadCount	Leavers (People)	Voluntary Leavers (People)	All Turnover %	Voluntary Turnover %
ASC	834	948	891	46	34	5.16	3.82
C & H	511	541	526	31	25	5.89	4.75
Chief Execs	14	14	14	0	0	0	0.00
Corp Strat	217	226	222	18	8	8.13	3.61
Ed - CS & Rec	1,834	2,095	1,965	164	143	8.35	7.28
Env & Regen	653	688	671	33	22	4.92	3.28
Fin, Legal & Dem	222	233	228	4	1	1.76	0.44
Schools	3,918	4,377	4,148	318	258	7.67	6.22
Theatre	188	286	237	18	11	7.59	4.64
Unattached	297	41	169	51	45	30.18	26.63
Totals:	8,688	9,449	9,069	683	547		

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

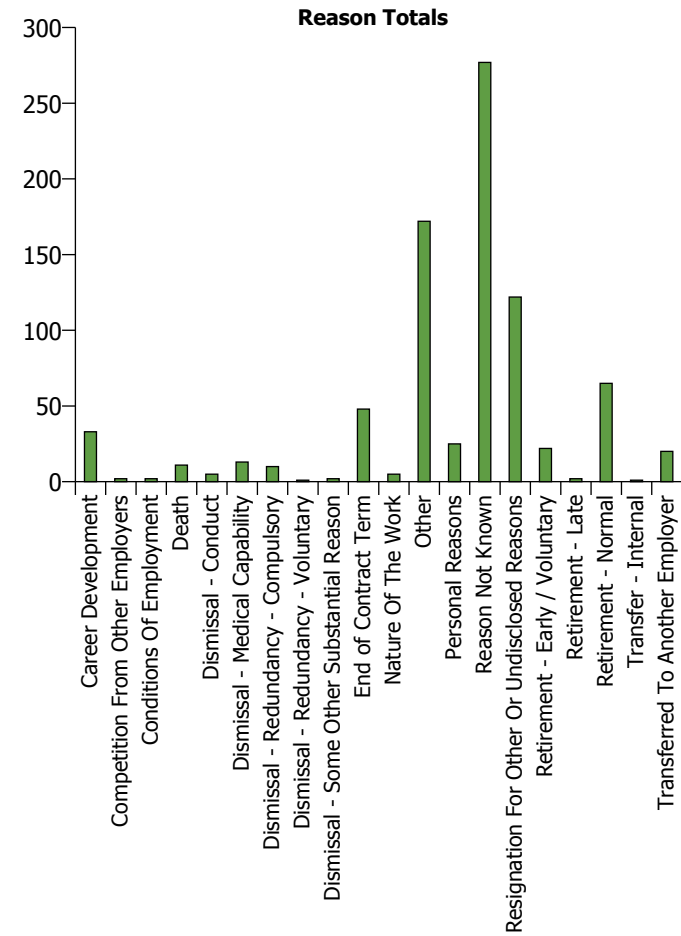
Turnover Summary By Directorate

Data on this page is effective between : 01/04/2008 & 31/03/2009

Last Refreshed On : 28/05/2009

Flintshire County Council Leaving Reasons

Leaving Reason	FCC Total	Leavers %
Career Development	33	3.94 %
Competition From Other Employers	2	0.24 %
Conditions Of Employment	2	0.24 %
Death	11	1.31 %
Dismissal - Conduct	5	0.60 %
Dismissal - Medical Capability	13	1.55 %
Dismissal - Redundancy - Compulsory	10	1.19 %
Dismissal - Redundancy - Voluntary	1	0.12 %
Dismissal - Some Other Substantial Reason	2	0.24 %
End of Contract Term	48	5.73 %
Nature Of The Work	5	0.60 %
Other	172	20.53 %
Personal Reasons	25	2.98 %
Reason Not Known	277	33.05 %
Resignation For Other Or Undisclosed Reasons	122	14.56 %
Retirement - Early / Voluntary	22	2.63 %
Retirement - Late	2	0.24 %
Retirement - Normal	65	7.76 %
Transfer - Internal	1	0.12 %
Transferred To Another Employer	20	2.39 %
Total:	838	



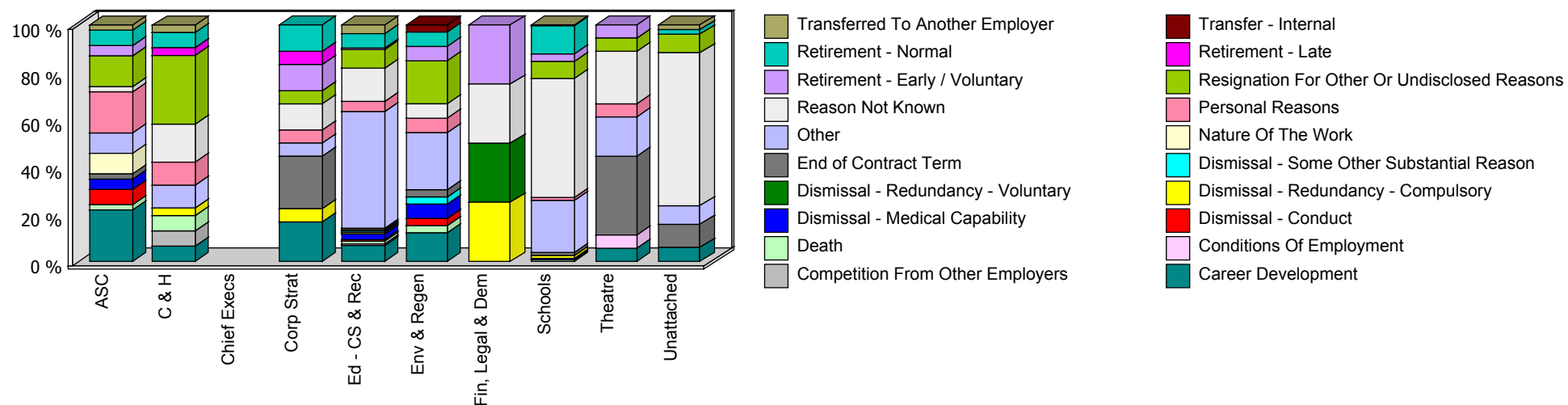
Turnover Summary By Directorate

Data on this page is effective between : 01/04/2008 & 31/03/2009

Last Refreshed On : 28/05/2009

Leaving Reasons by Directorate

Leaving Reason	ASC	C & H	Chief Execs	Corp Strat	Ed - CS & Rec	Env & Regen	Fin, Legal & Dem	Schools	Theatre	Unattached
Career Development	10	2	0	3	11	4	0	0	1	3
Competition From Other Employers	0	2	0	0	0	0	0	0	0	0
Conditions Of Employment	0	0	0	0	1	0	0	0	1	0
Death	1	2	0	0	2	1	0	2	0	0
Dismissal - Conduct	3	0	0	0	1	1	0	0	0	0
Dismissal - Medical Capability	2	0	0	0	4	2	0	2	0	0
Dismissal - Redundancy - Compulsory	0	1	0	1	1	0	1	4	0	0
Dismissal - Redundancy - Voluntary	0	0	0	0	0	0	1	0	0	0
Dismissal - Some Other Substantial Reason	0	0	0	0	1	1	0	0	0	0
End of Contract Term	1	0	0	4	1	1	0	4	6	5
Nature Of The Work	4	0	0	0	1	0	0	0	0	0
Other	4	3	0	1	81	8	0	70	3	4
Personal Reasons	8	3	0	1	7	2	0	4	1	0
Reason Not Known	1	5	0	2	23	2	1	160	4	33
Resignation For Other Or Undisclosed Reasons	6	9	0	1	13	6	0	23	1	4
Retirement - Early / Voluntary	2	0	0	2	1	2	1	10	1	0
Retirement - Late	0	1	0	1	0	0	0	0	0	0
Retirement - Normal	3	2	0	2	10	2	0	38	0	1
Transfer - Internal	0	0	0	0	0	1	0	0	0	0
Transferred To Another Employer	1	1	0	0	6	0	0	1	0	1
Total:	46	31	0	18	164	33	4	318	18	51



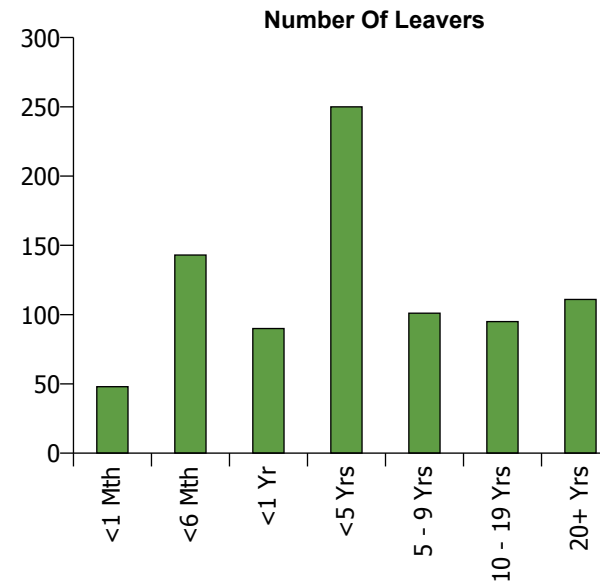
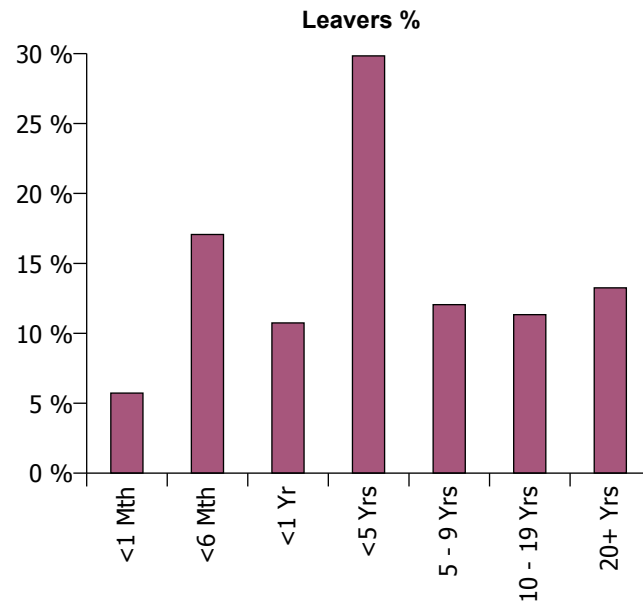
Turnover Summary By Directorate

Data on this page is effective between : 01/04/2008 & 31/03/2009

Last Refreshed On : 28/05/2009

Flintshire County Council Leavers by Length Of Service

Length Of Service At Leaving	Leavers	Leavers %
<1 Mth	48	5.73 %
<6 Mth	143	17.06 %
<1 Yr	90	10.74 %
<5 Yrs	250	29.83 %
5 - 9 Yrs	101	12.05 %
10 - 19 Yrs	95	11.34 %
20+ Yrs	111	13.25 %
Total	838	



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

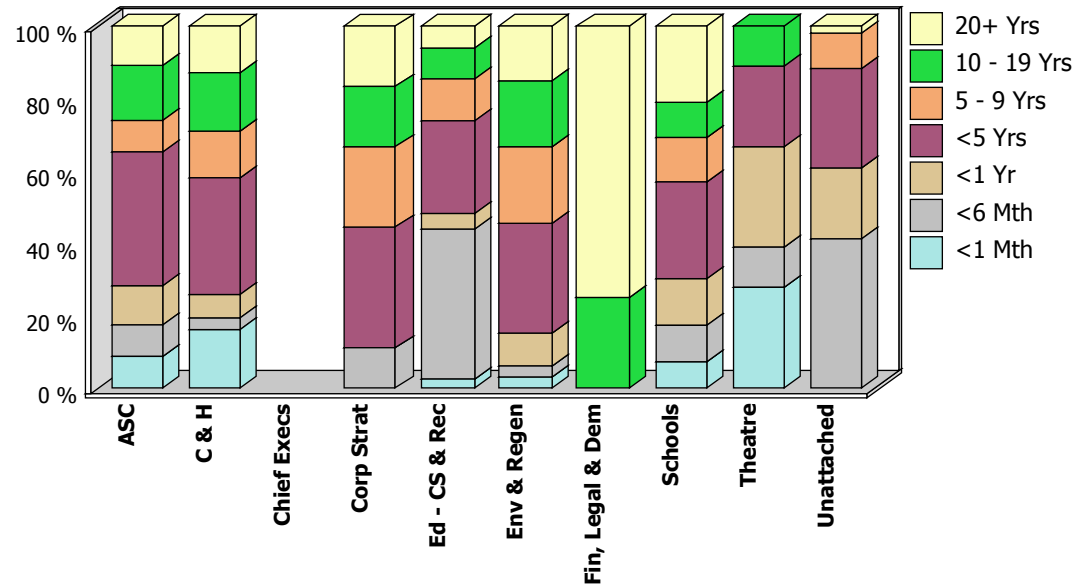
Turnover Summary By Directorate

Data on this page is effective between : 01/04/2008 & 31/03/2009

Last Refreshed On : 28/05/2009

Leavers by Length Of Service By Directorate

Directorate	<1 Mth	<6 Mth	<1 Yr	<5 Yrs	5 - 9 Yrs	10 - 19 Yrs	20+ Yrs
ASC	4	4	5	17	4	7	5
C & H	5	1	2	10	4	5	4
Chief Execs	0	0	0	0	0	0	0
Corp Strat	0	2	0	6	4	3	3
Ed - CS & Rec	4	68	7	42	19	14	10
Env & Regen	1	1	3	10	7	6	5
Fin, Legal & Dem	0	0	0	0	0	1	3
Schools	23	32	41	85	39	31	67
Theatre	5	2	5	4	0	2	0
Unattached	0	21	10	14	5	0	1
Totals	42	131	73	188	82	69	98



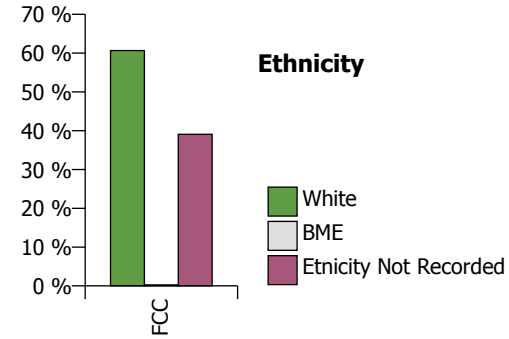
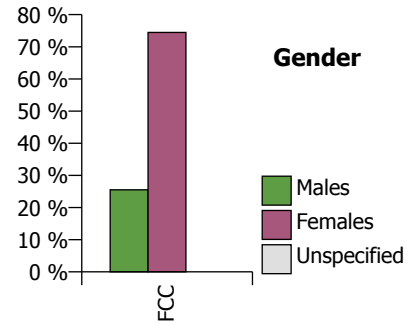
Diversity Summary

Data on this page is effective as at : 31/03/2009

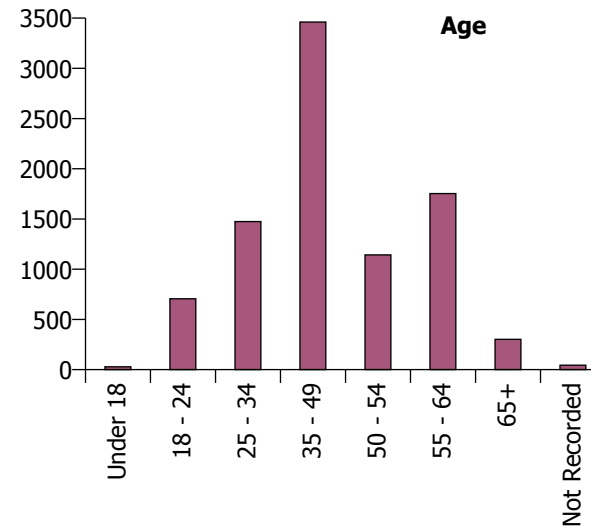
Last Refreshed On : 28/05/2009

Flintshire County Council Diversity Summary

% Male	% Female	% unspecified	% White	% BME	% Ethnicity Not Recorded	% Welsh (Preferred Language)	% Disabled
25.54 %	74.45 %	0.01 %	60.68 %	0.26 %	39.07 %	0.89 %	1.41 %



Age Band	Count	%
Under 18	29	0.33 %
18 - 24	706	7.92 %
25 - 34	1474	16.54 %
35 - 49	3461	38.83 %
50 - 54	1143	12.82 %
55 - 64	1753	19.67 %
65+	302	3.39 %
Not Recorded	45	0.50 %
Total	8913	



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

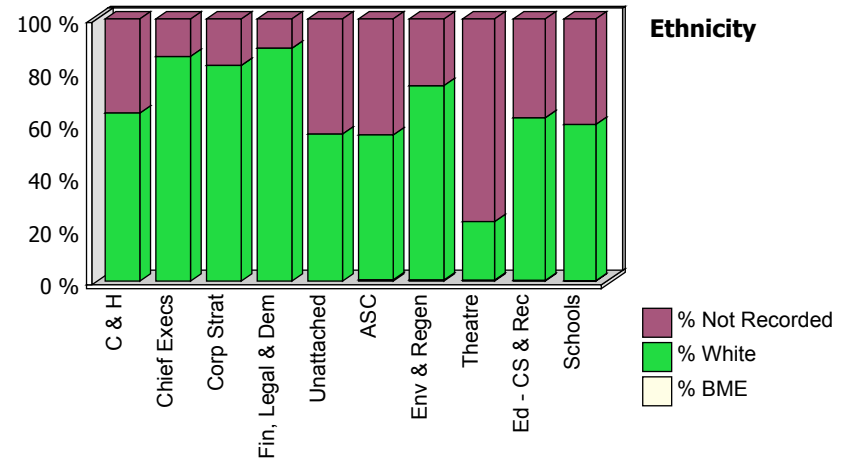
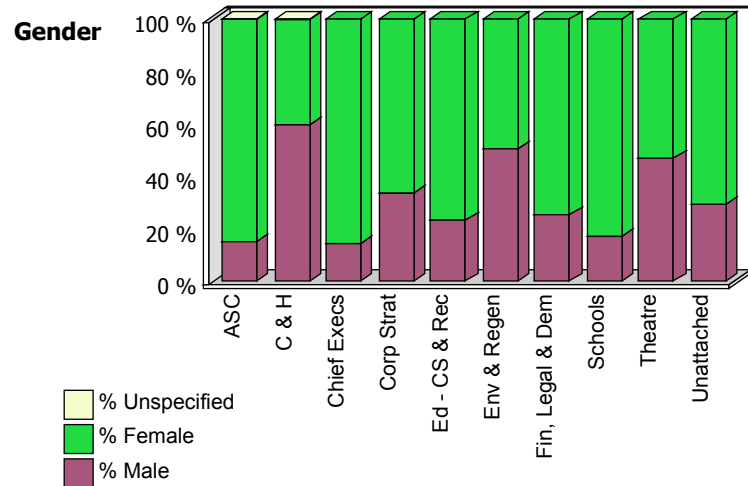
Diversity Summary

Data on this page is effective as at : 31/03/2009

Last Refreshed On : 28/05/2009

Diversity Summary By Directorate

Directorate	% Male	% Female	% Unspecified	% White	% BME	% Not Recorded	% Welsh (Preferred language)	% Disabled
ASC	14.98 %	84.92 %	0.11 %	55.27 %	0.53 %	44.20 %	0.11 %	2.32 %
C & H	59.70 %	40.11 %	0.18 %	64.14 %	0%	35.86 %	0%	2.59 %
Chief Execs	14.29 %	85.71 %	0%	85.71 %	0%	14.29 %	0%	0%
Corp Strat	33.63 %	66.37 %	0%	82.30 %	0%	17.70 %	1.77 %	1.33 %
Ed - CS & Rec	23.25 %	76.75 %	0%	62.05 %	0.29 %	37.66 %	0.57 %	1.58 %
Env & Regen	50.44 %	49.56 %	0%	74.13 %	0.44 %	25.44 %	0%	3.05 %
Fin, Legal & Dem	25.32 %	74.68 %	0%	88.84 %	0%	11.16 %	0.43 %	3.43 %
Schools	17.00 %	83.00 %	0%	59.58 %	0.18 %	40.23 %	1.42 %	0.66 %
Theatre	46.85 %	53.15 %	0%	22.38 %	0.35 %	77.27 %	0.70 %	0.35 %
Unattached	29.27 %	70.73 %	0%	56.10 %	0%	43.90 %	0%	4.88 %



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

Diversity Summary

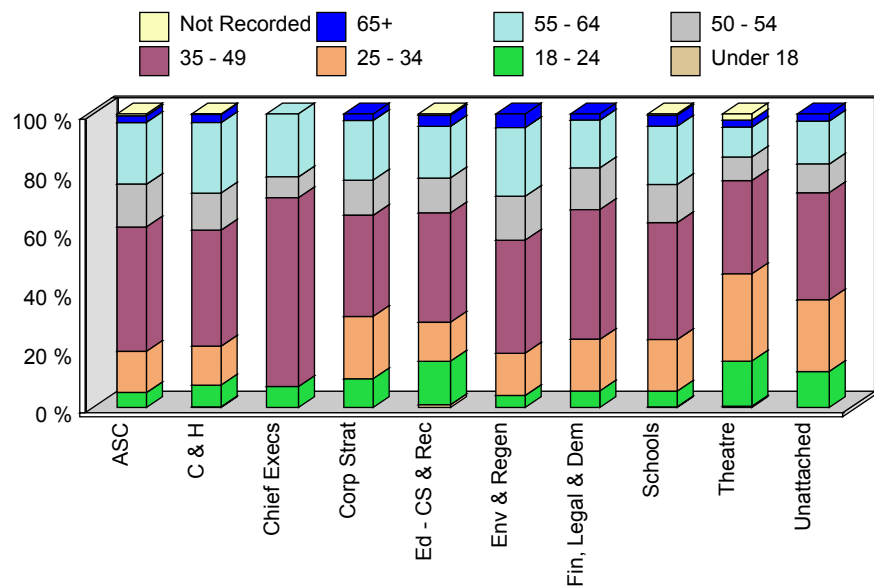
Data on this page is effective as at : 31/03/2009

Last Refreshed On : 28/05/2009

Age Summary By Directorate

Directorate	Under 18	%	18 - 24	%	25 - 34	%	35 - 49	%	50 - 54	%	55 - 64	%	65+	%	Not Recorded	%
ASC	0	0%	48	5.06 %	133	14.03 %	402	42.41 %	138	14.56 %	199	20.99 %	22	2.32 %	6	0.63 %
C & H	1	0.18 %	40	7.39 %	72	13.31 %	214	39.56 %	68	12.57 %	130	24.03 %	15	2.77 %	1	0.18 %
Chief Execs	0	0%	1	7.14 %	0	0%	9	64.29 %	1	7.14 %	3	21.43 %	0	0%	0	0%
Corp Strat	0	0%	22	9.73 %	48	21.24 %	78	34.51 %	27	11.95 %	46	20.35 %	5	2.21 %	0	0%
Ed - CS & Rec	20	0.95 %	309	14.75 %	278	13.27 %	781	37.28 %	250	11.93 %	369	17.61 %	77	3.68 %	11	0.53 %
Env & Regen	0	0%	28	4.07 %	99	14.39 %	265	38.52 %	103	14.97 %	161	23.40 %	32	4.65 %	0	0%
Fin, Legal & Dem	0	0%	13	5.58 %	41	17.60 %	103	44.21 %	33	14.16 %	38	16.31 %	5	2.15 %	0	0%
Schools	7	0.16 %	234	5.35 %	770	17.59 %	1,745	39.87 %	569	13.00 %	870	19.88 %	160	3.66 %	22	0.50 %
Theatre	1	0.35 %	44	15.38 %	85	29.72 %	91	31.82 %	23	8.04 %	29	10.14 %	7	2.45 %	6	2.10 %
Unattached	0	0%	5	12.20 %	10	24.39 %	15	36.59 %	4	9.76 %	6	14.63 %	1	2.44 %	0	0%
Totals	29		744		1,536		3,703		1,216		1,851		324		46	

Age



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

Absence Rate Summary By Directorate

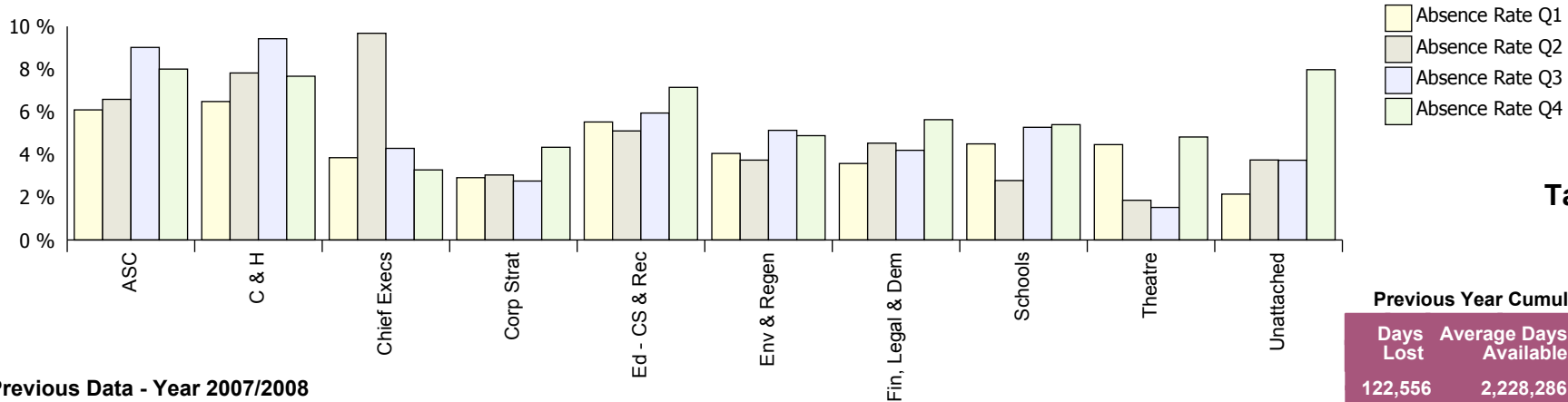
Data on this page is effective for quarters between : 01/04/2008 and 31/03/2009

Last Refreshed On : 28/05/2009

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

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

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
ASC	2,386	39,177	6.09 %	3.47	2,699	40,968	6.59 %	3.75	3,794	42,074	9.02 %	5.14	3,400	42,468	8.01 %	4.56
C & H	1,808	27,885	6.48 %	3.70	2,223	28,409	7.82 %	4.46	2,693	28,584	9.42 %	5.37	2,204	28,747	7.67 %	4.37
Chief Execs	27	700	3.85 %	2.20	68	700	9.68 %	5.52	30	700	4.29 %	2.45	23	703	3.29 %	1.87
Corp Strat	311	10,644	2.92 %	1.66	326	10,701	3.04 %	1.73	299	10,843	2.76 %	1.57	477	10,981	4.34 %	2.47
Ed - CS & Rec	2,827	51,143	5.53 %	3.15	2,638	51,626	5.11 %	2.91	3,090	51,967	5.95 %	3.39	3,727	52,162	7.15 %	4.07
Env & Regen	1,211	29,855	4.06 %	2.31	1,145	30,612	3.74 %	2.13	1,580	30,754	5.14 %	2.93	1,519	31,070	4.89 %	2.79
Fin, Legal & Dem	412	11,494	3.58 %	2.04	523	11,545	4.53 %	2.58	486	11,569	4.20 %	2.40	657	11,660	5.64 %	3.21
Schools	4,706	104,525	4.50 %	2.16	2,961	106,431	2.78 %	1.34	5,740	108,721	5.28 %	2.53	5,890	109,008	5.40 %	2.59
Theatre	128	2,874	4.47 %	2.55	54	2,904	1.86 %	1.06	45	2,929	1.53 %	0.87	141	2,929	4.82 %	2.75
Unattached	54	2,508	2.15 %	1.22	46	1,229	3.75 %	2.14	29	771	3.74 %	2.13	49	612	7.98 %	4.55
Totals:	13,870	280,805	4.94 %	2.63	12,682	285,126	7.31 %	2.37	17,788	288,912	6.16 %	3.28	18,086	290,340	6.23 %	3.32



Previous Data - Year 2007/2008

Directorate	Days Lost Q1	Average Days Available Q1	Absence Rate Q1	Days Lost Q2	Average Days Available Q2	Absence Rate Q2	Days Lost Q3	Average Days Available Q3	Absence Rate Q3	Days Lost Q4	Average Days Available Q4	Absence Rate Q4
ASC	2,943	38,133	7.72 %	3,076	37,402	8.23 %	3,359	38,169	8.80 %	3,097	40,037	7.74 %
C&H	1,816	28,331	6.41 %	2,419	27,847	8.69 %	2,352	28,214	8.34 %	2,350	28,376	8.28 %
Chief Exces	4	614	0.65 %	4	614	0.65 %	35	557	6.28 %	2	614	0.33 %
Corp Start	422	14,599	2.89 %	535	15,793	3.39 %	731	16,672	4.38 %	621	16,158	3.85 %
ED CS & Rec	2,295	44,702	5.13 %	2,744	47,554	5.77 %	3,168	47,400	6.68 %	2,855	42,447	6.73 %
Env & Regen	1,023	29,439	3.47 %	1,269	28,965	4.38 %	1,870	29,032	6.44 %	1,552	28,712	5.41 %
Fin, Legal & Dem	468	11,767	3.97 %	608	11,969	5.08 %	760	11,576	6.57 %	699	11,918	5.86 %
Schools	4,038	110,196	3.66 %	2,658	107,973	2.46 %	6,021	110,202	5.46 %	5,484	108,161	5.07 %
Theatre	0	0	0.00 %	0	0	0.00 %	0	0	0.00 %	0	0	0.00 %
Unattached	0	0	0.00 %	0	0	0.00 %	0	0	0.00 %	0	0	0.00 %
Totals:	13,009	277,781	4.68 %	13,313	278,117	4.79 %	18,296	281,822	6.49 %	16,660	276,423	6.03 %

FLINTSHIRE COUNTY COUNCIL

Workforce Information Report

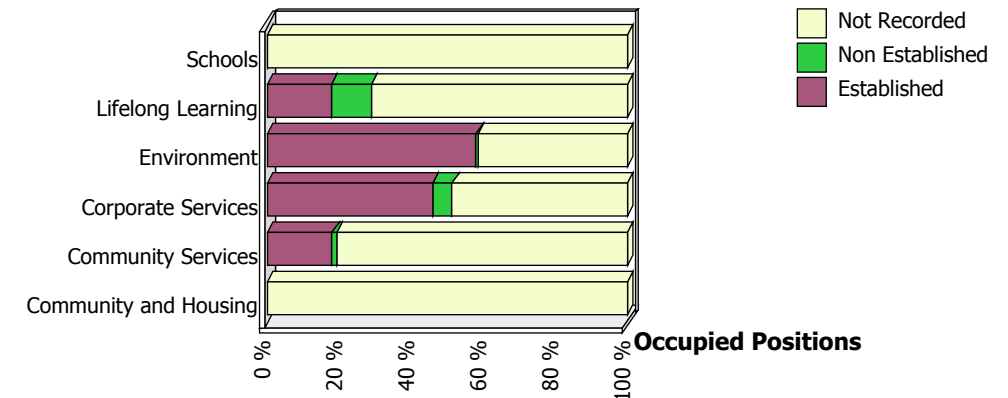
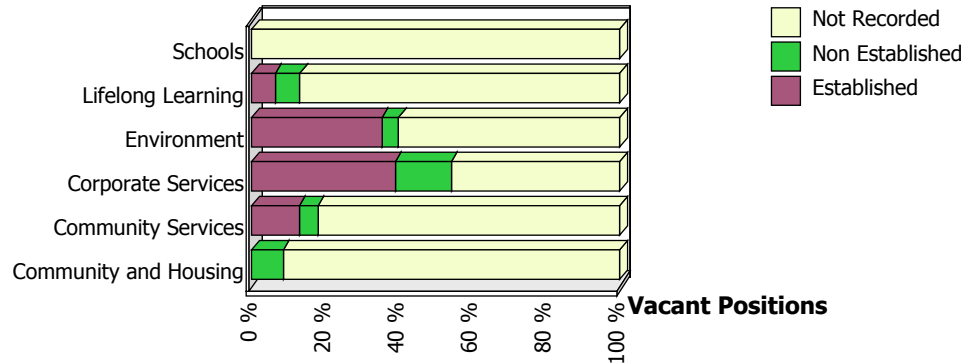
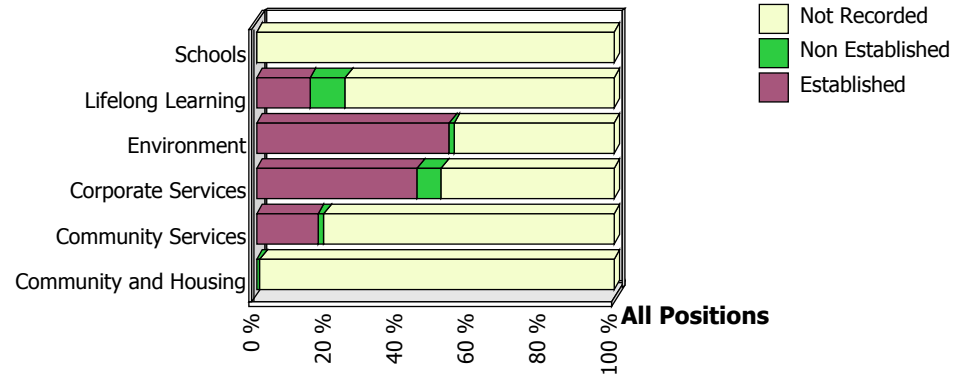
Period Up To: 30/06/2009

Establishment Summary By Directorate

Data on this page is effective as at : 30/06/2009

Last Refreshed On : 10/07/2009

Directorate	Position Status	Positions		
		Total	Vacant	Occupied
Community and Housing	<i>Non Established</i>	1	1	0
	<i>Not Recorded</i>	74	11	63
	Total:	75	12	63
Community Services	<i>Established</i>	363	47	316
	<i>Non Established</i>	40	18	22
	<i>Not Recorded</i>	1,696	300	1,396
	Total:	2,099	365	1,734
Corporate Services	<i>Established</i>	426	42	384
	<i>Non Established</i>	63	17	46
	<i>Not Recorded</i>	453	50	403
	Total:	942	109	833
Environment	<i>Established</i>	584	66	518
	<i>Non Established</i>	13	9	4
	<i>Not Recorded</i>	478	113	365
	Total:	1,075	188	887
Lifelong Learning	<i>Established</i>	440	42	398
	<i>Non Established</i>	299	49	250
	<i>Not Recorded</i>	2,204	608	1,596
	Total:	2,943	699	2,244
Schools	<i>Established</i>	1	0	1
	<i>Not Recorded</i>	7,332	681	6,651
	Total:	7,333	681	6,652
Totals:		14,467	2,054	12,413



Headcount Summary By Directorate

Data on this page is effective as at : 30/06/2009

Last Refreshed On : 10/07/2009

Flintshire County Council Actual Total Headcount : 8,976

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	43	60	63	50	3	10	0	0	0	38	0	25	0
Community Services	1,212	1,543	1,728	1,294	228	206	0	0	0	900	0	825	1
Corporate Services	455	754	833	472	293	68	0	0	0	402	2	426	0
Environment	726	870	887	728	26	133	0	0	0	654	2	228	3
Lifelong Learning	766	1,820	2,218	1,169	487	559	0	3	0	467	9	1,731	5
Schools	2,272	4,458	6,651	3,348	1,249	2,054	0	0	0	1,371	69	4,954	257
Totals:	5,474	9,505	12,380	7,061	2,286	3,030	0	3	0	3,832	82	8,189	266
				57.04 %	18.47 %	24.47 %	0.00 %	0.02 %	0.00 %	30.95 %	0.66 %	66.15 %	2.15 %

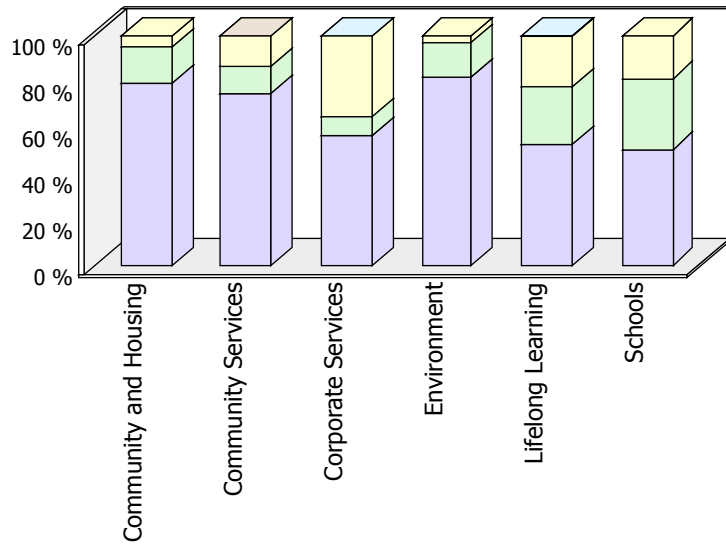
Contract For Services
 Seasonal Fixed Term
 Relief

Temporary Fixed Term
 *Agency
 Permanent

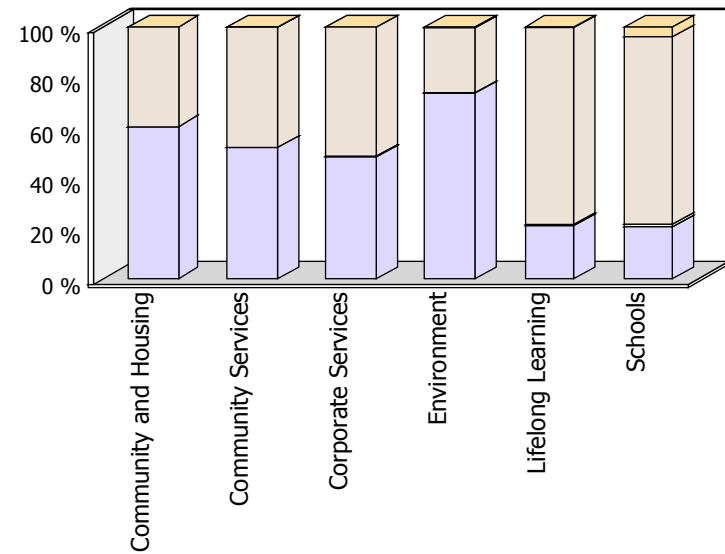
Part Time Term Time
 Part Time

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 & 30/06/2009

Last Refreshed On : 10/07/2009

Flintshire County Council Turnover

People at Start Point	People at End Point	Average People HeadCount	All Leavers (People)	Voluntary Leavers	All Turnover %	Voluntary Turnover %
8,908	8,992	8,950	126	88	1.41	0.98

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	60	62	2	0	3.23	0.00
Community Services	1,531	1,545	1,538	34	21	2.21	1.37
Corporate Services	751	754	753	9	5	1.20	0.66
Environment	874	870	872	14	8	1.61	0.92
Lifelong Learning	1,820	1,835	1,828	24	19	1.31	1.04
Schools	4,391	4,459	4,425	47	37	1.06	0.84
Totals:	9,431	9,523	9,477	130	90		

Turnover Summary

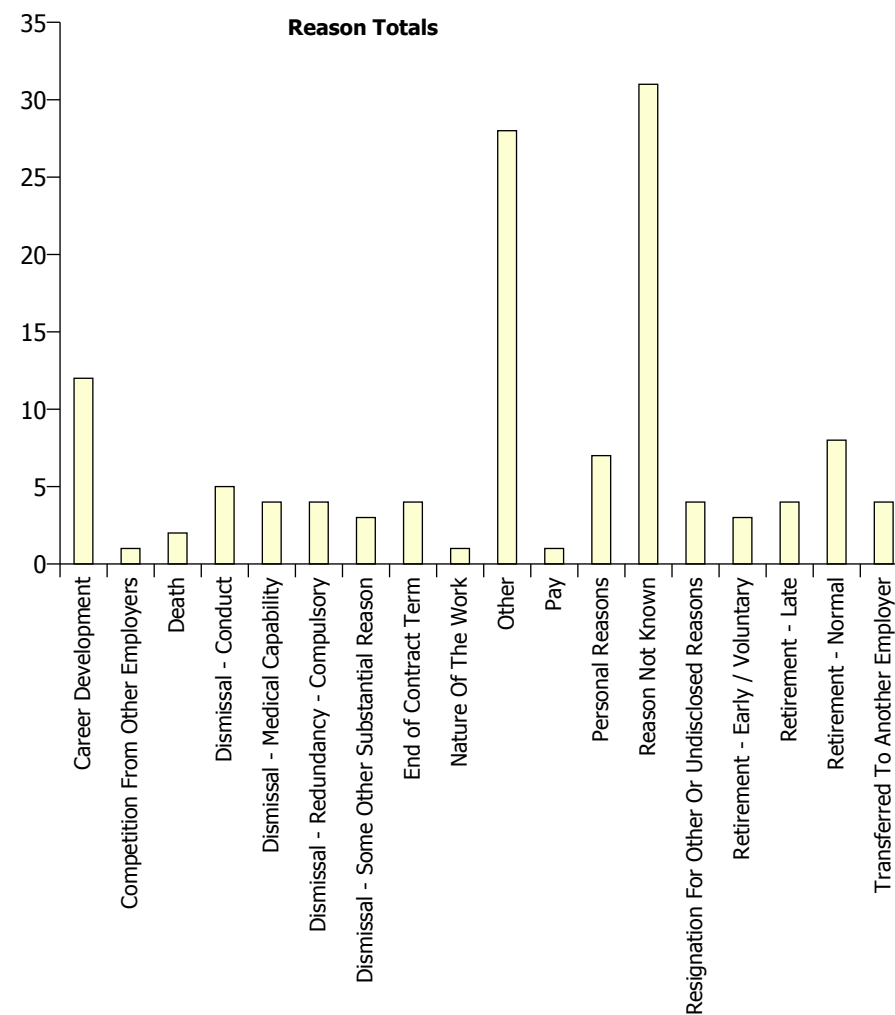
Data on this page is effective between : 01/04/2009 & 30/06/2009

Last Refreshed On : 10/07/2009

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	12	9.52 %
Competition From Other Employers	1	0.79 %
Conditions Of Employment	0	0%
Death	2	1.59 %
Dismissal - Capability	0	0%
Dismissal - Conduct	5	3.97 %
Dismissal - Legal Restrictions	0	0%
Dismissal - Medical Capability	4	3.17 %
Dismissal - Redundancy - Compulsory	4	3.17 %
Dismissal - Redundancy - Voluntary	0	0%
Dismissal - Some Other Substantial Reason	3	2.38 %
End of Contract Term	4	3.17 %
Nature Of The Work	1	0.79 %
Other	28	22.22 %
Pay	1	0.79 %
Personal Reasons	7	5.56 %
Reason Not Known	31	24.60 %
Resignation For Other Or Undisclosed Reasons	4	3.17 %
Retirement - Early / Voluntary	3	2.38 %
Retirement - Late	4	3.17 %
Retirement - Normal	8	6.35 %
Transfer - Demotion	0	0%
Transfer - Internal	0	0%
Transfer - Promotion	0	0%
Transfer - Re-Deployed	0	0%
Transferred To Another Employer	4	3.17 %
Transfer - Re-Organisation	0	0%
Transfer - System	0	0%
Total:	126	



Turnover Summary

Data on this page is effective between : 01/04/2009 & 30/06/2009

Last Refreshed On : 10/07/2009

Leaving Reasons by Directorate

Leaving Reason	Community and Housing	Community Services	Corporate Services	Environment	Lifelong Learning	Schools
Career Development	0	7	0	4	1	0
Competition From Other Employers	0	1	0	0	0	0
Conditions Of Employment	0	0	0	0	0	0
Death	1	1	0	0	0	0
Dismissal - Capability	0	0	0	0	0	0
Dismissal - Conduct	0	2	2	2	0	0
Dismissal - Legal Restrictions	0	0	0	0	0	0
Dismissal - Medical Capability	0	2	0	1	0	1
Dismissal - Redundancy - Compulsory	1	0	1	0	2	0
Dismissal - Redundancy - Voluntary	0	0	0	0	0	0
Dismissal - Some Other Substantial Reason	0	1	0	0	2	0
End of Contract Term	0	0	1	1	0	2
Nature Of The Work	0	0	1	0	0	0
Other	0	4	2	1	13	9
Pay	0	0	0	0	1	0
Personal Reasons	0	3	0	0	4	0
Reason Not Known	0	4	1	0	1	26
Resignation For Other Or Undisclosed Reasons	0	0	1	1	0	2
Retirement - Early / Voluntary	0	1	0	0	0	2
Retirement - Late	0	3	0	1	0	0
Retirement - Normal	0	3	0	1	0	5
Transfer - Demotion	0	0	0	0	0	0
Transfer - Internal	0	0	0	0	0	0
Transfer - Promotion	0	0	0	0	0	0
Transfer - Re-Deployed	0	0	0	0	0	0
Transferred To Another Employer	0	2	0	2	0	0
Transfer - Re-Organisation	0	0	0	0	0	0
Transfer - System	0	0	0	0	0	0
Total:	2	34	9	14	24	47

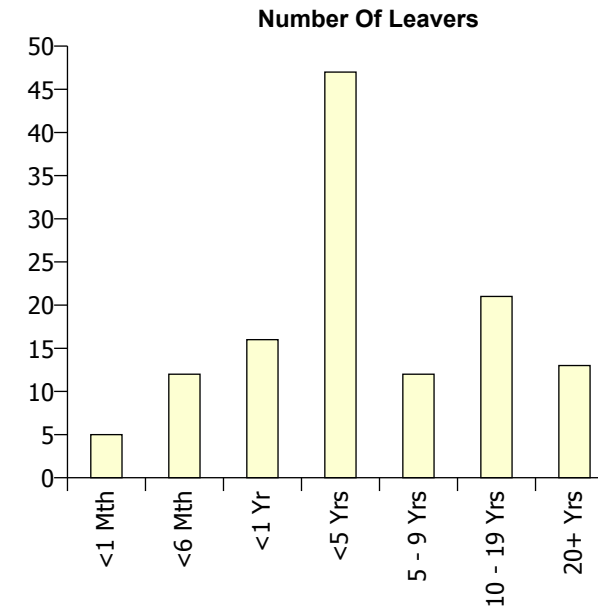
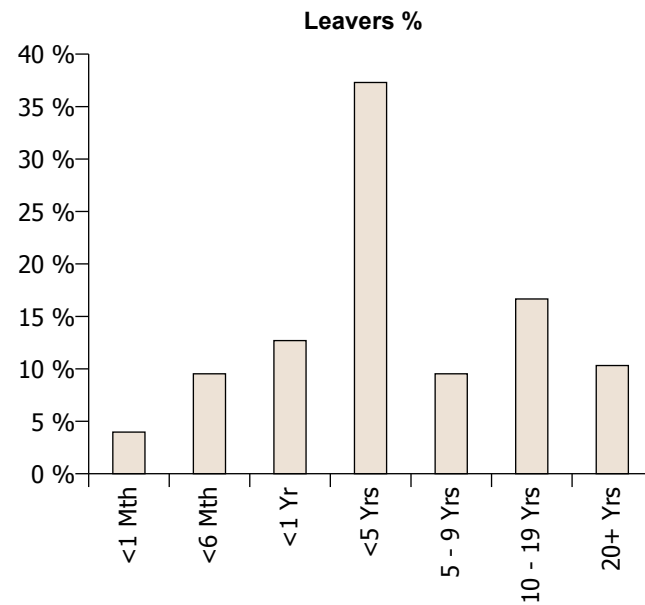
Turnover Summary

Data on this page is effective between : 01/04/2009 & 30/06/2009

Last Refreshed On : 10/07/2009

Flintshire County Council Leavers by Length Of Service

Length Of Service At Leaving	Leavers	Leavers %
<1 Mth	5	3.97 %
<6 Mth	12	9.52 %
<1 Yr	16	12.70 %
<5 Yrs	47	37.30 %
5 - 9 Yrs	12	9.52 %
10 - 19 Yrs	21	16.67 %
20+ Yrs	13	10.32 %
Total	126	



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

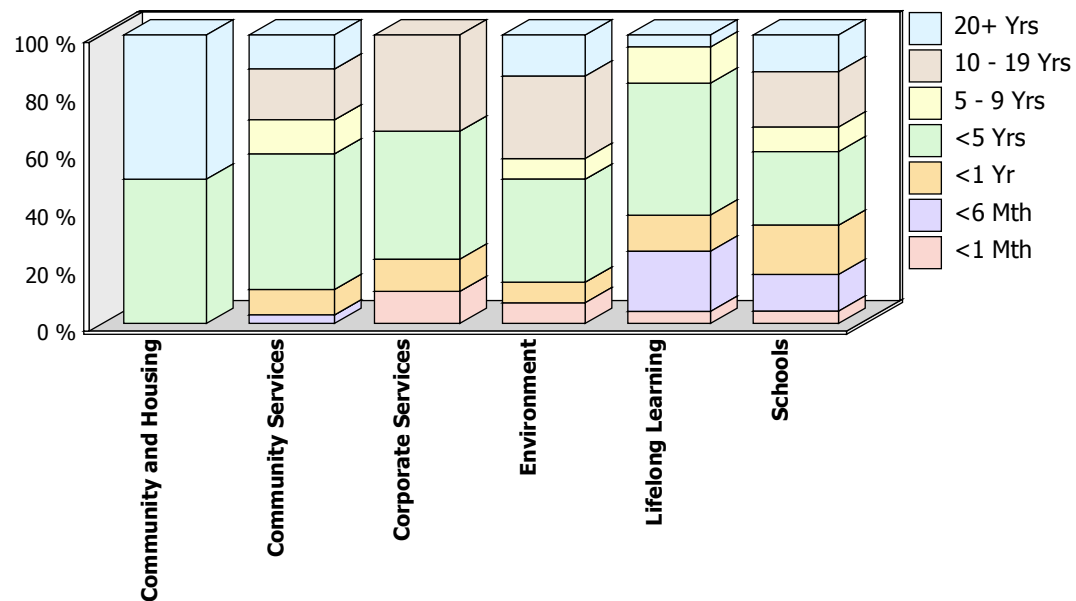
Turnover Summary

Data on this page is effective between : 01/04/2009 & 30/06/2009

Last Refreshed On : 10/07/2009

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	0	0	1
Community Services	0	1	3	16	4	6	4
Corporate Services	1	0	1	4	0	3	0
Environment	1	0	1	5	1	4	2
Lifelong Learning	1	5	3	11	3	0	1
Schools	2	6	8	12	4	9	6
Totals	5	12	16	49	12	22	14



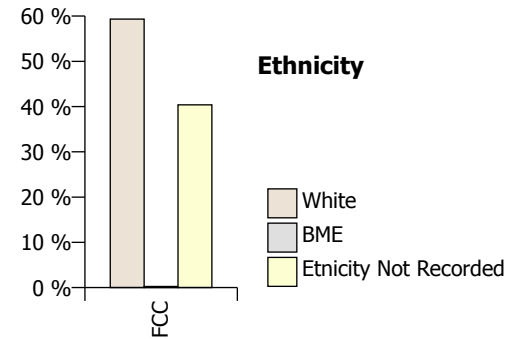
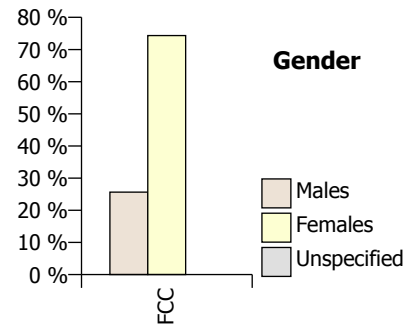
Diversity Summary

Data on this page is effective as at : 30/06/2009

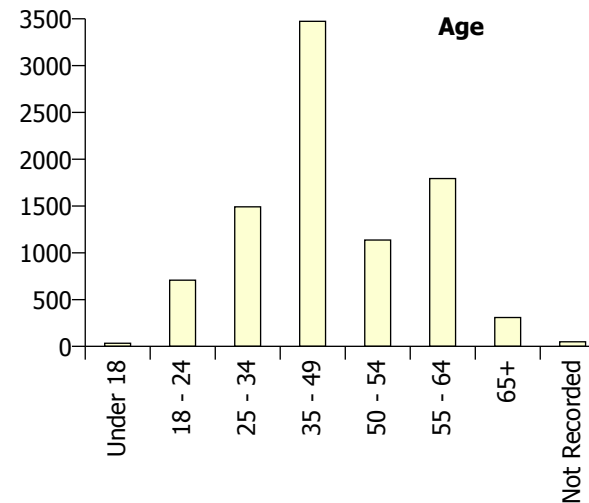
Last Refreshed On : 10/07/2009

Flintshire County Council Diversity Summary

% Male	% Female	% unspecified	% White	% BME	% Ethnicity Not Recorded	% Welsh (Preferred Language)	% Disabled
25.63 %	74.36 %	0.01 %	59.35 %	0.26 %	40.40 %	0.91 %	1.38 %



Age Band	Count	%
Under 18	33	0.37 %
18 - 24	707	7.86 %
25 - 34	1492	16.59 %
35 - 49	3473	38.62 %
50 - 54	1136	12.63 %
55 - 64	1794	19.95 %
65+	309	3.44 %
Not Recorded	49	0.54 %
Total	8993	

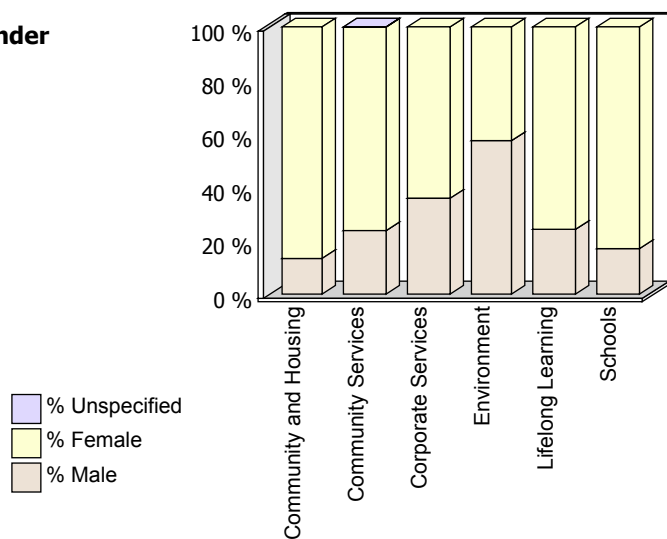


The sum of the percentages may not always total to 100% due to rounding.

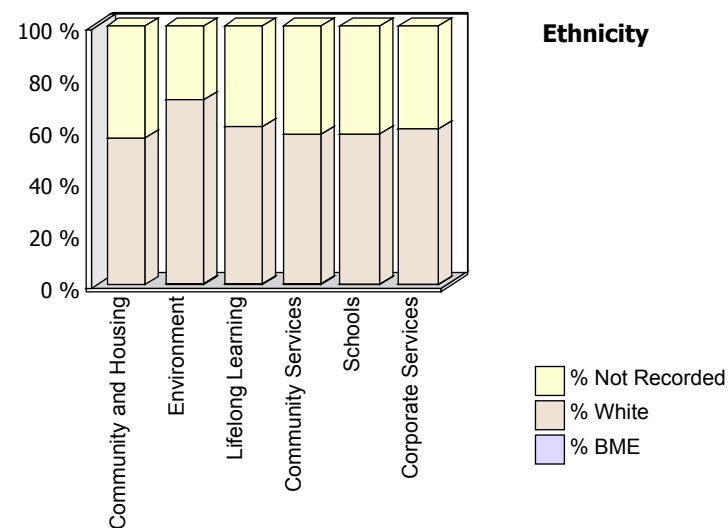
Diversity Summary By Directorate

Directorate	% Male	% Female	% Unspecified	% White	% BME	% Not Recorded	% Welsh (Preferred language)	% Disabled
Community and Housing	13.33 %	86.67 %	0%	56.67 %	0%	43.33 %	0%	0%
Community Services	23.75 %	76.18 %	0.06 %	57.86 %	0.32 %	41.81 %	0.19 %	2.52 %
Corporate Services	35.81 %	64.19 %	0%	60.08 %	0.13 %	39.79 %	0.93 %	1.59 %
Environment	57.47 %	42.53 %	0%	71.15 %	0.34 %	28.51 %	0%	3.10 %
Lifelong Learning	24.24 %	75.76 %	0%	60.78 %	0.33 %	38.89 %	0.60 %	1.25 %
Schools	17.02 %	82.98 %	0%	58.04 %	0.18 %	41.78 %	1.44 %	0.65 %

Gender



Ethnicity



Diversity Summary

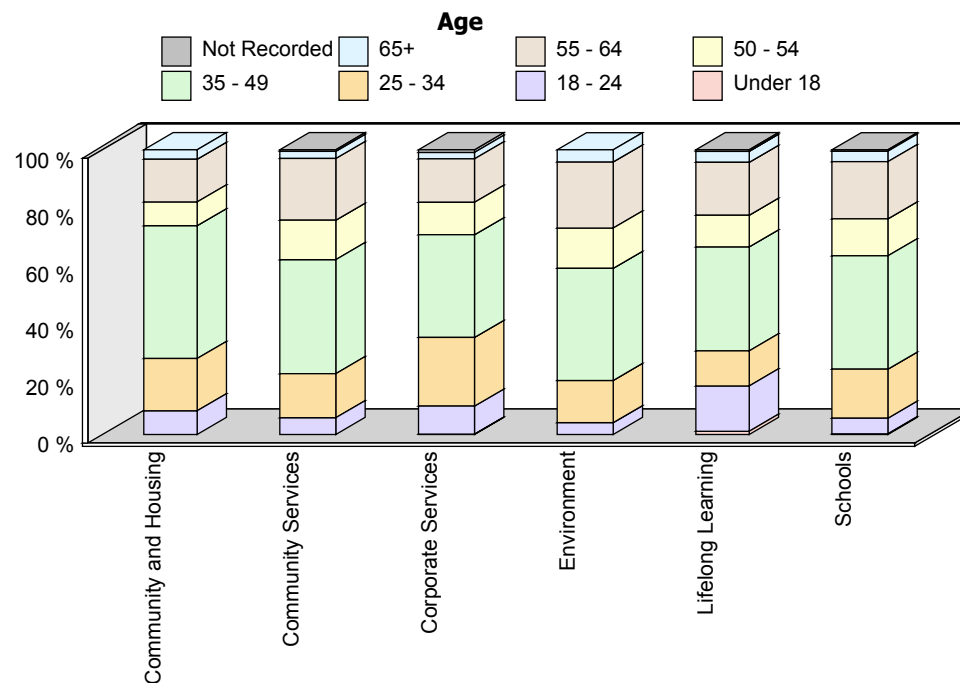
Data on this page is effective as at : 30/06/2009

Last Refreshed On : 10/07/2009

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%	5	8.33 %	11	18.33 %	28	46.67 %	5	8.33 %	9	15.00 %	2	3.33 %	0	0%
Community Services	0	0%	91	5.89 %	239	15.47 %	619	40.06 %	214	13.85 %	335	21.68 %	38	2.46 %	9	0.58 %
Corporate Services	1	0.13 %	74	9.81 %	182	24.14 %	272	36.07 %	86	11.41 %	115	15.25 %	17	2.25 %	7	0.93 %
Environment	0	0%	36	4.14 %	129	14.83 %	343	39.43 %	123	14.14 %	202	23.22 %	37	4.25 %	0	0%
Lifelong Learning	21	1.14 %	292	15.90 %	226	12.31 %	671	36.55 %	204	11.11 %	341	18.57 %	71	3.87 %	10	0.54 %
Schools	11	0.25 %	244	5.47 %	767	17.20 %	1,777	39.85 %	578	12.96 %	896	20.09 %	163	3.66 %	23	0.52 %
Totals:	33		742		1,554		3,710		1,210		1,898		328		49	



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 30/06/2009

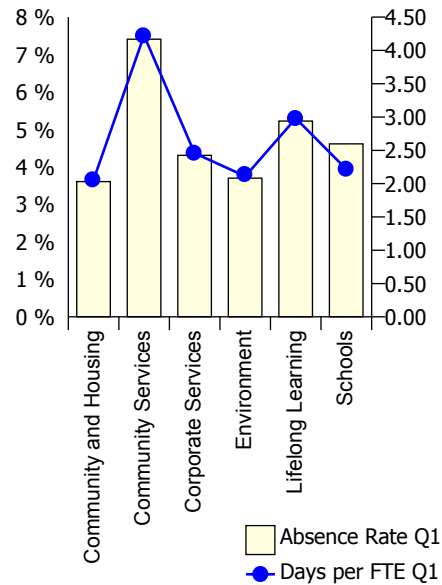
Last Refreshed On : 10/07/2009

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

Cumulative Totals

Day Lost	Average Days Available	Absence Rate	FTE Days Lost
15,104	290,365	5.20 %	11.08

Directorate	Days Lost Q1	Average Days Available Q1	Absence Rate Q1	Days per FTE Q1	FTE Days Lost
Community and Housing	94	2,611	3.61 %	2.06	5.52
Community Services	5,086	68,615	7.41 %	4.23	2.61
Corporate Services	1,117	25,908	4.31 %	2.46	2.23
Environment	1,531	41,347	3.70 %	2.11	1.11
Lifelong Learning	2,245	42,958	5.23 %	2.98	5.93
Schools	5,031	108,926	4.62 %	2.22	1.88
Totals	15,104	290,365	5.20 %	2.77	



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

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

Establishment Summary by Directorate Report

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

Core Establishment – Established Positions

- Includes permanent contracts (however, relief hours/contracts which are permanently funded from base budget may also be included on core establishment)
- Funding for core establishment will be provided by FCC on a permanent basis
- Approval for increasing or making changes to the approved establishment can be obtained by either Director delegated powers or LSG/Exec committee approval.
- Includes all FCC departments including schools

Non Core Establishment – Non Established Positions

- Includes temporary fixed term, seasonal fixed term and relief contracts – except where funded by perm budgets.
- Funding for non-core establishment can be provided by FCC on a temporary basis or by an external body on a temporary basis.
- Defines the positions required to deliver:
 - Increases in service demand
 - Projects
 - Special initiatives / schemes e.g. grant funding
- Approval for increasing or making changes to the non-core establishment can be obtained by either Director delegated powers or LSG/Exec committee approval.
- Includes all FCC departments including schools

Not recorded category on report – this refers to positions that have not been notified as either established or non-established by the Directorate. Approximately 70% of the structure verifications returns to determine 'Established' or Non Established' have been updated in the system. However, not all line managers indicated if positions were established or 'non

Appendix B

established'. To complete this work, the structure information will need to go back out to the Directorates again for line managers to confirm whether a position is 'Established' or 'Non Established' as per the definitions described above and indicated in the Establishment control. All positions must be flagged as either 'Established' or 'Non Established' in order to provide accurate establishment data. The 'Not Recorded' should be obsolete from the report. If this is not completed and kept up to date, it will be impossible to identify the correct number of vacancies.

Headcount Summary by Directorate Report

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

Flintshire County Council - Actual Total Headcount

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

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

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

Headcount by Directorate

Directorate Total FTE (Full Time Equivalent)

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

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

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

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

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

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

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

Total FTE for the employee would be = 0.95

FTE for Relief Workers is zero, yet they are still counted as one head.

Directorate People

This represents the total number of unique heads (personal reference) in a directorate.

The total directorate people will be higher than the Flintshire County Council Actual Total Headcount. This is because of employees with multiple positions in different directorates. Each unique personal reference (Payroll/Employee Number) is counted once per directorate.

Examples:

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

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

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

Included in the People Headcount:

- Employees
- Actors
- Relief worker

Excluded from the People Headcount:

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

Directorate Positions

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

Position Type by Directorate

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

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

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

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

Definition of each position type

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

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

Position Basis by Directorate

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

Positions = Full Time + Full Time Term Time + Part Time + Part Time Term Time

Appendix B

Definition of each position basis

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

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

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

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

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

Turnover Summary by Directorate Report

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

1. Flintshire County Council and Directorate Turnover
2. Flintshire County Council and Directorate Leaving Reasons
3. Flintshire County Council and Directorate Leavers by Length of Service

1. Flintshire County Council Turnover

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

The formula used to measure turnover is:

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

This formula is commonly known as the Separation rate.

People

Definition as per headcount narrative

Average People headcount

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

Leavers (People)

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

Voluntary Leavers

Excludes all dismissals, end of fixed term contracts, retirements and redundancy.

Directorate Turnover

The formulas used for calculating Flintshire County Council Turnover are used to measure Directorate turnover. However, the sum of the number of leavers (people) by directorate may be higher than the leavers (people) for Flintshire County Council because of some employees having multiple positions and therefore would be counted as one 'person' leaving in Flintshire County Council. Yet if the employee had one position in Community Services and one position in Environment, the employee would be counted once in Community Services leavers (people) and would also be counted once in Environment leavers (people).

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

2. Leaving Reasons for Flintshire County Council and by Directorate Report

This report shows the leaving reasons by Flintshire County Council and by Directorate, as per the categories English Local Government Data set.

3. Leavers – Length of Service for Flintshire County Council and by Directorate

This report shows the length of service of the leavers, broken down by Flintshire County Council and by Directorate.

Diversity Summary by Directorate

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

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

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

Absence Rate Summary by Directorate Report

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

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

Days Lost (Lost time rate) based on FTE

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

Average Days Available based on FTE

The formula for the Average Days Available is:-

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

Absence Rate

The formula for the absence rate is:-

Total Days Lost /Total Days Available x 100

FTE Days Lost

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

Numerator / Denominator

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

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

Previous Year

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

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 16

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **TRAVEL BEHAVIOUR CODE**

1.00 PURPOSE OF REPORT

1.01 To obtain Member's support on tackling poor behaviour on school buses, in accordance with Welsh Assembly Government's draft Travel Behaviour Code and Statutory Guidance.

2.00 BACKGROUND

2.01 The Learner Travel (Wales) Measure 2008 places a duty on Welsh Ministers to produce an All Wales Travel Behaviour Code. The Code will establish common standards of behaviour, discipline and enforcement for all young people travelling from home to their place of learning. The draft Code was published by the Assembly for consultation in May 2009, with a planned implementation date of January 2010.

2.02 The Travel Behaviour Code covers all learners up to the age of 19, and applies to all modes of transport to and from education institutions. The accompanying Statutory Guidance is primarily for local authorities, operators and education institutions and outlines the procedures to be taken when an incident occurs.

2.03 Learners must comply with the Code whilst travelling to their place of learning. This will include journeys between institutions during the day, which will increase as the Learning and Skills Measure is fully implemented.

2.04 A response to the consultation was compiled with Denbighshire County Council, as officers in the Lifelong Learning and Environment directorates in both authorities are working collaboratively on a number of transport projects and it was considered appropriate to respond jointly to the consultation.

3.00 CONSIDERATIONS

3.01 A key aim of the Code is to encourage schools and local authorities to work proactively with learners, their parents and the community to promote positive behaviour. This in turn should limit the use of sanctions to the most serious of cases.

3.02 The responses to both the Code and the Statutory Guidance are attached as Appendices. In general terms, it is considered that the Guidance does not

go far enough in enabling local authorities, in consultation with schools, to implement an immediate ban from transport in exceptional cases. These comments were strongly supported by Flintshire's Secondary Heads' Federation and the Lifelong Learning Overview & Scrutiny School & College Transport Review Task Group. Similarly, the wording in the Code itself needs to be more emphatic, by for example replacing the word "avoid" with "don't". Again, this was supported by the Headteachers and Members' Group.

- 3.10 Comments on the draft Code have been submitted to the Assembly by the deadline of 31 July 2009.

4.00 RECOMMENDATIONS

- 4.01 That Members are supportive of tackling poor behaviour on school buses, in accordance with Welsh Assembly Government's draft Travel Behaviour Code.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None directly arising from the report. Monitoring of school transport is already carried out within existing resources.

6.00 ANTI POVERTY IMPACT

- 6.01 None directly arising from the report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None directly arising from the report. However, maximisation of the use of school transport reduces the number of private vehicles on the "school run".

8.00 EQUALITIES IMPACT

- 8.01 None directly arising from the report. All applications for free school transport are determined in accordance with the transport policy.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None directly arising from the report. Monitoring of school transport is already carried out within existing resources.

10.00 CONSULTATION REQUIRED

- 10.01 None.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation has been carried out with Denbighshire County Council, Lifelong Learning Overview & Scrutiny School & College Transport Review Task Group, Flintshire Secondary Heads' Federation.

12.00 APPENDICES

- 12.01 Appendix A - Draft Travel Behaviour Code
Appendix B - Response to Travel Behaviour Code
Appendix C - Draft Travel Behaviour Code Statutory Guidance
Appendix D - Response to Statutory Guidance

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

None

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

Draft Travel Behaviour Code

It is every learner's responsibility to behave in a manner that ensures their safety and the safety and respect of others when travelling to and from all places of learning.

This Travel Behaviour Code applies to learners using all forms of transport. It covers learners using a contracted school bus, a service bus, a train, taxi, bicycle, a car or walking on foot etc.

Your Responsibility

- Respect other learners, passengers, drivers and escorts.
- Respect other road users, pedestrians and residents, whether you travel by vehicle, walk or cycle.
- Respect vehicles and property, including not dropping litter.
- When talking to your friends, on a mobile phone or playing music don't disturb others.
- Behave appropriately when travelling.
- Obey driver instructions when travelling.
- Have the correct money / pass available when needed.

Your Safety

- Wait for the bus / train in an orderly manner – don't push and shove while getting on or off.
- For your safety and others be seated throughout the journey.
- For your safety and others wear a seatbelt where one is fitted.
- Avoid distracting the driver or threatening the safety of vehicles and their occupants.
- Avoid throwing items around the vehicle.
- Avoid endangering the safety of anyone travelling on a vehicle or while they are getting on or off a vehicle.
- Always follow the Highway Code.
- Always follow the Green Cross Code.
- Keep to the law.

Your Rights

- To be treated fairly and with consideration and respect.
- To be safe and feel happy and confident when travelling.
- To have clean and tidy surroundings.
- To tell somebody if someone or something is causing you problems.
- Not to be bullied or picked on.

If the Code is not followed local authorities, schools or other education institutions can take actions against you. This might involve withdrawing your right to school transport for a period of time and ultimately exclusion from school.

Travel Behaviour Code - Questions for consultations APPENDIX B

Name:	Joint response*: Gill Yates, Flintshire County Council and Peter Daniels, Denbighshire County Council
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Contact Address:	Lifelong Learning Directorate, Flintshire County Council, Mold, Flintshire
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Post Code:	CH7 6ND
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Email Address:	gill.yates@flintshire.gov.uk / peter.daniels@denbighshire.gov.uk
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Organisation:	Flintshire and Denbighshire County Councils
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*Gill Yates and Peter Daniels have previously developed and implemented a “Framework of Behaviour” in Denbighshire, and Peter (Transport Manager, Denbighshire) is currently also Interim Transport Manager in Flintshire. We have therefore compiled a joint response to this consultation from the two authorities.

Q1. The Travel Behaviour Code covers all forms of travel to and from school. Bearing this in mind, does it go into enough detail?

In principle, we welcome the fact that the Code provides a standard procedure for dealing with unacceptable behaviour on transport for learners travelling between education institutions. However, we consider that “walking” and “cycling” to school, along with journeys in learner’s own or other’s cars should not be included within the remit of the Code. In those circumstances, it would be very difficult to enforce its provisions, particularly in private cars. We therefore consider that those references should be deleted.

Q2. Are the headings (your responsibility, your safety and your rights) appropriate?

Yes. However, we feel that the wording in some of the bullet points should be more emphatic, for example by changing “avoid” to “don’t”, eg “Don’t distract the driver”, “Don’t throw items around the vehicle”, etc.

This comment is supported by Flintshire Secondary Heads and Flintshire Lifelong Learning Overview & Scrutiny School & College Transport Review Task Group, who both considered that the wording needs to be more emphatic in order to make it clearer for learners.

Q3. Has any important information been omitted from the Travel Behaviour Code? Are there any additional points that should be added?

It is suggested that the following sentences be added :

**After the first paragraph,
“It is the responsibility of the parents of younger children to make sure they understand this Code”;**

**Under “Your Safety”:
“Make sure you know what to do if your transport does not turn up”.
This is based on experience of learners reacting in different ways to vehicle delays/breakdowns.**

Q4. Initial thoughts are that the Travel Behaviour Code should be disseminated in different ways for different ages groups – primary age, secondary age and over 16’s.What is the best method of communicating the Code to each age group?

We agree that different age groups should be treated differently:

Theatre/DVD for younger learners (theatre has been used throughout North Wales recently as one of the Assembly- sponsored pilot projects on behaviour)

Posters on buses – all age groups

Use Year 6 Transition days – ideally the evening sessions when parents are present

Primary age - use simplified language, target key priorities.

Q5. Do you have any general comments about the Travel Behaviour Code?

We would like to continue to have the opportunity to add our own details to the Code, based on individual circumstances and experiences. For example, Denbighshire produced its own “Framework of Behaviour” several years ago and also has a draft “Code of Good Practice” setting out responsibilities of parents, pupils, Council, operators, etc. (copies of both enclosed). We would like these documents to supplement the Travel Behaviour Code.

Please return completed forms to:
Integrated Transport Department
Welsh Assembly Government
Cathays Park
Cardiff
CF10 3NQ.

Or email to: learnertravel@wales.gsi.gov.uk

DRAFT



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Learner Travel (Wales) Measure 2008

Travel Behaviour Code Statutory Guidance

**Produced by the Welsh Assembly Government –
May 2009**

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1. Introduction

- 1.1 Young people are entitled to safe travel. While the majority of learners behave well whilst travelling to and from education institutions, the Welsh Assembly Government is determined to support local authorities, operators, drivers and schools who have to deal with poor and disruptive behaviour, as it is a real threat to safety and can have tragic consequences.
- 1.2 A key aim of the Learner Travel (Wales) Measure 2008¹ (“the Measure”) is to improve safety on school transport by tackling unacceptable behaviour through an “All Wales Travel Behaviour Code”. Section 12 of the Measure places a duty on Welsh Ministers to produce an All Wales Travel Behaviour Code (“the Code”).
- 1.3 The Code promotes safe travel for all learners, by setting out the standards of behaviour required.
- 1.4 Our approach is to encourage schools and local authorities to work proactively with learners, their parents and the community to promote positive behaviour. This is the same as the approach set out in ‘Behaving and Attending: the Welsh Assembly Government’s action plan’² that was published in response to National Behaviour and Attendance Review (March 2009)³. Guidance on the way that schools and local authorities can create a positive approach to behaviour is contained in the Welsh Assembly Government Inclusion and Pupil Support Guidance (Section 3)⁴. Specific guidance is also available on the use of exclusion (Circular

¹ Learner Travel (Wales) Measure 2008
<http://www.opsi.gov.uk/legislation/wales/w-measures-2008n>

²Welsh Assembly Government’s Action Plan responding to the National Behaviour and Attendance Review
<http://new.wales.gov.uk/topics/educationandskills/learningproviders/schools/nbaractionplan/?lang=en>

³ National Behaviour and Attendance Review
http://new.wales.gov.uk/topics/educationandskills/policy_strategy_and_planning/schools/339214-wag/nationalbehaviourattendance/?lang=en

⁴ Inclusion and Pupil Support Guidance
http://new.wales.gov.uk/topics/educationandskills/policy_strategy_and_planning/schools/339214-wag/inclusionpupilsupportguidance/?lang=en

- 1/2004)⁵ and on preventing and dealing with bullying (Respecting Others⁶).
- 1.5 By encouraging schools, local authorities and others to work closely together our intention is to limit the use of sanctions so that they are applied in the most serious of cases. It will also encourage a more appropriate and considered response to deal with reported incidents.
- 1.6 The Code has effect from 1st January 2010, the same time as new provisions on school discipline contained in the Education and Inspections Act 2006 will be commenced. Those new provisions will allow schools to regulate the behaviour of pupils when off school premises and not supervised by school staff. There will be a separate consultation on these powers as well as guidance in “Safe and Effective Intervention”.
- 1.7 This document is issued under Section 15 of the Measure and contains **statutory** guidance on the Code and on investigating incidents involving learner travellers to ensure that consistent standards of behaviour, enforcement and sanctions are adopted across Wales. Local authorities and education institutions must have regard to this guidance when investigating any incidents of unacceptable behaviour.

When and to whom does the Code apply?

- 1.8 The Code is compulsory for all learners up to the age of 19. It also applies to all modes of travel to and from education institutions. This will include contract buses, public buses, public trains, walking, taxis, cycling and journeys in learner’s own or other’s cars.
- 1.9 Learners must comply with the Code whilst undertaking any journey to and from education institutions. This will include journeys between institutions during the day, not just at the beginning and end of the day. Journeys between institutions during the day have increased in recent years and will continue to do so as the Learning and Skills Measure is fully implemented.
- 1.10 Under the provisions the Measure the Code does not apply to travel to and from other locations not classed as “relevant places”, even though the travel may be for educational purposes, e.g. school trips to the theatre or museums. These would be covered by the behaviour policy of the relevant education institution.

⁵Exclusion from Schools and Pupil Referral Units

<http://new.wales.gov.uk/topics/educationandskills/publications/circulars/exclusionschools/?lang=en>

⁶ Respecting Others

http://new.wales.gov.uk/topics/educationandskills/policy_strategy_and_planning/schools/respectingothers/?lang=en

What does the Code mean for local authorities?

- 1.11 The Code supersedes all travel codes currently used by local authorities, and must be published by the local authority as part of the Travel Information Regulations⁷.

What does the Code mean for Education Institutions?

- 1.12 The Code will be part of a school's general behaviour policy. Head teachers will be able to take disciplinary action against learners who have breached the Code whilst travelling to and from school.
- 1.13 Other education institutions should also incorporate the Code into their behaviour policies, investigate incidents and apply sanctions as appropriate in accordance with their existing policies, if the local authority does not provide transport for the learner(s) involved.
- 1.14 In dealing with incidents education institutions should refer to section 4 of this guidance (and not section 3, which is for local authorities).

What happens if a learner fails to comply with the Code?

- 1.15 Where local authorities provide transport, they may decide to withdraw access to transport. If they are under a duty to provide learner travel arrangements (under section 3 or 4 of the Measure), the local authority must, before withdrawing transport, comply with the conditions outlined in section 3.25 – 3.39 of this document (which are requirements contained in section 14 of the Measure). Where local authorities provide transport as a matter of discretion (under section 6 of the Measure) it should follow the same procedures.
- 1.16 If the local authority does not provide the travel arrangements the education institution where the learner is enrolled is responsible for investigating incidents.

What does the Code mean for Transport Operators?

- 1.17 The Code sets out appropriate behaviour for all learners when travelling to and from school. It provides a standard procedure for dealing with unacceptable behaviour when providing transport for learners between home and education institution.

⁷ The Learner Travel (Wales) Regulations 2009 - <http://www.opsi.gov.uk/legislation/wales/w-2009>

What does the Code mean to Parents?

- 1.18 The Code sets out standard of behaviour expected of a learner when travelling to and from school. A parent needs to be aware of the implications if a learner does not follow the Code. A local authority can withdraw the individual's entitlement to free transport, or the school can take action against the learner.

Who is responsible for implementing the Code in an education institution?

- 1.19 In maintained schools this would be the head teacher in the first instance, in an independent school, its proprietor, in a pupil referral units, the local authority and in further education institutions (FEIs) and Work Based Learning Providers (WBLPs), the proprietors.

Definition of 'Parent'

- 1.20 The Measure defines 'parent' as anyone who has parental responsibility for, or care of, a child, which includes guardians and corporate parents. Where a child is subject to a care order, the local authority that has parental responsibility for the child is entitled to determine to what extent the birth parents exercise their responsibility.

2. Roles and Responsibilities

2.1 Learners:

- Must comply with the Code whilst travelling to and from their place(s) of learning, including journeys during the school day.
- Should be aware of the implications of a breach of the Code, including the potential sanctions that could be imposed.
- Should report breaches of the Code to a teacher, bus driver, parent or other appropriate person.

2.2 Parents:

- Should ensure that the learner has understood the Code;
- Should accept responsibility for encouraging good behaviour and ensuring their children comply with the Code.
- Should be aware of the implications of breaches of the Code and the effect this can have on their children's right to the provision of transport to and from school.
- Will be responsible for the learner's continued attendance at their place of learning if transport is withdrawn.
- Should co-operate with education institutions and local authorities to enforce the Code.

2.3 Education Institutions:

- Should publicise and raise awareness of the importance of good behaviour and the consequences of failing to comply with the Code.
- Should enforce the Code, where appropriate, by following the procedures set out in Section 4.
- Should incorporate the Code into their existing behaviour policy.
- Should train relevant staff in the content and application of the Code to ensure a consistent approach across Wales.
- Should alert the relevant local authority to alleged breaches of the Code as soon as they are aware of them and provide information and assistance that is reasonably required.
- Should make learners aware of an appropriate person to talk to within the institution about incidents of bad behaviour whilst travelling from home to school.
- Must co-operate with the relevant local authority in the handling of disciplinary action for breaches of the Code, including involvement in the interviewing of learners as part of any investigation.
- Should report suspected criminal offences or Child Protection matters to the relevant authority that have been carried out by, or that have occurred to, a learner going to or from their place of learning.

2.4 Local Authorities:

- Should publicise and raise awareness of the importance of good behaviour and the consequences of failing to comply with the Code.
- Should ensure that contact details of designated staff responsible for handling all matters relating to the Travel Behaviour Code are published. As a minimum this would involve publishing details on its website and in all relevant correspondence with schools and transport operators.
- Should ensure that designated persons at the local authority maintain records of all reported incidents and that they are passed to the education institution immediately.
- Should regularly review and monitor the contractual arrangements entered into with transport operators to ensure that they are aware of the Code and their responsibilities.
- Should train relevant staff in the content and application of the Code to ensure a consistent approach across Wales.
- Should investigate suspected breaches of the Code where appropriate.
- Must co-operate with the relevant education institution in the handling of disciplinary action for breaches of the Code.
- Should report suspected criminal offences or Child Protection matters to the relevant authority that have been carried out by or that have occurred to a learner going to or from their place of learning.
- Should monitor and review the use of sanctions under the Code to ensure their consistency.

2.5 Transport Operators

Contract bus operators:

- Should ensure that relevant staff are familiar with the Code and know what to do in the event of a breach of the Code.
- Should ensure incidents are reported to the designated person in the relevant local authority.
- Should comply with the contractual arrangements entered into with the relevant local authority, where they relate to the Code.
- Should co-operate fully with local authorities and education institutions in respect of the Code.
- Should report suspected criminal offences or Child Protection matters to the relevant authority that have been carried out by or that have occurred to a learner going to or from their place of learning.

Service bus and train operators:

- Should ensure that relevant staff are familiar with the Code and know what to do in the event of an incident.
- Should co-operate fully with local authorities and education institutions in respect of the Code.

- Should ensure incidents are reported to the designated person in the relevant local authority.
- Should report suspected criminal offences or Child Protection matters to the relevant authority that have occurred by or to a learner going to or from their place of learning.

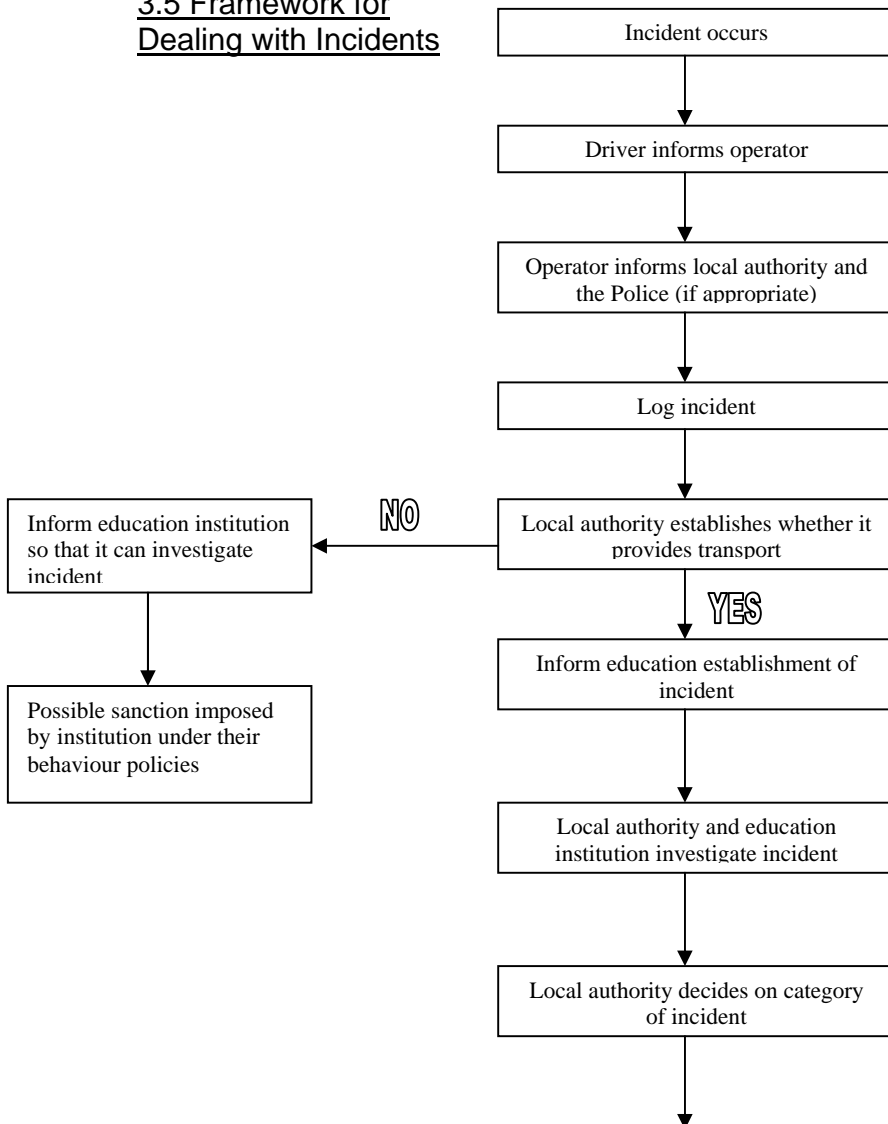
Taxis and other contract operators:

- Should ensure that relevant staff are familiar with the Code and know what to do in the event of a breach of the Code.
- Should ensure incidents are reported to the designated person in the relevant local authority.
- Should comply with any contractual arrangements entered into with the relevant local authority, where they relate to the Code.
- Should co-operate fully with local authorities and education institutions in respect of the Code.
- Should report suspected criminal offences or Child Protection matters to the relevant authority that have been carried out by or that have occurred to a learner going to or from their place of learning.

Local Authority Investigation of Incidents and Sanctions

- 3.1 The procedure set out in this section of the guidance should be followed where local authorities have provided transport or made travel arrangements. Where the local authority is under a duty to provide learner travel under section 3 and 4 of the Measure, they must comply with the requirements of section 14 of the Measure before they can withdraw transport, and these requirements are summarised at paragraphs 3.25 to 3.39. Where a learner receives free or subsidised travel from a local authority on a discretionary basis (under section 6 of the Measure), the procedure outlined in those paragraphs should also be followed.
- 3.2 If the local authority is not responsible for providing the travel arrangements for a learner, the education institution should investigate incidents (see section 4), and action should be taken in accordance with their existing behaviour policies.
- 3.3 To ensure that incidents are dealt with as efficiently and effectively as possible, it is important that incidents are reported, investigated and determined in a timely manner.
- 3.4 The local authority should regularly review the use of the Code and assess whether it is being applied consistently. It should also consider whether the information collected would be of use to local partners such as the police and children and young people's partnerships in providing additional information on crime and anti-social behaviour in the community.

3.5 Framework for Dealing with Incidents



	Category 3	Category 2	Category 1
First Incident	Verbal warning from the education institution	As a minimum, local authority writes a letter to the learner's parents	Local authority withdraws transport (see 3.25-3.39)
Second Incident	Local authority writes a letter to the learner's parents	Local authority considers the withdrawal of transport (see 3.25-3.39)	
Third Incident or more	Local authority considers the withdrawal of transport (see 3.25-3.39)		

Procedure if an Incident Occurs

Step 1

- 3.6 The driver or escort should take all reasonable steps to identify the learner(s) involved and any witnesses. The incident should be reported to the operator, who will inform the appropriate person at the local authority. Where CCTV is used on buses, footage can be used as evidence in line with the procedures set out in the local authority contract with the operator.
- 3.7 The operator may consider it necessary to inform the education institution direct. If that is the case, the operator should still also report the incident to the local authority.
- 3.8 If a serious incident has occurred, the operator may decide to report it to the police. The police will consider whether or not to take further action, but the operator should still also report the incident to the local authority.

Step 2

- 3.9 The local authority should keep a record of all incidents. By the time action relating to the incident is concluded the record should include the name of the learner, the time, place and nature of the incident, and the action taken by the authority.
- 3.10 The local authority should establish whether or not they provide home to school transport for the learner. If so, they should follow the procedures set out in sections 3.14 – 3.39, which will vary depending on the severity of the incident.

Step 3

- 3.11 When the local authority is made aware of any incident they must let the relevant education institution know as soon as possible. If the local authority does not provide transport for the learner the education institution at which the learner is registered should investigate the incident (see section 4).

Step 4

- 3.12 The procedure for investigating incidents is detailed in sections 3.14 to 3.39.
- 3.13 As far possible all investigations, from incident reports by operators, education institutions' discussions with learners and local authorities' decision-making process when deciding what action to take, should be in writing.

Approaches to Different Incidents

- 3.14 If after the initial investigation into the incident the local authority is satisfied that on the balance of probabilities the learner did what he or she is alleged to have done, the local authority will need to consider what action to take based on the severity of the incident.
- 3.15 Where the incident is also subject to a police investigation the evidence available to the local authority may be very limited. It should, however, be possible to make a decision on how to proceed in investigating the incident and the local authority should not generally delay its processes to take account of any criminal proceedings.
- 3.16 To promote consistency and fairness in responding to breaches of the Code, inappropriate and/or unsafe behaviour has been divided into three categories. Local authorities can use the categories as a guide when a breach of the Code has occurred.
- 3.17 The behaviours referred to in each category are not exhaustive, but can be used as an indicator.
- 3.18 There may be circumstances in which the actions suggested for each category are not appropriate. Local authorities and education institutions may decide that the suggested approach is either too lenient or too harsh. Ultimately, appropriate action is the decision of the local authority, after consultation with the education institution.

Category 3 - Unacceptable behaviour

- 3.19 This includes, but it not limited to, minor incidents that may be irritating, unpleasant or offensive behaviour, but not dangerous. For example, eating or drinking (except where permission has been granted), shouting, littering, failure to show a travel pass (where appropriate) and rudeness.
- 3.20 Depending on any previous incidents that the individual may have been involved in, incidents in this category should be dealt with as follows:
- First offence – the learner should receive a verbal warning from their place of learning and the local authority should keep a record of the incident.
 - Second offence – the local authority should write to the learner's parents notifying them of the breaches of the Code and the consequences of continued unacceptable behaviour.
 - Third offence or more - the local authority should consider the withdrawal of learner transport, but only after following the procedures set out in sections 3.25 to 3.39.

Category 2 – Dangerous behaviour

- 3.21 This includes, but is not limited to, where there may be the threat of physical danger to individuals. For example, harassing and bullying other passengers, verbally threatening the driver, pushing and shoving when boarding and exiting the bus, spitting or smoking.
- 3.22 Depending on any previous incidents that the individual may have been involved in, incidents in this category should be dealt with as follows:
- First offence – as a minimum the local authority should write to the learner's parents notifying them of the breaches of the Code and the consequences of continued unacceptable behaviour. The authority may decide that the withdrawal of transport is more appropriate.
 - Second offence – the local authority should consider the withdrawal of learner transport, but only after following the procedures set out in sections 3.25 to 3.39.

Category 1 – Highly dangerous, destructive or life-threatening behaviour

- 3.23 This includes, but is not limited to, behaviours considered very dangerous to individuals and/or destructive, for example interfering with the driving controls or emergency doors, assaulting the driver, pushing others through doors or windows, and interfering with safety equipment.
- 3.24 The local authority will investigate the incident following the procedures set out in sections 3.25 to 3.39 and withdraw learner transport for an appropriate period of time. It is likely that the police will be involved in these instances.

Procedure to follow if a local authority is considering withdrawing transport

- 3.25 Where a local authority is under a duty (under section 3 or 4 of the Measure) to provide transport it must, before withdrawing transport, follow the requirements in section 14 of the Measure, set out below. Where it provides transport as a matter of discretion (under section 6 of the Measure) it should also follow the procedures set out below.
- 3.26 Before a decision to withdraw travel arrangements is made the learner and the parents of the learner will be given the opportunity to make representations which must be considered by the local authority.
- 3.27 The local authority must consult with the relevant education institution about the decision to withdraw travel arrangements. The head teacher

- must be given written notice of the decision to withdraw learner transport at least 24 hours before the withdrawal takes effect.
- 3.28 The local authority will give written notice of the withdrawal of travel arrangements to the learner's parents at least 24 hours before the withdrawal takes effect.
- 3.29 Before withdrawal of travel arrangements takes effect the local authority remains responsible for the home to school transport of the learner in question. If it is inappropriate for the learner to continue to travel to their place of learning in their normal way (e.g. on a contracted bus), the local authority must make suitable alternative arrangements.
- 3.30 Notice given to head teachers and parents must be in writing, specifying the period for which travel arrangements are to be withdrawn and the reasons for withdrawal.
- 3.31 The period of withdrawal must not exceed 10 consecutive school days, including where these are at the end and beginning of different school terms. The period of withdrawal must not result in the learner having travel arrangements withdrawn for more than 30 days in the school year in which the withdrawal takes effect.
- 3.32 The local authority and school may decide that it is more appropriate for sanctions to be imposed under the school's behaviour policy. A learner should not generally have sanctions imposed on them for an incident on learner transport under both the Travel Behaviour Code and the school's behaviour policy.
- 3.33 The decision to withdraw learner transport must be reasonable in the circumstances.
- 3.34 In determining whether a decision to withdraw travel arrangements is reasonable for the purposes of section 3.31 above, the following matters in particular must be taken into account:
- (a) whether the period of withdrawal is proportionate in the circumstances of the case,
 - (b) any special circumstances relevant to the withdrawal of travel arrangements which are known to the local authority (or of which the authority ought to be aware) including in particular:
 - (i) the learner's age
 - (ii) any special educational needs the learner may have,
 - (iii) any disability the learner may have,
 - (iv) whether the learner would lose an opportunity to take a public examination, and

(v) whether suitable alternative travel arrangements can reasonably be made by the learner's parent.

- 3.35 When considering any special educational needs a learner may have, regard should be given to the Special Educational Needs Code of Practice for Wales⁸ and in particular reference to dealing with misbehaviour.
- 3.36 It is a legal duty under the Disability Discrimination Act 1995 (as amended)⁹ not to discriminate against a disabled learner. Discrimination means treating disabled pupils less favourably than other pupils without justification. It also means failing to take reasonable steps to ensure that disabled pupils are not placed at a substantial disadvantage compared to their non-disabled peers. What constitutes a reasonable step will depend on the circumstances of each case.
- 3.37 When considering whether the learner's parents can reasonably make alternative arrangements, it should be acknowledged that the withdrawal of learner travel would generally inconvenience parents and learners. Inconvenience of itself is not considered a sufficient reason for not withdrawing transport.
- 3.38 Before considering the withdrawal of travel arrangements for looked after children, local authorities should consider what implications this might have for the stability of the learner's education and care placements. The designated local authority officer for the Code should contact the learner's care worker to investigate alternatives. Where looked after children are placed out-of-county the local authority responsible for provide travel to education will need to discuss and agree their final decision with the authority with corporate responsibility for the learner.
- 3.39 There is no statutory appeals process for the withdrawal of transport by the local authority. However, local authorities and education institutions' existing complaint procedures should be made available to learners and parents.

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http://wales.gov.uk/dcells/publications/policy_strategy_and_planning/schools/sencodeofpractice/senhandbook-e.pdf?lang=en

⁹ http://www.opsi.gov.uk/acts/acts1995/ukpga_19950050_en_1

4. Incidents Investigated by Education Institutions

- 4.1 Section 89 of the Education and Inspections Act 2006 (as amended by the Measure) places a duty on head teachers to incorporate the Code into the school's behaviour policy and thus ensure that pupils comply with the Code. It also allows head teachers to take action against pupils at a time when they are not on the premises of the school and are not under the lawful control or charge of a member of the staff of the school. The Code will become part of the school's behaviour code and a head teacher will be able to take disciplinary action against a pupil who has misbehaved when travelling to or from school.
- 4.2 Further guidance on the use of sanctions for behaviour outside the school premises is contained in the consultation document 'Safe and Effective Intervention'. The final guidance will be included as amendments to the Assembly Government's guidance on behaviour contained in Inclusion and Pupil Support (Circular 47/06)¹⁰.
- 4.3 Even if the local authority provides transport, the local authority and school may decide that action under the school behaviour code is more appropriate to the incident. A learner should not generally have sanctions imposed on them for an incident on school transport under both the Travel Behaviour Code and the school's behaviour code.
- 4.4 It is expected that education institutions will investigate all incidents not dealt with by local authorities, under the provisions of their existing behaviour codes.

¹⁰ <http://new.wales.gov.uk/topics/educationandskills/publications/circulars/2463797/?lang=en>

Appendix

Existing powers of drivers and transport operators

Powers and duties of transport operators and drivers are covered by legislation, including the following:

The Public Service Vehicles (Conduct of Drivers, Inspectors, Conductors and Passengers) Regulations 1990¹¹ empower the driver to require passengers to leave the vehicle, on the grounds that they have been causing a nuisance. They also forbid passengers from obstructing the driver, or using or operating noisy instruments or sound reproducing equipment to the annoyance of any person on the vehicle and enable the driver to require passengers to leave the vehicle, if they are deemed to have been causing a nuisance.

The Regulations also place a duty on drivers to take reasonable precautions for the safety of passengers who are either boarding or alighting the vehicle, or who are already on board the vehicle. Under the same regulations, whilst ensuring any learner is not put at risk, the driver must, by taking reasonable steps, ensure that passengers comply with conduct regulations.

Existing powers relating to railways and rail operators

Railway Byelaws are made under section 219 of the Transport Act 2000¹² by the Strategic Rail Authority (since superseded by the Department for Transport) and confirmed under section 20 of the Transport Act 2000 for regulating the use and working of, and travel on or by means of, railway assets, the maintenance of order on railway assets and the conduct of all persons while on railway assets.

A full list of the byelaws can be found at
<http://www.dft.gov.uk/pgr/rail/legislation/regs/>.

¹¹ http://www.opsi.gov.uk/si/si1990/Uksi_19901020_en_1.htm

¹² http://www.opsi.gov.uk/ACTS/acts2000/ukpga_20000038_en_1

**Travel Behaviour Code Statutory Guidance
- Questions for consultation**

APPENDIX D

Name	Joint response*: Gill Yates, Flintshire County Council and Peter Daniels, Denbighshire County Council
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Email Address	gill.yates@flintshire.gov.uk
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Organisation	Flintshire and Denbighshire County Councils
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*Gill Yates and Peter Daniels have previously developed and implemented a "Framework of Behaviour" in Denbighshire, and Peter (Transport Manager, Denbighshire) is currently also Interim Transport Manager in Flintshire. We have therefore compiled a joint response to this consultation from the two authorities.

Q1. Do you have any specific comments about Section 1 of the guidance (Introduction)?

- 1. In general, we feel that Section 1 does not cover a wide enough remit. Denbighshire's draft "Code of Good Practice" (copy enclosed) includes many other aspects related to safety, not just behaviour, and it is recommended that all local authorities produce a similar Code to outline the responsibilities of all involved.**
- 2. Section 1.11: Does this mean that an authority can not extend the Code to include additional points, as it sees fit? (see also comments on Travel behaviour Code, Qu 5).**
- 3. Section 1.15: this requires simplifying, in terms of references to the Measure and which aspects of the Code are mandatory ("must"), and which are guidelines/good practice ("should").**

Q2. Do you have any specific comments about Section 2 (Roles and Responsibilities)?

- 1. Section 2.1: we suggest "to and from education institutions" is inserted after "journeys" in bullet point 1, to make it clear that the Code does not apply to school trips.**
- 2. Sections 2.2 – 2.5: we suggest that the word "should" be replaced with "shall" wherever possible, in order to make the responsibility more emphatic.**
- 3. Section 2.5: we suggest that the last section (Taxis and other operators) should be incorporated into the section on "Contract bus operators", as the bullet points are exactly the same.**
- 4. Section 2.5: we suggest that an additional bullet point be added as follows: "Must ensure that drivers know never to eject a learner from a school transport vehicle".**

Q3. Do you have any specific comments about Section 3 (Local Authority Investigation of Incidents and Sanctions)?

1. Section 3.4: we recommend that reference is made to compliance with Data Protection legislation.

2. Section 3.6 and Framework on page 11: this needs expanding to reflect that there are other methods of informing an operator and local authority, eg parents, learners, etc.

3. Section 3.21: we strongly recommend that “distracting the driver” is included as an example of Category 2 – dangerous behaviour. It is potentially the most dangerous, as previous incidents have shown.

4. Section 3.29 – we strongly recommend that this be amended to include provision for an immediate ban to be implemented by the local authority in exceptional circumstances, for example:

“If an Investigating Officer considers that the continued presence of a learner on the vehicle is a serious health and safety risk to others”, or “If a matter is considered by the Investigating Officer to be of sufficient seriousness to warrant an immediate ban, resulting in the learner not being able to travel on the vehicle the next day, but investigations have not been concluded, the learner will be suspended from travelling until the matter has been fully investigated. If the investigation concludes that the learner was not involved in the incident, the parent/learner will be compensated in terms of any costs incurred by ensuring the learner attends the place of learning. Where an immediate ban is invoked, arrangements will be made if necessary to ensure the learner is transported home on the day of the ban. Thereafter, it is the parent’s responsibility to make travel arrangements”.

These recommendations are made on the basis of previous experience, in exceptional circumstances, where the misbehaviour has been sufficiently serious to warrant an immediate ban. Examples have included setting fire to a vehicle or other learners, persistently attempting to open exit doors while the vehicle is in motion, etc. Both Flintshire’s Secondary Heads’ Federation and Flintshire Lifelong Learning Overview & Scrutiny School & College Transport Review Task Group strongly support the principle of an immediate ban.

5. Section 3.31: whilst not envisaging that a ban would normally exceed 10 consecutive school days, or 30 days in a school year, we recommend that local authorities have the right to extend beyond these limits in exceptional circumstances. This principle is strongly supported by Flintshire’s Secondary Heads’ Federation and the Flintshire Lifelong Learning Overview & Scrutiny School & College Transport Review Task Group.

6. Section 3.34 – we strongly recommend that 3.34(b)(v) is deleted. If local authorities have to take in to account whether suitable alternative travel arrangements can reasonably be made by the learner’s parent when determining whether to withdraw transport, it will make the ultimate sanction of a ban very difficult to implement. We anticipate that

all parents will argue that they could not make alternative arrangements, whereas with 24 hours notice it has to be their responsibility to make suitable arrangements to ensure the learner's continued attendance.

7. Section 3.30: we recommend that in exceptional circumstances, which must be recorded, verbal notice of the withdrawal of travel arrangements is given. In extreme cases, it may not be possible to give written notice, due to for example, an incident occurring on the homeward journey. (Comments relating to Section 3.29 - immediate ban - also relevant here).

Q4. Do you have any specific comments about Section 4 (Incidents Investigated by Education Institutions)?

No

Q5. Do you have any specific comments about the Appendix?

Existing powers of drivers and transport operators – the existing powers outlined do not support the ethos of the new Code and do not link in particularly well with it. Although drivers are legally empowered to require passengers to leave a public service vehicle, we feel that they should not be encouraged to do so in the case of learners.

Q6. Do you have any general comments about the scope and balance of the guidance as a whole?

1. The roles and responsibilities of parents, outlined in section 2.2, should be emphasized. The responsibilities of education institutions and local authorities are (quite rightly) detailed, but we consider that parents' roles in encouraging good behaviour, and taking responsibility for misbehaviour, is not sufficiently drawn out. Amending the word "should" to "must" in this section would help to emphasize this.

2. As referred to previously, we believe the Code does not go far enough in terms of supporting a local authority to take immediate sanctions in the most serious cases.

Q7. Do you have any other comments or examples of practice to offer?

**Examples of practice enclosed:
Denbighshire County Council's Framework of Behaviour
Denbighshire County Council's draft Code of Good Practice**

Please return completed forms to:

Integrated Transport Department
Welsh Assembly Government
Cathays Park

Cardiff
CF10 3NQ.
Or email to: learnertravel@wales.gsi.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **ESTYN INSPECTION REPORT - ACTION PLAN**

1.00 PURPOSE OF REPORT

1.01 To seek approval of the action plan following the 2009 ESTYN inspection.

2.00 BACKGROUND

2.01 Estyn have a statutory duty to undertake Local Authority inspections under section 38 of the Education Act 1997 and Section 51 of the Children Act 2004 from April 2006. Under this legislation Estyn agree with each Local Authority a programme of inspections that cover all or most of the Authority's education functions over a period of six years. School Improvement Services were inspected in 2007. Following a number of discussions it was agreed that the following areas would be inspected during January 2009: -

- Additional Learning Needs (including More Able and Talented)
- Access;
- Promoting Social Inclusion and well-being of learners;
- Strategic Management; and
- Support Services for schools and other services.

Within these areas the following specific Services are covered: -

- Access - Admissions & Transport
- Capital Projects and Planning
- Early Years- Sure Start (sufficiency, quality, access);
- Facilities Services (School Meals);
- Financial Management (including Student Support, Grants and Benefits);
- ICT (in relation to support infrastructure);
- Inclusion Service;
- Racial Equality;
- Staffing and Governance; and
- Youth & Community Services (with regard to contribution to Inclusion and in relation to previous Inspection).

- 2.02 The inspection was based on the Local Authority's Self-Evaluation and Action Planning process. This includes reporting against a number of Key and Local performance indicators and performance in previous inspections.

3.00 CONSIDERATIONS

- 3.01 The inspection report provides a full analysis of the Authority's current performance in key service areas, and prospects for improvement. Many positive and encouraging comments have been made relating to the Authority's service delivery and strategic leadership. There is appropriate recognition for the enthusiasm, experience and dedication of staff across the Council's services.
- 3.02 The report recognises the positive progress being made by the Council in developing a corporate approach, capacity and commitment to service improvement. Many positive and encouraging comments have been made relating to the authority's strategic management. The report recognises that there is a new corporate approach to addressing strategic issues such as risk management, financial and asset management. The report finds, however, that there is further work to do to ensure that that school delegation arrangements and their resourcing models match excellent practice.
- 3.03 The report recognises the Council's work on Social Inclusion and Wellbeing as having good features and no important shortcomings. There are effective procedures in place for the local authority to meet its statutory responsibilities as a corporate parent. School attendance is recognised as being very good in secondary schools and good in primary schools. There is further work to be undertaken to ensure that data is appropriately used to commission and decommission services.
- 3.04 The authority is recognised as providing good quality advice and support for children and young people with additional learning needs. Generally, pupils in all age ranges make good progress in standards, learning and behaviour. There is further work needed to develop commissioning and evaluation arrangements. As recognised by the Scrutiny Panel, there is an ongoing need for the Council to monitor compliance with statutory processes.
- 3.05 The inspection report states that the authority has made substantial progress towards the modernisation of special school provision which includes the two new specialist schools in Flint. The authority is recognised as committed to producing the school modernisation programme for its primary and secondary provision for consultation in the Summer of 2009. The report recognises that appropriately the authority has identified the condition, suitability of school buildings as a high priority. School admissions are assessed as being managed effectively and the Council is recognised as having a clear plan for delivering a good quality nursery provision.

- 3.06 The report recognises that schools are very positive about the support services they receive from the Council, with Human Resources, Governance and ICT support identified as of particularly high quality. Commissioned further work will include clarifying trading arrangements and service level agreements.
- 3.07 Specific recommendations for further improvement include that the local authority:
- o should reach agreement on the detailed changes to the school modernisation programme so that these can be set out and consulted upon;
 - o must consistently evaluate outcomes for pupils with Additional Learning Needs;
 - o must ensure value for money by identifying and sharing with schools the full cost of each service provided to or bought by schools, measures of service effectiveness and the alternatives available;
 - o ensure senior elected members receive suitably detailed and evaluative data that gives a clear picture of the performance of the directorate and of schools;
 - o needs to develop better referral and monitoring systems for training in safeguarding children and young people; and
 - o should introduce consistent methods for monitoring pupils' attendance at the Portfolio Pupil Referral Units.
- 3.08 Estyn have complete control over the publication of inspection reports as an independent inspectorate. The process for this report has been that as a first stage, on completion of the inspection, a private and immediate briefing is given to accountable elected members and officers on the draft findings. As a second stage Estyn share their detailed written report for the factual content to be checked by the authority and for any challenge or correction to be made. As a third stage Estyn then arrange publication of the report in the public domain and give the authority opportunity to time a press release alongside the publication. The inspection report was published by Estyn at the end of April in accordance with inspection protocols. A member seminar was subsequently held at which the lead inspectors explained their conclusions and supporting evidence.
- 3.09 Links to the inspection report have been posted on the County Council's intranet and internet sites. The report is available on the Estyn website. It may also appear on the Wales Audit Office website. The report will also be held in the National Assembly for Wales Library. Copies are also being shared with elected members, schools and other service partners. Officers acknowledge that the hard copy distribution to elected members should have been completed more quickly at time of publication.

4.00 RECOMMENDATIONS

4.01 Executive is asked to formally approve the post-inspection Action Plan.

5.00 FINANCIAL IMPLICATIONS

5.01 Financial options and implications from specific projects will need to be considered as part of developing revenue and capital programmes for 2010/11 and future years.

6.00 ANTI POVERTY IMPACT

6.01 There are no direct implications that would affect any poverty-related issues for children and young people.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no direct implications that would affect any environmental or sustainable services or policies.

8.00 EQUALITIES IMPACT

8.01 Currently there are no foreseen direct implications that would have any direct equalities impact, however, it should be noted that a full Equalities Impact Assessment will be undertaken on any Services within the scope of the Inspection that have been identified previously as being High Priority under the Authority's Race Equalities Scheme.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 Consultation has been undertaken.

11.00 CONSULTATION UNDERTAKEN

11.01 As part of the inspection process the following Officers, Members and Groups have been consulted: -

- Chief Executive
- Corporate Directors
- Executive Members
- Members of the Lifelong Learning Overview & Scrutiny Committee
- Heads of Service and Managers of relevant Services

- Users of Services: -
 - Focus group of School Governors
 - Focus group of Headteachers
 - Focus group of Parents
 - Focus group of Learners (representatives from School Councils)
 - Focus group of Children & Young People (via CYPP consultation groups and Youth & Community Services consultation groups)

12.00 APPENDICES

12.01 Post Inspection Action Plan

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

None.

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Estyn Action Plan

2009 – 2010

Lifelong Learning Directorate



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1. Introduction

Flintshire County Council would like to thank the inspection team for their thoughtful and thorough approach to the inspection process. External accountability and review are important elements of our service improvement approach.

The inspection has rightly been a challenging and positive experience. An external expert and objective eye on our current performance and prospects for the future is appropriate, helpful and necessary. The preparation for the inspection and external audit of performance have given all involved an opportunity to reflect on performance and map out a path for further improvement.

The inspection has confirmed that Flintshire County Council provides a sound service to children, young people and families. It is pleasing that the enthusiasm, experience and dedication of staff across the Council's services in providing support to schools have also been recognised. The report recognises the positive progress being made by the Council in developing a corporate approach, capacity and commitment to service improvement. The inspection has also rightly recognised areas in which we can make further improvements, which we will accept. These recommendations will be incorporated into our post-inspection planning.

We have ensured that there is wide circulation of the actual inspection report following its publication. We have engaged elected members, officers across the Council and stakeholders in developing this action plan. We believe that the report and the actions in this plan will provide an excellent spring board to ensuring that all our learners are offered appropriate education opportunities and securing the highest possible levels of achievement.

We will continue to work closely with partners to deliver the goals within the plan. Improving outcomes for children and young people requires the continuing commitment and engagement of all involved in administering and supporting the local education system.

2. Building Capacity: Achieving Excellence

The Lifelong Learning Directorate has undertaken a review of its current priorities. This has informed and been informed by the Estyn Inspection, Corporate Planning Framework, the Governance Framework and the Strategic Assessment of Risks and Challenges (SARC). We have been able to incorporate the views and ideas of key partners and stakeholders.

The Directorate's published core aims and values are achieving results through:

- encouraging empowerment, participation and equality of opportunity by putting people first within all of the Services we offer.
- promoting Lifelong Learning through enjoyment and achievement (for the communities and staff of Flintshire).
- valuing, developing and making the best use of our Assets.

The overarching core aims and the values which underpin it are fundamental to the Lifelong Learning Directorate and all of its services, whether they are 'front-line' or 'internally' focussed.

We are committed to serving the people of Flintshire by enabling lifelong learning, community development and wellbeing, through partnership working and excellence in the delivery of inclusive and accessible education, cultural and leisure services.

We will focus on meeting the needs of learners and the wider local community. We will promote active citizenship, healthy lifestyles and the conservation of our heritage and environment.

We will fulfil the aspirations of the developing community strategy, the strategic assessment of risks and challenges (SARC), the improvement agreements and recommendations from external inspection.

We will use resources efficiently and effectively, securing the best value possible and providing safe and sustainable services.

We will treat the people whom we serve and our working colleagues with respect, communicating openly and celebrating success at every level.

We will challenge ourselves and support each other in striving for improvement in all that we do.

3. Building Service Capacity

Directorate teams are committed to the Council's values and ways of working. They are supported and reinforced through service planning, team and Directorate meetings and individual appraisal and development.

Our ways of working include:

INCLUSION

- Promoting Equal Opportunity by targeting support for those with greatest needs
- Celebrating diversity
- Challenging and extending all at every level to secure progression

ACCOUNTABILITY

- Public Performance Reporting e.g. through inspection reports, Performance Monitoring and Management reports to Scrutiny and Executive functions

PARTICIPATION

- Promoting and developing active citizenship for children, young people and adults
- Supporting LSB community planning approaches
- Involving and empowering staff and stakeholders (e.g. through working groups and consultation initiatives)

COMMUNICATION

- Engaging in consultation and communication with stakeholders
- Communicating with staff

EVIDENCE – BASED ACTION

- Developing the use of Performance Indicators as part of our performance management approach
- Using findings from regulators to produce action plans for continuous improvement
- Undertaking Organisational Redesign and secure better service outcomes

PARTNERSHIP

- Forging partnerships and developing joint plans and strategies underpinning integrated working (e.g. Children and Young People's Partnership, LSB)

Through the Council's People Plan and Directorate specific initiatives we need to ensure that key staff have the tools and awareness to:

- Embed robust and consistent continuous improvement approaches and quality assurance processes across the Directorate within a performance management framework, supporting a sense of shared responsibility and advancing the achievement of excellence at every level
- Ensure that managers have the tools and knowledge to improve efficiency and effectiveness in the management of resources— personnel, financial and material – for direct service delivery.
- Through our asset management planning, continue to develop approaches to improve the Directorate's infrastructure, including the quality and accessibility of learning and working environments
- Strengthen partnership working and increase the range of partners with whom we work together, training staff jointly for effective joint working
- Further extend participative and consultative management, involving stakeholders; developing leadership capacities and team working at all levels; and enhancing and valuing the contribution of all employees
- Renew appraisal and development arrangements

We will continue to evaluate the quality of the services we provide and will improve our methods of managing our performance. We will do so openly and with rigour through regular reporting and reviews of progress.

4. Action Planning Grids

We have completed Action Planning Grids for each of the formal recommendations in the inspection report. The main text of the report also identifies a range of additional development opportunities. We have also developed Action Planning Grids for these additional themes.

4.1 - Recommendations

Area for Improvement: Recommendation 1: The Local Authority should reach agreement on the remaining elements of the school modernisation programme so that these can be set out and consulted upon		
Planned Outcome (what do we want to achieve): Implementation of an effective School Modernisation Programme	SMART Target : Completion of key documents for consultation by September 2009	
Responsibility (Head of Service): Head of Development & Resources	Lead Officer(s): Capital Projects & Planning Manager	
WHAT	WHO	WHEN
1. Collect relevant data – primary and secondary	1. Capital Projects & Planning Manager & Team	1. Jul 2009
2. Consult on school data for verification (this process will inevitably require revisions to forecasts to add local factors)	2. Head of Development & Resources/ Capital Projects & Planning Manager/Performance Information Manager	2. Jul –Sept 2009
3. Complete School Modernisation Strategy for Change Document	3. Director of Lifelong Learning, Head of Development & Resources/ Capital Projects & Planning Manager	3. Jul – Sept 2009
4. Consult on draft document with schools and service partners	4. Head of Development & Resources/ Capital Projects & Planning Manager	4. Sept 2009
5. Executive Report – approval of final document	5. Head of Development & Resources	5. Sept/Oct 2009
6. Circulation of report	6. Head of Development & Resources	6. Oct/Nov 2009

<p>7. Production of final EAMP</p> <p>8. The final Education Asset Management Plan will need to be regularly assessed against latest forecasts – rerun twice yearly to reflect new census data from schools, Office of National Statistics etc.</p>	<p>7. Capital Projects & Planning Manager</p> <p>8. Schools Management Information Team (Management Information Officer – school forecasting)</p>	<p>7. Oct/Nov 2009</p> <p>8. Dec 2009 onwards</p>
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Area for Improvement:		
Recommendation 2: The Local Authority Must Consistently Evaluate Outcomes for Pupils with ALN		
Planned Outcome (what do we want to achieve): Further develop a framework for measuring, monitoring and evaluating learning outcomes for pupils with ALN through participation in a WAG Pilot on measuring outcomes.	SMART Target : All schools will have received a focus visit and support offered to those which are a cause for concern.	
Responsibility (Head of Service): Head of School's Services	Lead Officer(s): Principal Learning Advisor: Inclusion	
WHAT	WHO	WHEN
1. Establish links with other projects in other local authorities	1. Project coordinator. Information officer and Principal Learning Advisor: Inclusion	1. Jul 2009
2. Refine Flintshire's primary renewed and secondary school model (in line with 1 above) and extend model to PRU provision and pilot it in selected representative schools.	2. Project coordinator. Information office and Principal Learning Advisor: Inclusion	2. Apr 2010
3. Develop refinement of model for special schools.	3. Project coordinator. Information officer	3. Jun 2010
4. Conference to launch new model for both phases including special school and PPRU	4. Project coordinator. Information officer and Principal Learning Advisor: Inclusion	4. July 2010
5. Develop new Aspects in ONE Pulse for Cognitive Ability Tests and existing Travelling Together	5. Performance Information Manager	5. Sept 2009 – May 2010
6. Import Data to ONE Pulse	6. Performance Information Manager	6. Sept 2009 – May 2010

<p>7. Establish management and consultation group</p> <p>8. Hold the next round of outcomes meetings in schools</p> <p>9. Analyse data for pupil contexts – those receiving additional support and those not receiving support</p> <p>10. Analyse the data and report results to the reference group and research reasons why children are progressing in the most effective schools: disseminate that information</p> <p>11. Identify schools which are a cause for concern under the renewed framework and begin to support those schools</p> <p>12. Build up portfolio of good practice and summative conference for all schools.</p>	<p>7. Project coordinator. Information officer and Principal Learning Advisor: Inclusion</p> <p>8. Project coordinator. Information officer and Principal Learning Advisor: Inclusion and Principal Learning Advisor: Secondary</p> <p>9. Performance Information Manager</p> <p>10. Project coordinator. Information officer and Principal Learning Advisor: Inclusion</p> <p>11. Project coordinator. Information officer, Principal Learning Advisor: Inclusion, Head of Service, Steering Group</p> <p>12. Project coordinator. Information officer and Principal Learning Advisor: Inclusion</p>	<p>7. Sept 2009</p> <p>8. Sept 2009 – Mar 2010</p> <p>9. May 2010 – June 2010</p> <p>10. Jan 2010 and ongoing annually</p> <p>11. Sept 2009 and ongoing</p> <p>12. Sept 2009 and ongoing</p>
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Area for Improvement:		
Recommendation 3: The Local Authority must ensure value for money by identifying and sharing with schools the full cost of each service provided to or bought by schools, measures of service effectiveness and the alternatives available		
Planned Outcome (what do we want to achieve): Ensuring value for money by identifying and sharing with schools the full cost of each service provided to or bought by schools	SMART Target : To review costs and to submit draft SLAs to schools before the next round of negotiation with schools relating to service contracts.	
Responsibility (Head of Service): Head of Development & Resources	Lead Officer(s): Resources Manager	
WHAT	WHO	WHEN
1. Initiate review programme of traded services	1. Head of Development & Resources/Resources Manager	1. Sept/Oct 2009
2. Develop SLAs for traded services with schools	2. Head of Development & Resources/Resources & Service Managers	2. Oct/Nov 2009
3. Review of recharges- traded services	3. Head of Finance, Head of Development & Resources/Resources & Service Managers	3. Nov 2009

Area for Improvement:		
Recommendation 4: The Local Authority must ensure senior elected members receive suitably detailed and evaluative data that gives a clear picture of the performance of the directorate and of schools		
Planned Outcome (what do we want to achieve): Better evaluative performance reports for senior Elected Members	SMART Target : Renewed reports and forward planning frameworks in place.	
Responsibility (Head of Service): Director of Lifelong Learning	Lead Officer(s): Head of Schools Services/ Head of Development & Resources	
WHAT	WHO	WHEN
<ol style="list-style-type: none"> 1. 2009-10 Forward Work Programme for Member briefing and meetings. 2. Revised statistical and evaluative reporting framework for senior elected members on schools and support 3. Produce statistics for elected Members 4. Performance Planning Seminar for senior officers 5. Member briefing and seminar programmes in place on key development themes 	<ol style="list-style-type: none"> 1. Director of Lifelong Learning & Heads of Service 2. Director of Lifelong Learning & Heads of Service 3. Schools Management Information Team 4. Director of Lifelong Learning 5. Director of Lifelong Learning & Heads of Service 	<ol style="list-style-type: none"> 1. Sep 2009 2. Sept 2009 3. Dec 2009 4. July 2009 5. From Sept 2010

Area for Improvement:		
Recommendation 5: The Local Authority must develop better referral and monitoring systems for training in safeguarding children and young people		
Planned Outcome (what do we want to achieve): Improved monitoring of staff attendance at safeguarding training	SMART Target : A central database of staff trained that is regularly updated	
Responsibility (Head of Service): Head of Schools Services	Lead Officer(s): Inclusion Welfare Service Manager	
WHAT	WHO	WHEN
<ol style="list-style-type: none"> 1. Inform the LSCB of the need to improve monitoring of staff attendance at safeguarding training and seek support and advice. 2. Liaise with HR teams and Performance Information Manager to explore over a renewed central database of staff training, including consideration of protocols to maintain the database. 3. Direct all schools to inform the manager of the IWS, promptly, of all new staff appointments in order that safeguarding training can be arranged. 	<ol style="list-style-type: none"> 1. Inclusion Welfare Service and Local Safeguarding Children's Board 2. Head of Service, Principal Learning Advisor: Inclusion, Manager IWS, HR and Education Staffing 3. Head of Service 	<ol style="list-style-type: none"> 1. Oct 2009 2. Jul 2010 3. Sept 2009

Area for Improvement:		
Recommendation 6: The Local Authority should introduce consistent methods for monitoring pupils' attendance at the Portfolio Pupil Referral Units		
Planned Outcome (what do we want to achieve): Introduce consistent methods for monitoring pupil's attendance at the PPRU	SMART Target : 10% improvement in overall attendance at the PPRU for the academic year 2009/10 with ongoing monitoring, reporting and target setting.	
Responsibility (Head of Service): Head of Schools Services	Lead Officer(s): Principal Learning Advisor (PLA) Inclusion	
WHAT	WHO	WHEN
1. Detailed analysis of Portfolio PRU attendance by individual PRU to include authorised and unauthorised attendance by numbers, age group, numbers of pupils, ethnicity, gender and reason for non attendance	1. Inclusion Welfare Service	1. Sept 2009
2. Improve reporting by individual centres to a central point within the service so that attendance can be monitored more frequently	2. Principal Learning Advisor: Inclusion, Inclusion Welfare Service Manager and Portfolio PRU Heads of Centre	2. Sept 2009
3. Establish clearer protocols between centres and the Inclusion Welfare Service for supporting centres, parents/carers and pupils on issues of attendance	3. Inclusion Welfare Service with Heads of Centre	3. Oct 2009
4. Report attendance termly to the Portfolio PRU Management Committee and annually to Inclusion Service Steering Group	4. Manager Inclusion Welfare Service	4. Feb 2010 and ongoing
5. Produce pupil level annual school census data for children educated other than at school from ONE Exclusions module for WAG.	5. Schools & Management Information Team	5. Jun 2010
6. Explore the possibility of introducing SIMS (Schools Information Management System) to the Portfolio PRU or direct data capture into ONE	6. Performance Information Manager with Principal Learning Advisor: Inclusion	6. Jan 2010

7. Implement new system and review progress in improving attendance	7. Principal Learning Advisor: Inclusion and Inclusion Welfare Service Manager & Performance Information Manager	4. Sept 2010
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4.2 Strategic Management

Area for Improvement: Improving Senior and Middle Management Capacity		
Planned Outcome (what do we want to achieve): Service improvements secured through the proactive and effective leadership and management by senior and middle managers.	SMART Target : Positive feedback from colleagues about the performance of their manager, completion of appraisals and development plans for senior and middle managers, positive feedback from employee opinion survey (specifically questions in relation to management of change and people management issues Survey in 2009 and then repeat survey 2011), attendance of senior and middle managers on Management development interventions (both Directorate and Corporate).	
Responsibility (Head of Service): Director of Lifelong Learning	Lead Officer(s): Heads of Service, Middle Managers & HR Manager	
WHAT (we will do):	WHO (will do it, hours):	WHEN (it will be done):
1. Carry out appraisals for all Senior and Middle managers	1. Director of Lifelong Learning, Heads of Service, Middle Managers	1. Jul 2009
2. Identification of training and development needs for Senior and Middle Managers following outputs from appraisal and clarification of roles and responsibilities exercise	2. Director of Lifelong Learning, Heads of Service, Middle Managers & HR Manager	2. Sept 2009
3. Develop Directorate development and seminar programme- <ul style="list-style-type: none"> - Performance Planning - Budget Building - Safeguarding 	3. Director of Lifelong Learning, Heads of Service & HR	3. From 2009
4. Implement Directorate development and seminar programme	4. Heads of Service & Middle Managers	4. From Oct 2009
5. Agree and publish Flintshire County Council People Strategy	5. Head of HR	5. 4 Aug 2009 (Exec. Committee meeting)

6. Develop and agree Lifelong Learning People's Plan	6. Director of Lifelong Learning, Heads of Service, Middle Managers	6. Sept 2009
7. Develop Senior and Middle Management Development Programme e.g. <ul style="list-style-type: none"> - Project Management - Organisational redesign 	7. Director of Lifelong Head of HR, HR Manager & Heads of Service	7. From Jun 2009 (Project Management)
8. Mid year appraisal and performance review of Senior and Middle Managers	8. Director of Lifelong Learning, Heads of Service, Middle Managers	8. Oct/Nov 2009
9. Commission further Directorate development and seminar programme following analysis of appraisal and development outcomes	9. Director of Lifelong Learning, Heads of Service, Middle Managers & HR Manager	9. Dec 2009
10. Evaluate improvements and monitor progress of the improvement theme	10. Director of Lifelong Learning, Heads of Service & HR Manager	10. Quarterly

Area for Improvement: Improving Workforce Management and Development		
Planned Outcome (what do we want to achieve): Successful service delivery through the effective management and deployment of people assets/resources.	SMART Target : Completion of activities within Lifelong Learning Directorate's People Plan, performance against HR metrics (e.g. completion of appraisals and development plans, sick absence rates, turnover, vacancy rates, etc), service performance indicators (e.g. meeting service level agreement targets etc). Positive feedback from employee opinion survey (specifically questions in relation to management of staff and employee engagement with their Service/Directorate in 2009 and then repeat survey 2011).	
Responsibility (Head of Service): Head of Development & Resources	Lead Officer(s): Heads of Service, Middle Managers & HR Manager	
WHAT (we will do):	WHO (will do it, hours):	WHEN (it will be done):
<ol style="list-style-type: none"> 1. Review and implement approach to identifying and planning recruitment 2. Manage the impact of implementation of Single Status on employees, including risk assessment for key roles 3. Monitor delivery of recruitment plans 4. Review local induction arrangements and design a standard LLD induction for new staff, role changers and returners (e.g. maternity) 5. Identification of training and development needs from outputs of appraisal process 	<ol style="list-style-type: none"> 1. Heads of Service, Middle Managers & HR Manager 2. Director of Lifelong Learning, Heads of Service & HR Manager 3. Heads of Service & Middle Managers 4. Heads of Service, Middle Managers & HR Manager 5. Middle Managers, Heads of Service & HR Manager/Senior HR Advisor 	<ol style="list-style-type: none"> 1. Aug 2009 2. Autumn 2009 3. Monthly 4. Sept 2009 5. From Jul 2009

6. Review Lifelong Learning's arrangements for managing training and development to develop a revised approach	6. Heads of Service & HR Manager/Training Manager	6. From Sept 2009
7. Review attendance management within Lifelong Learning to develop a renewed approach	7. Heads of Service, Middle Managers, HR Manager/Senior HR Advisor	7. From Sept 2009
8. Evaluate improvements and monitor progress of the improvement theme	8. Director of Lifelong Learning, Heads of Service and HR Manager	8. Quarterly

Area for Improvement: Improving organisational structures to align resources with services to be delivered		
Planned Outcome (what do we want to achieve): Organisational structures are aligned with service's strategic aims, which achieve extra efficiencies.	SMART Target : Achievement of the identified planned outcomes for each organisation redesign project, progress/completion on key milestone/stages (e.g. Scoping, Project Initiation, Job Redesign, Implementation etc.) for each organisation redesign project.	
Responsibility (Head of Service): Director of Lifelong Learning	Lead Officer(s): Heads of Service/HR Manager	
WHAT	WHO	WHEN
1. Identify training needs for Organisation Redesign and management of change (Corporate approach being developed)	1. Director of Lifelong Learning, Heads of Service and HR Manager	1. July;/Aug 2009
2. Carry out training and development for organisation redesign and management of change	2. Heads of Service and HR Manager/Training Manager	2. From Sept 2009
3. Review 3 rd tier roles and responsibilities and develop project to implement potential organisation restructure	3. Director of Lifelong Learning, Heads of Service and HR Manager	3. Sept 2009
4. Implement revised school improvement structures	4. Heads of Service and HR Manager	4. From Oct 2009
5. Develop project plans for organisational redesign programmes: - Youth and Community strategy - Facilities Management - Records Management - School Library Service - Leisure	5. Heads of Service, Project Managers and HR Manager	5. July/Aug 2009
6. Implement organisation redesign programmes: - Youth and Community strategy - Facilities Management - Records Management	6. Heads of Service, Project Managers and HR Manager	6. From Sept 2009 (Target Date for completion is Summer 2010)

<ul style="list-style-type: none"> - School Library Service - Leisure <p>7. Evaluate improvements and monitor progress of the improvement theme.</p>	<p>7. Director of Lifelong Learning, Heads of Service and HR Manager</p>	<p>7. Quarterly</p>
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Area for Improvement: Increasing Shared Understanding of Deployment of Resources Across Officers, Elected Members, Headteachers and Governors		
Planned Outcome (what do we want to achieve): Increased understanding across the education and local government communities of deployment of resources. Shared work programme for future analysis.	SMART Target : Work programme in place to address identified resource deployment issues.	
Responsibility (Head of Service): Head of Development & Resources	Lead Officer(s): Resources Manager	
WHAT	WHO	WHEN
1. School Budget Forum Away day Training Programme (including Headteacher, Governor and Elected Member Representatives)	1. Director of Lifelong Learning & Resources Manager	1. Jun 2009
2. Training sessions for: - Primary Headteachers - Secondary Headteachers - Chairs of Governors	2. - Resources Manager - Resources Manager - Resources Manager	2. Jun 2009 Jun 2009 Autumn Term
3. Agreement of future School Budget Forum work programme on formula development and delegation	3. Resources Manager	3. Jul 2009
4. Interim formula changes implemented	4. Resources Manager	4. Feb 2010
5. Further delegation and formula changes implemented	5. Resources Manager	5. Feb 2011

4.3 Additional Learning Needs

Area for Improvement: Clarifying the role of the Local Authority in Challenging & Supporting Schools		
Planned Outcome (what do we want to achieve): Clarification of roles and responsibilities of schools and Local Authority teams with regard to school improvement, leading to modernised school improvement structures.	SMART Target : Partnerships protocol in place. Revised structures and service standards in place.	
Responsibility (Head of Service): Head of Schools Services	Lead Officer(s): Head of Schools Services	
WHAT	WHO	WHEN
1. Commence regional review of school improvement services	1. Director of Lifelong Learning, Head of Schools Services & other regional authorities	1. Jun 2009
2. Complete partnership agreements with each Governing Body	2. Head of Schools Services & Team	2. Dec 2009
3. Implement revised school improvement structures and framework	3. Head of Schools Services	3. Sept 2010

Area for Improvement: Measuring and Evaluating Learner Outcomes for Students with Additional Learning Needs		
Planned Outcome (what do we want to achieve): Improved learning outcomes for students with Additional Learning Needs.	SMART Target : Services within Inclusion evaluated for cost effectiveness to inform a comparison of identified needs and resource provision.	
Responsibility (Head of Service): Head of Schools Services	Lead Officer(s): Principal Learning Advisor: Inclusion	
WHAT	WHO	WHEN
1. Service managers to be informed of the data available to them.	1. Performance Information Manager and Inclusion Service Management Team members and Principal Learning Advisor: Inclusion	1. Sept 2009
2. Extend range of data by widening data transfer from schools, to include for example School Action Plus and English as an Additional Language Data.	2. Performance Information Manager	2. Oct 09
3. Service managers to report the potential use of data within individual services to evaluate performance to Head of Service	3. Inclusion Service Management Team and Information Officer	3. Nov 2009
4. Individual Services to analyse their data to measure the impact of their service, based on predefined management information reports developed in ONE Pulse module.	4. Inclusion Service Management Team/Performance Information Manager	4. Feb 2010
5. Individual Services to then judge the cost effectiveness of their service and therefore the Inclusion Service as a whole.	5. Principal Learning Advisor: Inclusion with Inclusion Service Management Team	5. Mar 2010
6. Report the findings of cost evaluation to Inclusion Service Steering Group and Children's Integrated Disability Service Project Management Board.	6. Principal Learning Advisor: Inclusion	6. May 2010

Area for Improvement: Increasing Availability and Access to Welsh Medium Specialist Support		
Planned Outcome (what do we want to achieve): Specialist support provision within the Inclusion Service available through the medium of Welsh.	SMART Target : 100% 1 to 1 specialist support provision.	
Responsibility (Head of Service): Head of School's Services	Lead Officer(s): Principal Learning Advisor: Inclusion	
WHAT	WHO	WHEN
1. Undertake an audit of the Welsh Speaking 1 to 1 support and specialist advice in the Inclusion Service.	1. Principal Learning Advisor: Inclusion and Inclusion Service Management Team	1. Oct 2009
2. Identify specialist resources not available.	2. Principal Learning Advisor: Inclusion and Inclusion Service Management Team	2. Nov 2009
3. Address issues through possible purchasing from / or joint partnership with neighbouring authorities.	3. Principal Learning Advisor: Inclusion	3. Jan 2010 onwards

Area for Improvement: Statutory Compliance with Statementing and Annual Reviews		
Planned Outcome (what do we want to achieve): Statutory compliance with statementing and annual review processes.	SMART Target : 95% of statutory assessments on time for the academic year 2009/10 with ongoing monitoring, reporting and target setting.	
Responsibility (Head of Service): Head of School's Services	Lead Officer(s): Principal Learning Advisor (PLA) Inclusion	
WHAT	WHO	WHEN
9. Monthly reports to Principal Educational Psychologist, Learning Advisors, Inclusive Assessment and Inclusion Service Management Team on the timelines for the issue of statements and forthcoming Annual Reviews.	9. Information Officer	9. Jul 2009 and ongoing
10. EP service to meet statutory timelines in at least 95% of cases.	10. Principal Educational Psychologist and Principal Learning Advisor: Inclusion	10. Jul 2009 and ongoing
11. Identify the causes of non-compliance and report to Inclusion Service Management Team and Inclusion Service Strategy Group.	11. Information Office, Learning Advisors, Inclusive Assessment, Principal Educational Psychologist	11. By Oct 2009 and ongoing
12. Remind all Headteachers, Additional Learning Needs Coordinators and Portfolio Pupil Referral Unit Centre Managers of their duties with regard to holding annual Reviews.	12. Principal Learning Advisor: Inclusion	12. Sept 2009
13. Use ONE SEN Annual Review timeline to manage workflow and ensure deadlines .	13. Principal Learning Advisor: Inclusion, Learning Advisors Inclusive Assessment, Information Officer and Admin staff	13. Sept 2009

<p>14. Implement ONE CSS module for Education Psychology Service. Use timelines within CSS to manage workflow. Develop Management Information for Service Manager to monitor team activities and ensure statutory timelines are met.</p> <p>15. Termly reports on progress towards this target to Inclusion Service Strategy Group and annually to the Children's Integrated Disability Service Project Management Board.</p>	<p>14. Management Information Officer/Educational Psychology Service</p> <p>15. Principal Learning Advisor: Inclusion and Information Officer</p>	<p>14. Oct – Dec 2009</p> <p>15. Oct 2009</p>
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Area for Improvement: Out of County Placements		
Planned Outcome (what do we want to achieve): To provide an overview of the Out of County spending and approval process, considering the most efficient way to procure/commission the services whilst still meeting the requirements and to gain an understanding of how future demands on the market may affect the delivery.	SMART Target : Implementation of the review will have started to reduce the number and costs of out of county placements.	
Responsibility (Head of Service): Head of Schools Services & Head of Children's Social Care	Lead Officer(s): Head of Strategic Procurement & Principal Learning Advisor: Inclusion & Resources Manager	
WHAT	WHO	WHEN
<ol style="list-style-type: none"> 1. Promote manager use of out of county provision cost reports to review current and forecast spend. 2. Lifelong Learning and Social Services to children to continue to review and action plan Out of County Placements under four headings: - <ol style="list-style-type: none"> a) Budget allocation and monitoring b) Decision making process c) Procurement and future scoping d) Placement and contract monitoring 3. Report on outcomes and review to CMT inclusive of recommendations which will establish a strategic procurement solution for the commissioning of Out of County Activity and stronger links between budget management and service delivery. 4. Implement and monitor the solution. 	<ol style="list-style-type: none"> 1. Performance Information Manager 2. Head of Schools Services & Head of Children's Social Care 3. Directors of Lifelong Learning and Community Services 4. Directors of Lifelong Learning and Community Services 	<ol style="list-style-type: none"> 1. Dec 2009 2. Sept 2009 3. Oct 2009 4. Ongoing from October, 2009 and monitored quarterly.

4.4 Inclusion

Area for Improvement: Increasing Understanding of Flintshire's Behaviour Strategy in schools		
Planned Outcome (what do we want to achieve): All schools to be aware of the services offered by the Inclusion Service for Behaviour and Attendance	SMART Target : Increased requests from schools for support and training.	
Responsibility (Head of Service): Head of Schools Services	Lead Officer(s): Senior Learning Advisor Behaviour and Manager Inclusion Welfare Service	
WHAT	WHO	WHEN
1. Continue the promotion of the service to NQTs and newly appointed Headteachers.	1. Senior Learning Advisor: Behaviour and Principal Learning Advisor: Inclusion	1. Ongoing
2. Reinforcement of the service the Behaviour Support Team can offer at Staff meetings in schools, Additional Needs Coordinator's meetings and meetings with Senior staff with responsibility for behaviour in secondary schools.	2. Behaviour Support Team, Senior Learning Advisor: Behaviour, Principal Learning Advisor: Inclusion & Manager Inclusion Welfare Service	2. Ongoing
3. Officially launch Flintshire's recently written Behaviour and Attendance Policy	3. Head of Service, Principal Learning Advisor: Inclusion, Senior Learning Advisor Behaviour & Manager Inclusion Welfare Service	3. Oct 2009
4. Prepare an information sheet for all schools on the training that can be provided by the Inclusion Service for behaviour and attendance.	4. Senior Learning Advisor Behaviour and Senior EPs with responsibility for Behaviour	4. Oct 2009
5. Monitor the 'take-up' of Behaviour Support services by schools on an individual basis and report to Inclusion Service Management Team	5. Behaviour Support Team and Senior Learning Advisor Behaviour	5. Sept 2009 and ongoing

Area for Improvement: Reduction in Fixed Term Exclusions		
Planned Outcome (what do we want to achieve): Reduction in the number and average length of fixed term exclusions (without increasing permanent exclusions)	SMART Target : 10% reduction in the number and average length of fixed term exclusions for the academic year 2009/10 with ongoing monitoring, reporting and target setting.	
Responsibility (Head of Service): Head of Schools Services	Lead Officer(s): Principal Learning Advisor (PLA) Inclusion	
WHAT	WHO	WHEN
1. Detailed analysis of f/t exclusions to include: by school, number of exclusions, number of pupils, average length, reason for exclusion, gender and ethnicity	1. Principal Learning Advisor: Inclusion and Manager of the Inclusion Welfare Service	1. Sept 2009
2. Report the analysis to Scrutiny Committee (anonymised)	2. Principal Learning Advisor: Inclusion	2. Sept 2009
3. Report the analysis to Secondary Headteachers.	3. Principal Learning Advisor: Inclusion and Manager Inclusion Welfare Service	3. By Nov 2009
4. Report the analysis to Inclusion Service Management Team, Inclusive Service Strategy Group (anonymised), Inclusion Welfare Service, Educational Psychology Service, Behaviour Support Team, Secondary senior staff with responsibility for behaviour and PRU staff as awareness raising.	4. Principal Learning Advisor: Inclusion and Manager Inclusion Welfare Service	4. By Nov 2009
5. Fixed Term exclusions to be an outcome to be discussed at School Improvement focus visits.	5. Principal Learning Advisor: Inclusion and Principal Learning Advisor Secondary Phase	5. Jun 2010
6. Promote use of ONE Exclusion information reports by managers.	6. Performance Information Manager	6. Sept 2010

7. Monthly updates on exclusions to be reported to Inclusion Service Management Team and termly to Inclusion Service Strategy Group	7. Information Officer	7. Ongoing
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Area for Improvement: Addressing Recommendations of the Portfolio Pupil Referral Unit Inspection		
Planned Outcome (what do we want to achieve): Address the recommendations following the Inspection of the PPRU in Dec 08. More detailed action plans have been written and are monitored by the PPRU Management Committee)	SMART Target : Recommendations implemented.	
Responsibility (Head of Service): Head of Schools Services	Lead Officer(s): Principal Learning Advisor Inclusion	
WHAT	WHO	WHEN
1. Address overall leadership and management issues	1. Principal Learning Advisor: Inclusion and Portfolio Pupil Referral Unit Heads of Centre	1. May 2010
2. Raise standards in the four subject areas where shortcomings were identified	2. Portfolio Pupil Referral Unit Heads of Centre	2. Sept 2010
3. Ensure that the Portfolio Pupil Referral Unit reflects Welsh Assembly Government priorities with regard to bilingualism, Healthy Schools, sustainable development and global citizenship	3. Portfolio Pupil Referral Unit Heads of Centre and Curriculum Support staff.	3. Dec 2010
4. Introduce formal opportunities for learners to be consulted	4. Portfolio Pupil Referral Unit Heads of Centre and Portfolio Pupil Referral Unit staff	4. Sept 2010
5. Introduce new Commissioning document setting out numbers and types of placements required	5. Principal Learning Advisor Inclusion and Head of Schools Service	5. Sept 2010
6. Address the shortcomings in accommodation	6. Principal Learning Advisor Inclusion & Head of Development & Resources	6. Ongoing
7. Attendance (See Overall Estyn Inspection Recommendation 6)		

Area for Improvement: ICT Access for Traveller Education		
Planned Outcome (what do we want to achieve): Improved access to ICT for Gypsy and Traveller children	SMART Target : 100% of peripatetic Gypsy and Traveller teachers to have adequate access to ICT, including mobile broadband by October, 2009	
Responsibility (Head of Service): Head of Schools Services	Lead Officer(s): Lisa Davies Learning Advisor EAL, Gypsy and Traveller	
WHAT	WHO	WHEN
1. Ensure all peripatetic Gypsy and Traveller teachers have adequate access to ICT, including mobile broadband for children Educated Other Than At School (EOTAS) (minimum 2 x laptops = £1200 and 2 x mobile broadband = £600)	1. Learning Advisor: EAL/Gypsy and Traveller Service	1. By Oct 2009
2. Identify funding for purchase of suitable ICT hardware, software and mobile broadband access	2. Principal Learning Advisor: Inclusion & Head of School's Services	2. By Oct 2009
3. Provide training to peripatetic staff in using ICT hardware, software and mobile broadband	3. Advisory Teacher for ICT	3. By Nov 2009
4. Monitor usage, review and share good practise where appropriate	4. Learning Advisor: EAL/Gypsy and Traveller Service	4. By Oct 2010

4.5 Support Services

Area for Improvement: Developing Broadband links		
Planned Outcome (what do we want to achieve): Every school in Flintshire to have at least a 2 Mb link to the internet	SMART Target : 100% of Primary schools in Flintshire to have a broadband connection of at least 2 Mb by June 2010	
Responsibility (Head of Service): Head of Schools Services	Lead Officer(s): Schools ICT Manager	
WHAT	WHO	WHEN
1. Investigate all possible solution providers and identify clearly all costs and technical issues	1. Schools ICT Manager & Corporate IT	1. Jun 2009
2. Identify funding possibilities to cover required initial Capital investment, ongoing revenue costs and staffing requirement	2. Schools ICT Manager & Resources Manager	2. Jun 2009
3. Agree use of funding with Primary and Secondary Head teacher Federations	3. Schools ICT Manager	3. Sept 2009
4. Initiate roll out of improvements to infrastructure across the County	4. Corporate IT & Broadband supplier	4. Sept 2010

4.6 Access

Area for Improvement: Transport Costs & Integration with Other Authorities		
Planned Outcome (what do we want to achieve): Increased efficiencies through rationalised transport network. Shared expertise in transport procurement and quality assurance	SMART Target : Annual efficiencies of at least £175k in 2009/10 and £200k in 2010/11	
Responsibility (Head of Service): Head of Development & Resources	Lead Officer(s): Pupil Support Services Manager	
WHAT	WHO	WHEN
1. Implement Flintshire Route Rationalisation Project	1. Pupil Support Services Manager & Support from other authorities	1. Apr 2009
2. Scope regional collaborative project	2. Director of Lifelong Learning & Support from other authorities	2. Jun 2009
3. Undertake regional collaborative project	3. Director of Lifelong Learning & Support form other authorities	3. Jul 2009 – Dec 2009
4. Consider transport policy recommendations arising from 14-19 and wider School Modernisation Programmes	4. Pupil Support Services Manager	4. Jul 2010
5. Install Route Optimisation Software	5. Schools & Management Information Team	5. Apr 2010
6. Extend collection of addresses (via Business to Business data transfer to include all secondary schools by end July 2010	6. Schools & Management Information Team	6. May 2010
7. Produce half termly reports (and maps) of mainstream bus routes	7. Schools & Management Information Team	7. Sept 2010

Area for Improvement: Welsh Medium Training Support for Early Years		
Planned Outcome (what do we want to achieve): To extend the Directorate's capacity to deliver Foundation Phase training through the medium of Welsh. Welsh medium schools/settings demonstrate satisfaction that training has met their needs.	SMART Target : Evaluation rating of 98% of training to Welsh Medium schools/settings at Grade 1 (very good) or Grade 2 (good).	
Responsibility (Head of Service): Head of Schools Services	Lead Officer(s): Foundation Phase Officer	
WHAT	WHO	WHEN
1. Continue to provide all Foundation Phase training materials bilingually.	1. Foundation Phase Advisory Teacher & Translation Service	1. Ongoing
2. Any consortium meeting regarding Foundation Phase to be attended by member of the Foundation Phase Team to ensure quality of delivery. Headteachers to be advised of this requirement.	2. Foundation Phase Officer/ Foundation Phase Advisory Teacher - as required	2. Ongoing
3. Extend the use of Welsh speakers in the Early Entitlement Team in the delivery of Foundation Phase training modules.	3. Foundation Phase Officer	3. Ongoing from Sept 2009
4. Consider developing regional strategy (through School Effectiveness Framework) to provide welsh medium training on future training requirements eg Baseline Assessment, Physical Skills.	4. Foundation Phase Officer in conjunction with other advisers from Wrexham, Conwy & Denbighshire.	4. Sept 2009 - July 2010
5. Prioritise the appointment of a Welsh speaker to the Foundation Phase team if vacancy occurs in the future.	5. Foundation Phase Officer	5. When vacancy occurs

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 18

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **REGIONAL TELECARE PROJECT**

1.00 PURPOSE OF REPORT

- 1.01 To seek approval for the vision to develop a North Wales Telecare Service and for officers to work with the project to collate information and develop proposals for delivery of Telecare services on a regional basis.
- 1.02 To agree a Flintshire position statement prior to further participation in the project.

2.00 BACKGROUND

- 2.01 Telecare is a developing social care service which can play an important role in supporting people to live longer and independently in their own home by using a wide range of assistive technology.
- 2.02 Over the last 2 years, funded by the Welsh Assembly's Making the Connections Improvement Fund, work led by the social care sector has been undertaken on establishing the feasibility for and the development of an integrated approach to Telecare across North Wales.
- 2.03 In the first phase of the project, consultants carried out a feasibility study the recommendations from which were approved in principle by the North Wales Regional Partnership Board. The main recommendation was the development of a single, regional service (see diagram appendix 1).
- 2.04 The second phase of the project has been working to:
- Align practice across the region in the allocation of Telecare in care packages and preventative services that prolong the capability of vulnerable people to live at home independently for longer.
 - Establish the current costs of delivering the main elements of the service which include the traditional community alarm services and associated call centres provided by housing departments as a prelude to preparing a business case which will detail the benefits of working together to develop improved future Telecare services.
 - Quantify service and financial benefits of improving the potential for older people to live in their own homes for longer.
- 2.05 An integral part of Telecare services and existing Carelink type services is the monitoring centre which receives alerts from equipment such as fire or

fall detectors and which can also contact the services user. In North Wales there are now three monitoring centres (Flintshire (CareLink), Conwy (CareLine) and Anglesey (Gofal Môn)), with Conwy providing service to Denbighshire and Anglesey to Gwynedd. Wrexham outsourced their Telecare monitoring service in 2008 but will give consideration to joining the regional service in the future. Alternatively, Wrexham's contractor could partner the development of North Wales' Telecare services.

3.00 CONSIDERATIONS

- 3.01 It is proposed that a regional Telecare Service is developed. This would comprise of both local and regional elements (as outlined in appendix 1) with a clear Vision for the service (appendix 2).
- 3.02 The core of the regional service would be the call monitoring centre which would receive calls from across the region in relation to Carelink services and Telecare. This centre would be formed from a merger of existing provision. It is anticipated that the service will be delivered by a lead authority on behalf of the participating councils from within the public service although it could be facilitated by an external partner if the region's particular needs could be met e.g. provision of services in Welsh.
- 3.03 In addition the monitoring centre would continue to provide a service to respond to out of hours calls in relation to other Council departments e.g. housing repairs calls from tenants and emergency call out procedures based on a Service Level Agreement and funding arrangement with departmental customers.
- 3.04 The development of a regional centre will mean that the region will have a modernised service capable of responding to additional demand, and will provide a more flexible service to vulnerable people in line with the Welsh Assembly's vision for Social Services as set out in 'Fulfilled Lives, Supportive Communities'.
- 3.05 Once the regional monitoring centre has been established other elements of service delivery, where efficiencies can be obtained by working at regional level, will be added. This could include marketing of telecare services to those in the community who could benefit from them, the training of staff making care assessments and the installation, maintenance and procurement of Telecare equipment.
- 3.06 Discussions are also commencing with the NHS to ensure Telecare and Telehealth (health monitoring such as blood pressure) are developed together and opportunities for joint working and sharing of costs and revenue streams are maximised.
- 3.07 Flintshire is unique in North Wales in using Chubb as a supplier of the monitoring desk and equipment. As four counties currently use Tunstall, it is

likely that any proposed regional arrangement would also use Tunstall. Flintshire needs to be assured that any additional costs arising from using Tunstall as a supplier would be shared across the region.

3.08 A suggested Flintshire position statement is set out in Appendix 3

4.00 RECOMMENDATIONS

4.01 That Executive endorses the Vision to develop a regional Telecare service in North Wales laid out in Appendix 2

4.02 That Executive authorises its officers to work with the Regional Project Team to develop and cost regional services for delivery to local people based on the Flintshire position statement set out in Appendix 3

5.00 FINANCIAL IMPLICATIONS

5.01 The financial implications of developing a regional monitoring centre will be developed through analysis of current costs and the development of a business case which quantifies the level of investment in "fit for purpose" Telecare Services and potential revenue streams to finance the service. The Business case will address the issue of quantifying the benefits of working together in comparison to working singly.

5.02 There are wider "cost avoidance" financial benefits from investing in Telecare and enabling older people to remain in their homes for longer, potentially reducing spending on domiciliary and residential care. The service will also be provided to corporate customers like RSL Housing organisations on a chargeable basis. The current project business case will examine the potential of the full range of revenue streams and customers.

6.00 ANTI POVERTY IMPACT

6.01 The development of a regional Telecare service will support the development of low level preventative services for vulnerable citizens and help to avoid the need for more complex and costly services in the future. A regional charging policy will be developed to ensure equity and consistency. Improving the rolling out of Telecare Services to more people on the appropriate basis has considerable potential to improve the quality of life of vulnerable adults in poverty.

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 There would be personnel implications arising from the development of a single monitoring centre in the future but there are no implications directly arising from this report.

10.00 CONSULTATION REQUIRED

10.01 Consultation is needed with

- Staff
- Trade unions
- Existing community alarm customers
- Corporate customers (internal and external)
- Management delivering current services
- Elected Members responsible for existing services and scrutiny of existing services.

11.00 CONSULTATION UNDERTAKEN

11.01 The Telecare Project is sponsored by the North Wales Regional Partnership Board and as such should be the subject of regular reporting by the local representatives of the Collaboration Officer Groups to either a senior local trade union representative or the Local Joint Committee for information.

11.02 In addition, the Regional Partnership Board reports regularly to a regional panel of trade union representatives on its project portfolio

12.00 APPENDICES

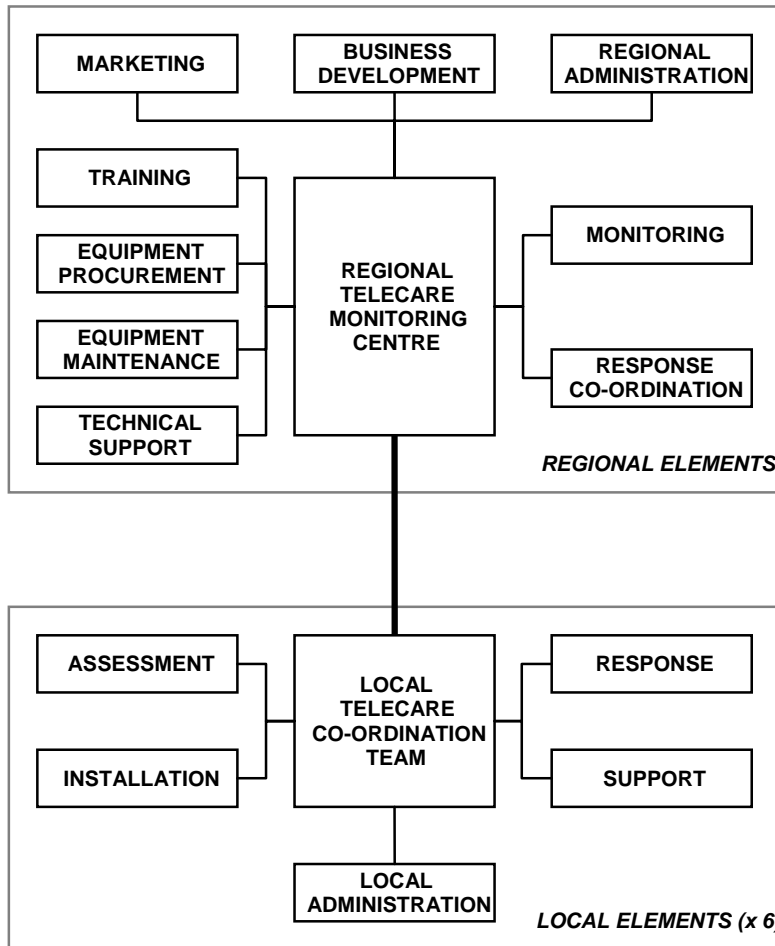
12.01 Appendix 1 - Elements of a Regional Telecare Service
Appendix 2 - Vision of the North Wales Telecare Partnership
Appendix 3 - FCC Position Statement

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

none

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Elements of a Regional Telecare Service



Vision for the North Wales Telecare Partnership

By 2014 we will have an integrated, regional Telecare service which aims to promote the independence of citizens in North Wales.

The Service will

- Increase the numbers of people using Telecare
- Focus on Prevention and early intervention
- Be creative & visionary
- Be integrated with Telehealth
- Provide a consistent level and range of services across the region
- Be integrated as part of Reablement approach
- Be cost effective & high quality
- Be fully Bi-lingual service 24/7 (language of choice)
- Provide a regional Contact and Monitoring service
- Provide a proactive Contact service
- Have single line management
- Have a Mobile emergency response element which is regionally co-ordinated & locally delivered
- Provide a broad range of equipment
- Be supported through Regional Procurement to agreed technical specs & led by specialist 'buyers' / technical support
- Work to a regional training framework (all levels)
- Work to consistent policies and procedures including access to service
- Have a regional brand / marketing P.R
- Apply the same charges across the region
- Co-ordinate installation – including in emergencies
- Meet industry standards
- Have robust performance management / reporting systems

Appendix 3

Regional Telecare Project

FCC Position Statement

- 1. Flintshire County Council will consider becoming part of a regional monitoring service if this can be demonstrated to provide better value for money for the local authority. This means that a better quality service would be provided for the existing financial outlay or an equivalent service would be provided at a reduced cost. Recognising that a regional service may require some initial financial outlay, Flintshire is willing to look at value for money over a 10 year period, i.e. an invest to save approach.**
- 2. Flintshire's existing system is not a Tunstall system, whilst the systems in Ynys Mon, Gwynedd, Conwy and Denbighshire are. It is accepted that it is highly probable that Tunstall will be the platform for the regional monitoring centre. If this results in additional equipment / installation costs, then Flintshire would like an agreement that these additional costs are shared across the consortium; and that this is taken into account when constructing the business case for a regional monitoring centre.**

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 19

REPORT TO: **EXECUTIVE**
DATE : **04 AUGUST 2009**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES AND DIRECTOR OF ENVIRONMENT**
SUBJECT : **UPDATE ON MOLD EXTRA CARE SCHEME**

1.00 PURPOSE OF REPORT

- 1.01 To provide an update on the progress of the second Extra Care Scheme for Flintshire.
- 1.02 To advise that the Extra Care Project Board has expanded its remit to include the Learning Disability accommodation on the Tyr Binwydden land.

2.00 BACKGROUND

- 2.01 In March 2008 WAG awarded Wales and West Housing Association funding for an Extra Care scheme for 60 apartments for older people in Mold, to include specialist provision for 20 older people living with mild to moderate dementia.
- 2.02 The site agreed in Mold was Jasmine Crescent, which has a sheltered scheme. Due to the size of land required for Extra Care part of the associated piece of land on which Tyr Binwydden stands also needed to be included.
- 2.03 Following a period of consultation a report was submitted to the Council's Executive in June 2008 requesting support for the sensitive closure of the Jasmine group dwelling Jasmine bungalows and Tyr Binwydden within 12 – 18 months. This was agreed.
- 2.04 Members were keen to ensure any land not required for the Extra Care Scheme would be appropriately used and consequently a further Social Housing Grant (SHG) bid was submitted to provide supported housing for people with learning disabilities and a long lease agreement proposed for the land.
- 2.05 Progress on Relocation of Tenants and Occupants

Tyr Binwydden – The building was empty by end of December 2008 with many of the voluntary sector organisations relocating to FLVC accommodation on Mold Business Park

Jasmine group dwelling – 21 residents lived in the Jasmine group dwelling. All have been successfully re-housed in suitable accommodation in Flintshire. All were given options and assisted to move into new tenancies.

Jasmine Bungalows - Nine residents lived in Jasmine bungalow and all have been successfully re-housed in suitable accommodation in Flintshire.

- 2.06 In June last year a target had been set for reallocating all tenants within 12-18 months. That target has been met within 12-13 months.

3.00 CONSIDERATIONS

3.01 Land Issues

The project timeline suggests the land could be sold to Wales and West and the new buildings designed before the end of 2009, ready to begin construction in late spring of 2010. Completion could be end of 2011 at the earliest but realistically as there are many challenges, including the topography of the site, it may be 2012.

- 3.02 WAG have announced SHG funding and following Flintshire County Council prioritisation of the Learning Disability bid on Tyr Binwydden the site could provide 4, 2 bedroom houses and 3 specialist bungalows for supported living.

- 3.03 WAG anticipates that FCC will offer the overall site at 'less than best' with FCC applying its discretion through the General Disposal Consent (Wales) Act; As the land is being sold for 'less than best' The most appropriate means of disposing of this land would therefore be on a long leasehold basis with an appropriate user restriction to support and ensure service delivery. This proposal would mean the site would be sold at what constitutes a "restricted value".

- 3.04 In the opinion of the District Valuer the site has an unrestricted value of £1,055,000 (One million and fifty five thousand pounds). The long leasehold disposal and restricted use means a transaction on this basis would be £905,000 (Nine hundred and five thousand pounds). The unrestricted freehold use represents most valuable purpose for the site in the market. The disposal of the land has followed FCC land disposal procedures.

- 3.05 There is an access route to an adjacent privately owned property across the site and negotiations to relocate it are ongoing with the owner. This issue does present a risk to the project but a binding agreement to an acceptable alternative means of access will resolve this issue. Discussions are ongoing and positive, with the acting agent for the privately owned property with

confirmation in principle of his client's acceptance to an extinguishment of the existing access route, but until this issue is resolved further detailed design can not continue.

- 3.06 Building design work has commenced and discussions have begun with FCC Highways and FCC Planning and to date there appear to be no issues of concern.
- 3.07 Discussions have begun on the design of the specialist dementia apartments with carers of people with dementia and these will continue throughout the project as part of a wider programme of consultation highlighted in the communication plan (Appendix 1) as soon as the site access issues are resolved.
- 3.08 It is expected that a full planning application will be submitted in the late Autumn of 2009. Ensuring the design is correct is paramount, and if necessary a positive decision to delay application will be made to ensure the design is suitable for achieving the desired outcomes for the end user.
- 3.09 **Revenue costs.** Providing care and support staff in the Extra Care Scheme from within existing budgets will require a significant realignment of resources. The scheme will, in part, replace a percentage of residential services and we may expect a percentage of domiciliary service users may move in with their existing packages.
- 3.10 There may also need to be a consideration of funding to take account of demographic change alongside opportunities to attract Supporting People monies.
- 3.11 Lessons Learned from the Shotton Extra Care scheme will provide learning and some definition to this debate.
- 3.12 Direct care staffing costs for the learning disability accommodation will come from existing support packages and transitional monies.

4.00 RECOMMENDATIONS

- 4.01 That Executive notes the successful relocation of tenants from Jasmine Crescent and Tyr Binwydden .
- 4.02 That Executive approves the disposal of the land on the basis set out in paragraphs 3.03 and 3.04 of the report.
- 4.03 That Executive notes the realignment of budgets that will be necessary to provide care and support staff in the Extra Care Scheme.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The County Council will receive a capital receipt from the sale of the land. The receipt will be used to support General Fund and Housing Revenue Account capital proposals.
- 5.02 Work is already underway to estimate the direct care staffing cost requirements for the Mold Extra Care Facility, and it is anticipated that these costs will be met from diverting funding from residential and domiciliary care budgets. The effect of any demographic changes will also need to be considered as part of the budget process.

6.00 ANTI POVERTY IMPACT

- 6.01 Tenure neutral apartments will be the ideal that will be aspired to and will allow individuals to enter the facility based upon need and not ability to pay.

7.00 ENVIRONMENTAL IMPACT

- 7.01 An Extra Care scheme close to Mold Town centre will enable older people to make use of existing facilities and bring additional resources to the area

8.00 EQUALITIES IMPACT

- 8.01 The availability of Extra Care Housing in Flintshire will provide older people with improved opportunities and choices.
- 8.02 An increase in availability of supported accommodation for people with learning disabilities in Flintshire will enable more people to live closer to their families and return to or remain in their communities with support.
- 8.03 Decommissioning a service that no longer meets the standards expected by Flintshire County Council and Welsh Assembly Government will ensure that vulnerable residents are not placed within unsuitable accommodation.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Staff teams will be required for the Extra Care Scheme and the learning disability supported living scheme.

10.00 CONSULTATION REQUIRED

- 10.01 Consultation and communication will be ongoing throughout the project as indicated in the Communication Plan.

11.00 CONSULTATION UNDERTAKEN

- 11.01 A three month consultation was undertaken between February and May 2008.
- 11.02 Consultation on internal design has begun with professionals and carers of people with dementia.

12.00 APPENDICES

- 12.01 Appendix 1 Communication Plan

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

Executive Report Developing a Model for Extra Care Sheltered Housing in Flintshire - 13th July 2004

A Housing Vision for Older People - 7th March 2005

Executive Report Extra Care Housing Development in Flintshire - 11th October 2005

Executive Report - Housing Vision for Older People - 11th October 2005

Executive Report - Proposed Second Extra Care Scheme - Mold - 30th January 2008

Executive Report – Outcome of Consultation on Closure of Jasmine Crescent Group Dwellings, Bungalows and Ty'r Binwydden – 3rd June 2008

Executive Report – Mold Extra Care Scheme – update. November 2008

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Mold Extra Care

<i>Document Title</i>	Communications Plan
<i>Author</i>	Christine Jones
<i>Version</i>	4
<i>Publication Date</i>	

Version Control

<i>Date</i>	<i>Version</i>	<i>Summary of Changes</i>
10. 03. 2009	1	
18. 03. 2009	2	Additions to points 2, 9, 12, and 14
23 . 6 . 2009	3	Dates added
2 . 07 . 09	4	Additions to points 10,12, 14 and 15

Distribution

<i>Name</i>	<i>Title</i>	<i>Date</i>	<i>Version</i>
Person 1	Services Team / design team		1.0
Person 2	Services Team / design team		2.0
Person 3	Services Team / design team		3.0

	Interested Party	Information Required	Information Provider	Method of Communication	Frequency of Communication
1	This includes Stakeholders, Project Board and any other interested party.	Name of document that they want to receive – eg PID, Highlight Report, Project Plan, Project Minutes etc	Who sends the information to the interested party	Email, Post, Telephone	Daily, Weekly, Monthly
2	Flintshire County Council Executive	Executive Reports	Susan Lewis	Presentation at meetings	6monthly Aug 2009 Feb 2010 Aug 2010 Feb 2011 Aug 2011 Feb 2012
3	Wales and West Executive	Reports requesting authority to proceed including financial agreement	Craig Sparrow		Once/ twice 21 st May 2009
4	Project Board	PID, Project Plan Risk Log Issue Log Communication Plan Lessons Learned Log Highlight Reports	Christine Jones	Email, presentation at Project Board Meetings	June 2009 Bi monthly Bi monthly As necessary June 2012 As necessary
5	Scrutiny Committees	Reports	Susan Lewis	Presentation at meetings	As required
6	Design Group	Feedback from Project Board Meetings schedule Agenda Minutes	Christine Jones/ Craig Sparrow Christine Jones/ employers Agent	Email/ meetings/ telephone Email/ meetings/ telephone	Monthly As required daily/ weekly
7	Services Group	Feedback from Project Board	Christine Jones/ Craig Sparrow	Email/ meetings/ telephone	Bi monthly

		Meetings schedule Agenda Minutes	Christine Jones/ Sue Dolman	Email/ meetings/ telephone	As required
8	Task and Finish Group(s)	As required	As required	As required	As required
9	FCC and W&W staff	Updates on progress / key timelines/ main contact details for queries/ complaints	Christine Jones/ Craig Sparrow/ Barbara Milne Sarah Manners	Staff Newsletters Infonet W&W blogg and website W&W Customer Information Centre	6 monthly
10	Older People	Update reports inc key timelines/ main contact details for queries/ complaints	Christine Jones/ Craig Sparrow/ Susie Lunt /	Newsletters / post / web page / local voluntary sector group meetings/ local planning group meetings/ special meetings. OPPN	From Building design stage through to completion. Monthly during building design stage, 6 monthly during build beginning Sept 2009. Open events and invitations to view upon completion 2 nd July 2009
11	Older People with dementia	As above	Christine Jones/ Susie Lunt/ Lin Hawtin	As above plus Alzheimers Society/ Local dementia nurses	As above
12	Carers	As above	As above plus/ Newcis and Alzheimers? Carers Strategy Group	As above	29 th May 2009 Aug 2009 Nov 2009-06-23 March 2010 2 nd July 2009

13	People with Learning disabilities	As above	Christine Jones/ Jayne Marshall/ Darren Rhodes.	Presentations/ group and individuals discussions	Develop a programme
14	Local residents	As above	Christine Jones / Craig Sparrow/ Barbara Milne / Sarah Manners Simon Venables	Press release/ briefings/ letters to neighbouring residents / web pages.	Initial public meeting following August 2009 Exec report 12 monthly event or as required in response to demand
15	Wider Flintshire Public	Key timelines and design proposals Planning Application?	Barbara Milne / W&W Press department	Press releases / briefings Web Pages Your Community, Your Council – Council Newsletter	As required Edition 3 times a year.
16	Contractors	Specification documents / agreed changes	Employers Agent / Craig Sparrow	Post / Email	Start up and throughout project
17	Employers Agent	As above	Craig Sparrow/ Christine Jones	Post/ Email / Telephone	Throughout Project

EXECUTIVE FORWARD WORK PROGRAMME
MONTHS 05/09 to 10/09

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:-

Finance Update

- Medium Term Financial Strategy & Budget Planning for 2010/11
(Currently too early to submit a detailed report. The report will be submitted in October)
- Procurement Strategy Update
(Report to be submitted in September to bring the latest position to Members following consideration by the Procurement Board)
- Efficiency Programme Update
(To be incorporated into the General Fund and Housing Revenue Account budget monitoring report)

FLINTSHIRE COUNTY COUNCIL
EXECUTIVE FORWARD WORK PROGRAMME
May 2009 to October 2009

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE	PORTFOLIO
13 May 2009	Chief Executive	❖ Community Strategy	Strategic	Corporate Governance & Strategy
		❖ Organisational Redesign Phase II Update	Strategic	Corporate Governance & Strategy
	Finance	❖ Capital Programme 2009/10 to 2012/13	Operational	Finance & Asset Management
		❖ GF/HRA Revenue Budget Monitoring 08/09 (Month 11)	Operational	Finance & Asset Management
	ICT/Customer Services	❖ Customer Service Strategy Update	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	❖ Workforce Information Report – Full Year 2008-09	Operational	Corporate Governance & Strategy
	Community Services	❖ Homelessness/Affordable Housing	Strategic	Estate Management
		❖ Housing Renewal Policy	Strategic	Housing Strategy
		❖ Community Equipment Service Integration	Operational	Social Services
		❖ Housing Repair Service Update	Operational	Estate Management
		❖ Welfare Benefits	Operational	Housing Strategy
	Environment	❖ Taith Transport Grants – Update	Strategic	Environment
		❖ Implications for FCC of the Public Inquiry Report Chaired by Professor Hugh Pennington into the	Strategic	Leisure & Public Protection

		<p>September 2005 Outbreak of E.Coli 0157 in South Wales</p> <ul style="list-style-type: none"> ❖ Update on Depot Relocation ❖ Cardboard Collection Pilot – Update and Way Forward ❖ Appointment of Deputy Manager for Wales Road Casualty Reduction (WAG Funded) 	<p>Operational</p> <p>Operational</p> <p>Operational</p>	<p>Finance & Asset Management</p> <p>Waste Strategy & Management</p> <p>Environment</p>
	Lifelong Learning	<ul style="list-style-type: none"> ❖ Deeside Leisure Centre 	<p>Strategic</p>	<p>Leisure & Public Protection</p>
2 June 2009	Chief Executive	<ul style="list-style-type: none"> ❖ Strategic Assessment of Risks and Challenges (SARC) Quarterly Review (Jan – March) ❖ Target Setting – Improvement Targets ❖ Directorate Planning Overview – Summary of 3 Directorate Plans as part of Council’s Business Planning Arrangements 	<p>Strategic</p> <p>Operational</p> <p>Operational</p>	<p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p>
	Finance	<ul style="list-style-type: none"> ❖ MTFS and Budget Planning 2010/11 ❖ Procurement Strategy Update ❖ Efficiency Programme Update 	<p>Strategic</p> <p>Strategic</p> <p>Operational</p>	<p>Finance & Asset Management</p> <p>Finance & Asset Management</p> <p>Finance & Asset Management</p>
	Community Services	<ul style="list-style-type: none"> ❖ Affordable Housing Delivery Statement 	<p>Strategic</p>	<p>Housing Strategy</p>

		<ul style="list-style-type: none"> ❖ Learning Disability Service Integration ❖ National Services Framework Children's Services 	Operational Operational	Social Services Social Services
	Environment	<ul style="list-style-type: none"> ❖ New National Waste Targets ❖ Advertising on Roundabouts ❖ Highways Maintenance Policies ❖ Food Service Plan 2009/10 	Strategic Operational Operational Operational	Waste Strategy & Management Environment Environment Leisure & Public Protection
	Lifelong Learning	<ul style="list-style-type: none"> ❖ Education Asset Management Plan ❖ Leisure Strategy 	Strategic Strategic	Education & Youth Leisure & Public Protection
23 June 2009	Chief Executive	<ul style="list-style-type: none"> ❖ Governance Framework ❖ Strategic Partnership Performance – Summary ❖ Regulatory Plan Mid-Year Review ❖ 2008/09 Performance Reporting 	Strategic Operational Operational Operational	Corporate Governance & Strategy Corporate Governance & Strategy Corporate Governance & Strategy Corporate Governance & Strategy
	Finance	<ul style="list-style-type: none"> ❖ GF/HRA Revenue Budget Monitoring 08/09 (Month 12) 	Operational	Finance & Asset Management
	ICT/Customer Services	<ul style="list-style-type: none"> ❖ Revised ICT Strategy 	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	<ul style="list-style-type: none"> ❖ Revised People Strategy ❖ HRMIS Phase 2 Progress 	Strategic Operational	Corporate Governance & Strategy Corporate Governance & Strategy

	Environment	<ul style="list-style-type: none"> ❖ Holywell Communities First Outcome Fund Regeneration Project ❖ Enforcement Against Dog Fouling ❖ Air Quality Review 	Operational Operational Operational	Regeneration & Tourism Leisure & Public Protection Leisure & Public Protection
	Lifelong Learning	<ul style="list-style-type: none"> ❖ 14 – 19 Strategy Submission ❖ LEA Estyn Inspection Report (Jan 09) 	Strategic Strategic	Education & Youth Education & Youth
14 July 2009	Chief Executive	<ul style="list-style-type: none"> ❖ Equalities Schemes Annual Reports ❖ Welsh Language Schemes – Annual Reports 	Strategic Strategic	Corporate Governance & Strategy Corporate Governance & Strategy
	HR & Organisational Development	<ul style="list-style-type: none"> ❖ New Employee Relations Policies ❖ Workforce Information Report First Quarter 2009 – April to June 	Operational Operational	Corporate Governance & Strategy Corporate Governance & Strategy
	Community Services	<ul style="list-style-type: none"> ❖ Fostering Inspection 	Operational	Social Services
	Environment	<ul style="list-style-type: none"> ❖ ERDF Priority 4 Bid ❖ Flintshire Regeneration Strategy ❖ Asset Management Plan and Capital Strategy ❖ UDP Progress Report ❖ Food Waste Project – Update 	Strategic Strategic Strategic Strategic Strategic	Regeneration & Tourism Regeneration & Tourism Finance & Asset Management Housing Strategy & Planning Waste Strategy & Management

	Lifelong Learning	<ul style="list-style-type: none"> ❖ Youth Service Strategy ❖ School Modernisation: Post Consultation Report 	Strategic Strategic	Education & Youth Education & Youth
4 August 2009	Finance	<ul style="list-style-type: none"> ❖ Medium Term Financial Strategy & Budget Planning for 2010/11 ❖ Procurement Strategy Update ❖ GF/HRA Revenue Final Outturn ❖ GF/HRA Interim Revenue Budget Monitoring 09/10 (Month 2) ❖ Capital Programme Final Outturn 2008/09 ❖ Efficiency Programme Update ❖ Prudential Indicators Actual 2008/09 	Strategic Strategic Operational Operational Operational Operational Operational	Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management
16 September 2009	Chief Executive	<ul style="list-style-type: none"> ❖ Housing Options – Progress Report ❖ Update on North Wales Waste Treatment Partnership (joint report) ❖ Changing Climate, Changing Places ❖ Gypsies and Travellers – Unauthorised Encampments Protocol - Final 	Strategic Strategic Operational Operational	Housing Strategy and Strategy Waste Strategy and Management Corporate Governance & Strategy Corporate Governance & Strategy
	Finance	<ul style="list-style-type: none"> ❖ GF/HRA Revenue Budget Monitoring 09/10 (Month 3) 	Operational	Finance & Asset Management

		❖ Treasury Management Outturn 2008/09	Operational	Finance & Asset Management
	HR & Organisational Development	❖ People Strategy Quarterly Progress ❖ Workforce Information Report Second Quarter – July to September	Strategic Operational	Corporate Governance & Strategy Corporate Governance & Strategy
	Community Services	❖ Housing Strategy ❖ Mental Health Substance Misuse Service Integration	Strategic Operational	Housing Strategy Social Services
	Environment	❖ Car Parking Management Study ❖ Regional Transport Plan ❖ StreetScene Update	Strategic Strategic Strategic	Environment Environment Environment
	Lifelong Learning	❖ School Modernisation: Phase 1 Outline Proposal ❖ School Modernisation: Personnel & Staffing Protocols	Strategic Strategic	Education & Youth Education & Youth
6 October 2009	Chief Executive	❖ Q1 Performance Reporting	Operational	Corporate Governance & Strategy
	Finance	❖ Medium Term Financial Strategy and Budget Planning for 2010/11 ❖ Procurement Strategy Update ❖ GF/HRA Budget Monitoring 2009/10 (Month 4) ❖ Capital Programme Monitoring 2009/10 (Month 4) ❖ Making the Connections Return 2008/09 and 2009/10	Strategic Strategic Operational Operational Operational	Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management

		❖ Efficiency Programme Update	Operational	Finance & Asset Management
	ICT/Customer Services	❖ Customer Services Strategy Update	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	❖ HRMIS Phase 2 Progress	Operational	Corporate Governance & Strategy
	Environment	❖ Update on Depot Relocation	Operational	Finance and Asset Management
	Lifelong Learning	❖ School Modernisation: Phase 1 Detail Project Proposal	Strategic	Education & Youth
27 October	Chief Executive	❖ Organisational Redesign Phase II – Update ❖ Annual Performance Report 2008/09	Strategic Strategic	Corporate Governance & Strategy Corporate Governance & Strategy
	Finance	❖ Provisional Welsh Local Government Settlement 2010/11 ❖ GF/HRA Budget Monitoring 2009/10 (Month 5)	Strategic Operational	Finance & Asset Management Finance & Asset Management
	ICT/Customer Services	❖ ICT Strategy Update	Strategic	Corporate Governance & Strategy
	Environment	❖ Food Waste – Update ❖ Town Action Plans	Strategic Operational	Waste Strategy & Management Regeneration & Tourism

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE
DATE: 4 AUGUST, 2009
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: See individual report.

APPENDIX 1

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

<u>Directorate</u>	<u>Subject</u>
Lifelong Learning	<p>Declaration of Ysgol Bemont, Buckley as surplus to Education requirements to enable the site to be disposed of for development as a Primary Care Health Centre.</p> <p>Flintshire libraries – redistribution of Library Assistant working hours.</p> <p>Temporary accommodation to house the Connahs Quay Library whilst extensive refurbishment and alteration work are carried out to the existing facility.</p>
Community Services	<p>Appointment of a 6 month fixed term contract position to pilot new service initiative – Member & Customer Liaison Officer.</p>
Environment	<p>Transfer of the freehold of land at Elfed Drive, Buckley (approx. 0.8 acres) from the current owner to the County Council.</p> <p>Transfer of the freehold of land at Elfed Drive, Buckley (approx. 0.8 acres) from the current owner to the County Council.</p>
Corporate Services	<p>Approval of Community Chest 2009/10 - Round 1 applications.</p> <p>Assistance with increased rental costs – Flintshire Access.</p> <p>NNDR Write off's in accordance with Financial Regulations 9.6.</p> <p>Establishment Control. Split 30 hour/week Senior HR Advisor post into two job share positions.</p> <p>Recruitment of a modern trainee, two year fixed term</p>
Chief Executive	<p>Allocation of grants from the Welsh Church Acts Fund January – June, 2009.</p>