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Swyddog Gwasanaethau Cyfreithiol a  
Democrataidd y Sir



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

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

Your Ref /  
Eich Cyf  
Our Ref / Ein NG  
Cyf  
Date / Dyddiad 20/08/2008  
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, 05 AUGUST 2008** 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  
15/07/2008 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

**STRATEGIC REPORTS**

4. **NORTH WALES REGIONAL WASTE PLAN - FIRST REVIEW**

Report of the Chief Executive and Acting Director of Community and Housing  
and Acting Director of Environment & Regeneration - Portfolio of the  
Executive Member for Waste Strategy and Management and Executive  
Member for Housing Strategy and Planning

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

5. WALES AUDIT OFFICE REPORT - REVIEW OF PLANNING FOR FUTURE EDUCATIONAL PROVISION - FLINTSHIRE COUNTY COUNCIL  
Report of the Chief Education Officer - Portfolio of the Executive Member for Education and Youth
6. ESTYN INSPECTION OF THE FLINTSHIRE YOUNG PEOPLE'S PARTNERSHIP - ACTIONS TAKEN IN RESPONSE TO RECOMMENDATIONS.  
Report of the Chief Education Officer - Portfolio of the Executive Member for Education and Youth
7. POST OFFICE CLOSURES - NORTH WALES  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy

**OPERATIONAL REPORTS**

8. MOLD TO SALTNEY GREENWAY  
Report of the Acting Director of Environment & Regeneration - Portfolio of the
9. RURAL DEVELOPMENT PLAN FOR WALES 2007 - 2013 - RESOURCING  
Report of the Acting Director of Environment & Regeneration - Portfolio of the Executive Member for Regeneration and Tourism
10. CAPITAL PROGRAMME 2007/08 (OUTTURN)  
Report of the County Finance Officer - Portfolio of the Executive Member for Finance and Asset Management
11. GENERAL FUND REVENUE BUDGET MONITORING 2007/08 - FINAL OUTTURN  
Report of the County Finance Officer - Portfolio of the Executive Member for Finance and Asset Management
12. HOUSING REVENUE ACCOUNT FINAL OUTTURN 2007/08  
Report of the County Finance Officer - Portfolio of the Executive Member for Finance and Asset Management
13. GENERAL FUND & HOUSING REVENUE ACCOUNT INTERIM REVENUE BUDGET MONITORING 2008-09  
Report of the County Finance Officer - Portfolio of the Executive Member for Finance and Asset Management
14. MINIMUM REVENUE PROVISION 2008/09  
Report of the County Finance Officer - Portfolio of the Executive Member for Finance and Asset Management
15. PRUDENTIAL INDICATORS - ACTUALS 2007/08  
Report of the County Finance Officer - Portfolio of the Executive Member for Finance and Asset Management
16. MEDIUM TERM FINANCIAL STRATEGY/PROCESS AND TIMETABLE  
To receive a presentation

17. COUNCIL PERFORMANCE AND TARGET SETTING  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
18. AGENCY WORKERS  
Report of the Interim Assistant Director of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance and Strategy
19. DRAFT RECRUITMENT POLICY  
Report of the Interim Assistant Director of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance and Strategy
20. COUNCILLOR WARD GRANTS SCHEMES  
Report of the Assistant Director of ICT and Customer Services - Portfolio of the Executive Member for Corporate Governance and Strategy
21. FORWARD WORK PROGRAMME  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy

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

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

**STRATEGIC REPORTS**

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

23. SUPPORT FOR THE VOLUNTARY SECTOR - DECOMMISSIONING OF TY'R BINWYDDEN  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy

EXERCISE OF DELEGATED POWERS  
Report of Chief Executive enclosed







**EXECUTIVE**  
**15 July 2008**

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 15 July, 2008.

**PRESENT: Councillor L. A. Sharps (Vice Chairman in the Chair)**

Councillors: C. A. Ellis, P. G. Heesom, H. D. Hutchinson, N. M. Matthews, N. Phillips, N. R. Steele-Mortimer and H. Yale.

**ALSO PRESENT:** Councillors: J. B. Attridge, R. Baker, R. C. Bithell, C. Carver, B. Dunn, R. G Hampson, D. Mackie, Mrs D Mackie and A. P. Shotton

**IN ATTENDANCE:**

Chief Executive, Director of Community Services, County Legal and Democratic Services Officer, Chief Education Officer, Interim Head of Human Resources and Organisational Development, Assistant Director of ICT and Customer Services, Acting Director of Community and Housing, Assistant Director of Financial Management, Chief Regeneration Officer and Head of Committee, Member and Electoral Services.

**APOLOGIES:**

Councillors: A. Woolley and M. Higham

The Chairman reported that at the conclusion of the business on the Agenda the Chief Executive would provide a update on the proposed industrial strike action to be held later in the week. He also reported that the Leader was absent due to a medical appointment and also reported that Councillor Mel Higham had had to return to hospital following his recent operation. It was agreed that the best wishes of the Executive be forwarded to Councillor Higham.

The Chief Executive also reported that Dave Faulkner was due to return to the office the following Monday.

**33. MINUTES**

The minutes of the meeting of the Executive held on 24 June, 2008 were confirmed as a correct record.

**34. DECLARATIONS OF INTEREST**

No declarations of interest were made.

### 35. **SINGLE STATUS PROJECT UPDATE**

A report of the Interim Head of Human Resources and Organisational Development, copies of which had been previously circulated to Members, was submitted. The Interim Head presented the report the purpose of which was to provide an update on a Single Status Project and to outline the works still required to finalise the project and implement the agreement.

The report provided the background to the Single Status Project being set up to implement the National Agreement on single status conditions. The project was central to the development of an equality proofed pay structure which was the Authority's future defence against equal pay claims. This was a large and complexed corporate project and when completed would have a major impact on most employees of the Council. The project was now reaching the final stage of the communication activities which were detailed in paragraph 2.02 of the report and these described the remainder of the process which would require experienced resource up to final implementation. There had been some delay in the project in the number of questionnaires not being completed by the original deadlines.

Councillor P. G. Heesom as a member of the Panel complimented the work undertaken on the project by Annette Facer.

The Chief Executive explained that this was a significant project to manage on a phased basis in response to a statutory requirement and paid tribute to the co-operation of the Trade Unions. He also referred to the financial implications of the report and to the contingency fund available from which a one off allocation from unearmarked reserves would be made. He explained that the project had not been fully extended to cover schools until March 2008. In response to a question from the Chairman, he indicated that provided the remainder of the project timetable was met and there were no further delays on the completion of evaluation questionnaires no additional funding would be required for the completion of the stages of the project within the control of the Council. Any further variations would be reported to the Executive.

### **RESOLVED**

- (a) That a one off contribution of £78,000 from the Contingency Reserve to cover the costs of completion of the project by December 2008, be approved.
- (b) That a one off contribution of £50,000 from the Contingency Reserve to fund development work for a time limited period to enable mainstreaming into the HR function, be approved.
- (c) That a further report be submitted to the Executive in due course on the future structure needed in the pay and grading function once at the maintenance stage.

- (d) That the Executive receive detailed reports from the relevant Director of the regulatory reports identified in section 3.02 of the report which included proposals for actions to address any issues raised.

**36. ESTYN INSPECTION OF EDUCATION SERVICES IN JANUARY 2009**

A report of the Assistant Director – Schools Services, copies of which had been previously circulated to Members, was submitted. The Chief Education Officer presented the report the purpose of which was to inform the Executive of the forthcoming inspection by Estyn of the Educational Services in January 2009 and to inform the Executive of the proposed approach to be taken in preparation for the inspection.

The Chief Education Officer referred to the statutory duty of Estyn to undertake LEA inspections and the report outlined the areas that would be inspected during January 2009. The inspection would be based on the LEA's self evaluation and subsequent action planning processes which would include reporting against a number of key and local performance indicators and performance in previous inspections. The report also referred to the proposal that a Project Board and Team be established to assist the Authority in preparing the inspection. The role of the Project Board and its membership were outlined in the report together with the reporting mechanisms.

**RESOLVED**

That the report and proposals outlined in Section 3 and impending inspection be noted.

**37. ADOPTION OF THE RIGHTS OF WAY IMPROVEMENT PLAN**

A report of the Acting Director of Environment and Regeneration, copies of which have been previously circulated to Members, was submitted.

The Chairman explained that he had been approached by the Chairman of the Environment and Regeneration Overview and Scrutiny Committee and asked for this report to be referred to that Overview and Scrutiny Committee to allow further investigation to be made and for a report back to the Executive.

**RESOLVED**

That the Rights of Way Improvement Plan be referred to the Environment and Regeneration Overview and Scrutiny Committee for consideration before it was considered further by the Executive.

**38. FOOD SERVICE PLAN 2008/2009**

A report of the Acting Director of Environment and Regeneration, copies of which have been previously circulated to Members, was submitted. The Chief Regeneration Officer presented the report the purpose of which was to seek approval for the Food Service Plan for Flintshire County Council which detailed the Service Delivery Programme for the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009.

The Chief Regeneration Officer reported that Local Authorities throughout the UK had been directed by the Foods Standards Agency to take the necessary action to implement the new framework agreement on Local Authority Food Law Enforcement which was operational from 1<sup>st</sup> April 2001. The Service Plan was available in the Members rooms.

The Executive Member for Leisure and Public Protection thanked the officers in the department for the work on the Food Service Plan and to the increased number of inspections.

**RESOLVED**

That the Plan be recommended for approval to the County Council.

**39. POST OFFICE CLOSURES – NORTH WALES**

A report of the Chief Executive, copies of which have been previously circulated to Members, was submitted. The Chief Executive presented the report the purpose of which was to inform the Executive of the impending announcement from Post Office Limited over proposed Post Office closures in North Wales and the subsequent consultation exercise.

The Chief Executive referred to the Government announcement that the Post Office Limited was to close post offices across the Country and many Members had concerns on the impact this was going to have on North Wales and in particular in Flintshire. The local public consultation in North Wales was due to commence on 29<sup>th</sup> July 2008 and details of the proposed Post Office closures in Flintshire and North Wales would be released on 29<sup>th</sup> July 2008. In North Wales the period of public consultation would last for seven weeks and would end on 15<sup>th</sup> September 2008. The Post Office had been requested to extend the consultation period by a month but to date no further concession had been granted. On the basis of the closures to date in South and Mid Wales it was estimated that approximately forty eight post offices would be affected across North Wales. The Chief Executive has spoken to the Assembly Minister, Mr Brian Gibbons, to establish whether the Post Office Development Fund could be used to assist on this matter and an assurance had been received on this. It was proposed to submit a further report when the consultation had been completed.

Councillor P. G. Heesom referred to the impact this proposal could have on the rural communities and there was a need for the County Council to take a lead on this issue. He also sought clarification on the suggestion that Outreach Centres should be used. The Chief Executive referred to the discussions with the Welsh Assembly Government as to how the Post Office Development Fund could be used and Councillor Nancy Matthews referred to discussions she had had with Sue Huggins, Head of the Post Offices Network Change Programme, and expressed concern as to how these Centres could be utilised.

Councillor Carol Ellis referred to the views expressed by Members in relation to the consultation exercise and suggested that in addition to the report back to the Executive on 5<sup>th</sup> August 2008 a further report be submitted to the Executive to be held in September and this was agreed.

### **RESOLVED**

That an update on the Post Office closures for Flintshire be submitted to the meeting of the Executive on 5<sup>th</sup> August 2008 following the announcement of closures on 29<sup>th</sup> July 2008 and a further report be considered at the meeting of the Executive in September 2008.

#### **40. THE FLINTSHIRE CHILDREN AND YOUNG PEOPLE'S PLAN 2008/2011**

A Joint report of the Director of Community Services and Chief Education Officer, copies of which have been previously circulated to Members, was submitted. The Director of Community Services presented the joint report the purpose of which was to seek approval for the Plan and she explained that the Local Authority had a statutory duty to publish a Plan setting out its strategy for discharging its functions as required by Section 26 of the Children Act 2004.

The Director referred to the Welsh Assembly Government which had adopted the UN Convention on the rights of the child as the basis for all its work with children and young people. The Children and Young People's Plan was structured around the seven core aims set out in paragraph 3.04 of the report.

Councillor Carol Ellis as the Executive Member for Social Services congratulated the Director and her staff for the work that had gone into the preparation of the Plan.

### **RESOLVED**

That the Plan be submitted to the County Council for approval.

#### **41. EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF) PRIORITY FOUR**

A report of the Acting Director of Environment and Regeneration, copies of which have been previously circulated to Members, was submitted.

Councillor H. D. Hutchinson reported that as a bus operator he had taken advice from the Monitoring Officer and informed the Executive that he had no interest to declare in this item.

The Chief Regeneration Officer presented the report the purpose of which was to seek approval to submit the Sub Regional (Flintshire/Wrexham) Transport Project as the sole bid for the North East Wales area under the European Regional Development Fund Priority Four. He explained that the ERDF consisted of four priorities and the objective of Priority Four was "regeneration for growth". This was to provide support for integrated approaches to regeneration that would produce sustainable economic, environmental and social benefits. This priority was expected to fund four sub regional initiatives including one for North East Wales covering both Flintshire and Wrexham. Whilst the funding had not been ring fenced a quarter share per initiative would equate to approximately £1.82m for each area and with match funding of 60% of the project costs being required this would result in a total potential project value of approximately £4.6m for North East Wales.

The considerations of the report outlined the joint bid with Wrexham County Borough Council which was to expand the Demand Responsive Transport Deeside shuttle service and to further develop both Hawarden Bridge and Wrexham General Railway Stations. This would concentrate on improving accessibility from areas of deprivation to the two major sub regional employment growth hubs – Deeside Industrial Park/Northern Gateway in Flintshire and the expanding retail sector in Wrexham and in addition to widen the coverage of the DRT scheme across both Local Authority Areas.

Councillor P. G. Heesom referred to the contents of the report in relation to the Demand Responsive Transport, Deeside Industrial Park and the Hawarden Bridge Station and emphasised the importance of Flintshire having its share of the project and also to the wider issues of European funding.

Councillor H. D. Hutchinson referred to the increase in use being made of the Wrexham to Bidston Railway line and emphasised the need for this to continue. In this regard, the Chairman referred to the condition of the Bidston Station which was in need of improvement similar to the works undertaken at Flintshire Railway stations and as Vice Chairman of TAITH he would be reporting these concerns to a future meeting.

## **RESOLVED**

- (a) That the submission of the proposed project for the North East Wales ERDF Priority Four Programme be supported.
- (b) That a further report be submitted to the Executive.

**42. HRMIS PROJECT UPDATE AND PHASE TWO BUSINESS CASE**

A report of the Interim Head of Human Resources and Organisational Development, copies of which have been previously circulated to Members, was submitted. The Interim Head presented the report the purpose of which was to provide an update on the progress of Phase 1 of the project and to present a business case for Phase 2 which would provide for employee and manager self service.

The Interim Assistant Director said that this was an important corporate project that since approval had been funded incrementally according to Project Phase. The system and its progress had been considered by the Executive and People and Performance Overview and Scrutiny Committee periodically. Phase 1 was now coming to an end and two parallel runs had been planned for July and August pay dates and on a successful completion of these the anticipated "go live" date would be September 2008. The report also contained the Phase 2 proposals and that employee and manager self serve modules would benefit the organisation considerably in terms of more efficient ways of working and better management information.

The Chief Executive referred to the previous consideration by the Executive and the Overview and Scrutiny consideration of HR projects and the Phase 2 proposals were now submitted for approval. He referred to the implementation of Phase 2 which would achieve cashable efficiency savings and non-cashable savings.

**RESOLVED**

- (a) That the progress in achieving Phase 1 of the project be noted.
- (b) That the contents of the business case for Phase 2 as set out in Appendix A of the report and in particular the potential efficiencies be noted and the commitment to proceed with Phase 2 planning be supported.
- (c) That a one off contribution from the Contingency Reserve of £100,359 to fund the implementation of Phase 2, be approved.

**43. WELSH ASSEMBLY GOVERNMENT CONSULTATION PAPERS – BUSINESS RATES**

A report of the County Finance Officer, copies of which have been previously circulated to Members, was submitted. The Assistant Director presented the report the purpose of which was to provide Members with background information in relation to two Assembly Government consultation papers for business rates. The report sought endorsement of an officer response sent to the Welsh Assembly Government on 1<sup>st</sup> July 2008 relating to companies in administration and to seek views on Assembly proposals to extend the Small Business Rates Relief Scheme.



The Assistant Director reported that two consultation papers have been received. One, proposals to exempt companies in administration from the liabilities for business rates on empty properties with the closing date of 30<sup>th</sup> June 2008 to which a response had been sent agreeing to the proposal. Secondly, proposals to extend the qualification values for Small Business Rate Relief Scheme with the closing date of 31<sup>st</sup> July 2008.

Councillor P. G. Heesom referred to the current economic situation and requested if a further report on the implications of the changes in the light of the prevailing national economic situation.

### **RESOLVED**

- (a) That the action already taken by officers in support in the Assembly proposals for businesses in administration be endorsed.
- (b) That the Assembly proposals to extend the Small Business Rates Relief Scheme be supported.
- (c) That a further report be submitted in six months time.

#### **44. PROPOSED NEW CEMETERY AT CONNAH'S QUAY**

A report of the Acting Director of Community and Housing, copies of which have been previously circulated to Members, was submitted. The Acting Director presented the report the purpose of which was to provide an update on progress over the proposed new cemetery at Connah's Quay. This was to enable continued burial provision for local residents of the Town and the immediate area. Secondly, to seek a final determination and preferred option from Members in order for officers to proceed with implementing a suitable scheme as a matter of priority to facilitate a new cemetery at Connah's Quay.

The Acting Director referred to the background to the report and to the existing cemetery which was nearing capacity and that there was a maximum of twelve months burial provision remaining. The report outlined three options for the Authority to consider. The Acting Director proceeded to outline option 1 - which was to do nothing, option 2 - to allocate a portion of Council land at Colomendy Farm and develop a cemetery of suitable size and option 3 - Kelsterton Farm which would require the purchase of land and develop an eight acre cemetery. Option 3 had now been approved by the Environment Agency subject to normal cemetery planning conditions and in this regard outline planning permission had been granted, this was to facilitate a change of use of the Kelsterton Farm land from agricultural to cemetery burial purposes.

## **RESOLVED**

- (a) That approval be given for the immediate progression of option 3 as set out in the report subject to full planning approval being granted.
- (b) That further consultations take place with Connah's Quay Town Council.

## **45. EXERCISE OF DELEGATED POWERS**

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

The actions taken were as set out below:-

- (a) Temporary renewal of lease of police land at Council Depot at Alltami until 31<sup>st</sup> March 2010 – Director of Community and Housing.
- (b) Items arising from budget monitoring – Final Outturn – County Finance Officer.
- (c) Items arising from month twelve budget monitoring – County Finance Officer.
- (d) Redistribution of Library Assistants staff hours – Director of Lifelong Learning.
- (e) Reconstruction of a single arch to the bridge and regulate the river flows in two channels – Director of Environment and Regeneration.

## **46. ADDITIONAL URGENT ITEM**

The Chief Executive provided an update on the proposed industrial action which would now take place on Wednesday 16<sup>th</sup> and Thursday 17<sup>th</sup> July 2008. A third bulletin would be released later in the day to the workforce and copied to the press. This would confirm which Council properties were open and closed. The Council depots would be closed because of Health and Safety issues. All staff from these offices would be reporting to County Hall. He thanked the Trade Unions for agreeing to exemptions for key workers. Skeletal staff would be provided in certain areas and the Trade Unions had also agreed to exemptions to call in employees to meet any unforeseen emergencies. Senior Management of the Authority would be in attendance to manage Council business and services and all meetings within County Hall had been cancelled/postponed.

**47. DURATION OF MEETING**

The meeting commenced at 09.30 am and ended at 10.33 am.

**48. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE**

There were three members of the press in attendance and one member of the public.

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Chairman

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

<b>EXECUTIVE</b>	<b>DATE: 15 July 2008</b>
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<b>MEMBER</b>	<b>ITEM</b>	<b>MIN. NO. REFERS</b>

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: EXECUTIVE

DATE : 05 AUGUST 2008

REPORT BY: CHIEF EXECUTIVE AND ACTING DIRECTOR OF  
COMMUNITY AND HOUSING AND ACTING DIRECTOR OF  
ENVIRONMENT & REGENERATION

SUBJECT : NORTH WALES REGIONAL WASTE PLAN - FIRST REVIEW

### **1.00 PURPOSE OF REPORT**

- 1.01 To inform Members and to endorse the North Wales Regional Waste Plan Review so that it may be used to guide and inform the development of local planning policies in the individual authorities across North Wales, and facilitate the implementation of UK waste policy and strategy and EU Directives on Waste.

### **2.00 BACKGROUND**

- 2.1 The purpose of the North Wales Regional Waste Plan (NWRWP) is primarily a planning document which sets out land use elements of waste to assist in bringing forward an integrated network of waste management facilities to manage waste in a more sustainable way and to reduce current reliance on landfill. This report on the revision to the NWRWP summarises the review process and the key recommendations that have arisen, and seeks endorsement of the review document to enable it to be used as regional planning guidance and to inform the development of unitary and local development plan policy prepared by respective local planning authorities across North Wales. The timetable set out by the Welsh Assembly Government requires endorsement from each individual Council in North Wales, and reports seeking endorsement are to be put to respective Cabinet/ Executive groups. Following this, the NWRWP will be authorised by the Welsh Assembly Government in the late Summer or early Autumn. Once the NWRWP is adopted, next 3 yearly NWRWP review will commence.
- 2.2 The NWRWP was originally prepared as a requirement of Section 2 of the Technical Advisory Note 21: Waste, November 2001 (TAN 21). The first and current North Wales Regional Waste Plan November 2003 - 2013 runs for a plan period of 10 years was endorsed by all of the relevant executive/cabinet panels of the participant local authorities during February to March 2004, and was formally agreed by the Welsh Assembly Government on 17<sup>th</sup> March 2004. The current NWRWP adopted two options, an energy recovery option, and bio-mechanical with maximised recycling, and together these were referred to as the Hybrid option.

2.3 In order that the NWRWP keeps pace with the rapidly changing waste management sector and other government policy and strategy developments, TAN 21 requires that the NWRWP is subject to regular review at 3 yearly intervals. The full requirements of the NWRWP and subsequent revisions are set out within TAN 21, but the key considerations for the current revision are:

1. To identify existing and predicted production of waste arisings and waste management capacity within the North Wales Region.
2. To agree an apportionment of regional waste management facilities to local authorities.
3. To identify and agree areas and/or types of locations suitable for regional waste management operations.
4. To identify and agree the broad types of regional facilities that are required to meet nationally set targets.

The NWRWP serves to broadly establish the type, capacity and approximate location or type of location but will not allocate such sites. It is a matter for each local authority to take the recommendations of the NWRWP into account when formulating Unitary or Local Development Plan policy for waste, and in particular to determine the actual locations of facilities in their respective UDP or LDP.

2.4 To provide clarity on the status and scope of the plan, the following observations should be noted:

1. The NWRWP is not a statutory binding document. The status and requirement for a regional waste plan is derived from Planning Policy Wales TAN 21(Chapter 2: Regional Co-ordination in Wales) for voluntary joint local authority arrangements to be in place to prepare waste plans, and are considered to be essential to help implement the National Waste Strategy and meet the obligations of the EU Waste Directives. The NWRWP will carry weight as a material consideration when formulating UDP or LDP policy and in making development control decisions once it has been endorsed by each constituent Council, and approved by the Welsh Assembly Government. This means that where the UDP or LDP is already published and does not take account of the NWRWP Review, or if the emergent UDP/LDP policies are at a very early stage of development and have not been subject to public scrutiny, then considerable weight may be attached to the NWRWP when determining planning applications of a regional nature. Paragraph 1.1.4 of the revised NWRWP Core Document states that "*... Each LPA should determine the weight given to the NWRWP 1st Review when assessing planning applications as this will depend upon the progress and status of the emerging LDPs and the relevance of the NWRWP 1st Review to the application in question.*" This was confirmed at a Joint Regional Technical

Group & Regional Member Group Meeting of 6th March 2008 (item 6 of the minutes).

2. The NWRWP is intended to provide guidance to local authorities and developers as to the capacity and indicative regional waste facility requirements on a regional and local authority level, the types of development that are to be encouraged, and guidance on the spatial distribution of such facilities.
  3. The NWRWP does not seek to prohibit waste management proposals that are not specified as the "preferred options".
  4. All of the options assessed contain elements of the different methods of managing waste in differing proportions. There is no single option which is 100% composting, or 100% recycling, for example.
  5. The NWRWP applies to **all** wastes, whether local authority municipal or industrial or private commercial wastes. Paragraph 2.1 of TAN 21 states "*...A strategic approach to waste planning will ensure that there will be better data collection and monitoring of overall capacity, that all waste streams will be fully considered and will enable economies of scale to reduce the need for every type of facility in each local authority.*"
  6. The NWRWP is a tool primarily for use in developing policies within the Unitary (UDP) or Local Development Plan (LDP), or supplementary guidance. The material weight attached to the NWRWP is a factor for each individual local planning authority, depending upon the age and applicability of existing UDP or LDP policies. If an authority chooses to take an alternative approach to the approved NWRWP, it may do so provided that is able to demonstrate sound reasons for doing so. Paragraph 2.6 of TAN 21 states "*Unitary Development Plans will be required to ensure there is adequate provision for the facilities in accordance with the Regional Waste Plan*"
  7. If a local authorities in a joint arrangement reach no agreement, or individual authorities do not accept the NWRWP, the Assembly has default powers to intervene in the planning process. A failure to agree on the regional level will not remove the need for individual local authorities to satisfy the requirements of the Wales Waste Strategy. Paragraph 1.12 states "*...If the local authorities in a joint arrangement reach no agreement or if individual local authorities do not accept the Regional Waste Plan, the Assembly will consider its default powers to intervene in the planning process.*"
- 2.5 The driving force for the Regional Waste Plans across the United Kingdom derives from European Parliament Directives, and the 1974 Framework Waste Directive placed a requirement for Member States to reduce their reliance upon landfilling as the primary means of managing waste. There

have been a number of other Directives strengthening this position since 1974, and National Government has set targets and sanctions on Local Government to divert the amount of waste sent to landfill compared to a 1995 (1998 in Wales) benchmark, and have also set out recycling rates to be achieved by 2010 and 2013. Relevant current nationally set targets are:

- To recycle or compost 40% of municipal solid waste by 2010
- By 2010 no more than 75% of bio-degradable municipal waste (BMW) produced in 1995 (1998 in Wales) can be landfilled
- By 2013 no more than 50% of the BMW produced in 1995 (1998 in Wales ) can be landfilled
- By 2020 no more than 35% of the BMW produced in 1995 (1998 in Wales) can be landfilled
- The Landfill Allowance Scheme (LAS) targets in Wales, which require increasing rates of diversion of bio-degradable municipal waste away from landfill by 2010, 2013, and 2020. If a local authority fails to meet LAS targets it will face fines currently set at £200 for every tonne of waste that is not diverted from landfill.

These diversion and recycling rates are currently under review, and are likely to be increased in the near future when the revision to the Wales National Waste Strategy is published following consultation. Current indications are that the diversion rates away from landfill are to be increased to 52% by 2012/13, 58% by 2015/16, 64% by 2019/20 and 70% by 2024/25. Other measures designed to promote alternative methods of managing waste to reduce reliance on landfill includes the Landfill Tax, which is set to increase substantially via an annual escalator of £8 per tonne for non-hazardous bio-degradable waste.

- 2.6 The government has also set out a national waste hierarchy of means of managing waste: minimise, reuse, recycle (inc. composting and digestion), energy recovery, thermal without energy recovery and landfill, with landfill being the least preferred option and minimisation is the most. Local authorities can do little to significantly influence waste minimisation, so their efforts must be concentrated on the remaining methods of waste management in the hierarchy above landfill. In practice, most authorities are developing a combination of several methods operationally, or in a policy context.
- 2.7 The European Commission has decided that the United Kingdom is non-compliant with the requirements of the Framework Waste Directive and has commenced infraction proceedings. This is because there is insufficient capacity or provision for new waste management facilities identified within existing and emergent local development plan policy across the country to ensure that the network of new facilities required to meet the required objectives of the Directive. Since the stage and status of local development plans varies with each individual authority, the Welsh Assembly Government



(WAG) has advised the regional groupings that if the capacity issue is addressed by the revisions to the NWRWP, then Wales will be able to demonstrate compliance with the Directive.

- 2.8 The NWRWP Review assesses the predicted capacity requirements for the options identified, where waste management facilities should be located, and how much land should be made available for such facilities by each local authority in North Wales. There is no clear guidance on regional apportionment in the Regional Waste Plan Review, but indicative capacities for waste facilities are established and each authority is expected to make a contribution in proportion to the population and economic circumstances prevalent within its administrative area. Each local authority has forwarded a list of sites which are considered to have potential for regional waste working, and the plan acknowledges that majority of B2/B8 use class sites (these are employment sites suitable for general industrial manufacturing, distribution and storage) will be compatible with the majority of waste handling, processing and treatment facilities that may be required.
- 2.9 The NWRWP Review is in two documents, a Core Document setting out the policy guidance and key requirements, and a Technical Companion. In addition there is a Health Impact Assessment, Strategic Environmental Assessment, Consultation Addendum Report, Hazardous Waste Supplement, and a Sustainability Appraisal. In all, this amounts to a considerable volume of information and analysis exceeding 1000 pages of highly technical detail and requires considerable effort to distil the salient points.

### **3.00 CONSIDERATIONS**

- 3.01 The Regional Waste Plan Review has assessed 19 different technology options, from which the 7 top scoring options were chosen as being acceptable for the Review. The options have been subject to a detailed sustainability appraisal using the Environment Agency's WRATE lifecycle analysis software programme. All options involve similar recycling/composting rates, and all options will have a remaining fraction that will need to be landfilled. The difference between the options lies in the different technologies used at the intermediate stage. The energy from waste led and Mechanical Biological Treatment (MBT) led options are broadly similar to those supported by the Council in the first Regional Waste Plan. The seven sub-options are as follows:

- Option 3B (MBT followed by Gasification)
- Option 3D (MBT followed by fuel to off-site energy use)
- Option 3A (MBT followed by Pyrolysis)
- Option 2A (Pyrolysis)
- Option 3C (MBT followed by incineration with energy recovery)
- Option 4D (Autoclave followed by fuel to off-site energy use)

- Option 2C (Incineration with Energy Recovery)

All of these options allow for a high level of materials recovery and recycling

3.2 The NWRWP has been subject to a detailed Health Impact Assessment, and to a Strategic Environmental Impact Assessment in recognition that there are public concerns and fears on the impact from development arising from the implementation of the NWRWP.

3.3 The revised NWRWP not been presented to Members for a formal opinion prior to this report. However, the Council has representation on the Regional Waste Group and opportunities have been presented to Members to inform them of the process. There has been an extensive period of consultation, though there has been some criticism in the manner in which this was carried out, but nevertheless well exceeds that which would have been carried out for a national government policy, guidance or legislative consultation, for example, and is the largest of its kind to ever be conducted in Wales. The criticism focused on short duration of the consultation, that environmental and local interest groups were not directly involved, and the consultation would have benefited from a national and local awareness raising and media campaign prior to the commencement of the consultation process to generate a wider and fuller response rate. The development of the review document and the consultation involved the following:

1. A Technical Group with representation from the Planning Authority and Operational Waste Service Officers of each constituent Council, the Welsh Assembly Government, Environment Agency Wales, Industry, Voluntary Sector and Wales Environment Trust, supplemented by advice from consultants appointed by the appointed Lead Authority (Denbighshire) and the Welsh Assembly Government.

2. A Member Group with representation from Members with portfolios for the Planning Services function and Operational Waste Services function. In the case of Flintshire this included the Executive Member with responsibility for Planning and the Chair of the Planning and Development Control Committee, and the Executive Member with responsibility for Environmental Services. The Member Group authorised the consultation draft put out to public consultation, and agreed the methods of consultation developed at the Technical Group within the limitations of the terms of reference and budget provided by the Assembly.

3. A series of Member training sessions on the Regional Waste Plan for each respective Council arranged by the respective Planning Services Departments and provided by the appointed consultants. In Flintshire the event was attended by approximately 35 County Councillors.

4. A series of stakeholder meetings and topic interest meetings. These were held across the region and targeted those organisations with specific

interests. Regional events targeted industry groupings, community group meetings and public focus group meetings. In Flintshire a public stakeholder meeting took place in the Theatre Clwyd, with presentations by the appointed consultants and opportunity for feedback.

5. Invitations to Members to attend seminars and presentations with feedback sessions arranged by the consultants who carried out specific tasks, such as the Health Impact Assessment, and the Strategic Environmental Assessment.

5. Establishment of a website "www.ourwasteourchallenge.org" with a public questionnaire.

6. Postal questionnaires and surveys.

7. Notification in national and local press and other media coverage.

8. Direct consultation with public bodies, industry and stakeholder groups.

9. Distribution of information leaflets and posters in key public locations.

10. Notification to Community Councils at a local level.

3.4 The public consultation was carried out between October and December 2007 with a further period of public consultation allowed until February 2008 following requests made by Officers of Flintshire and Wrexham County Councils. A report of the consultation was prepared by Hyder Consulting in February 2008, and a further summary of consultation responses received during the extended period has also been produced and taken into account. The recommendations and responses to the consultation has been published and the final document which requires endorsement is the North Wales Regional Waste Plan First Review Core Document and Technical Companion Recommended Draft March 2008.

3.5 There is adequate capacity provision within Flintshire to accommodate regionally important waste development, and is identified within the emerging Flintshire Unitary Development Plan Area of Search Policy EWP6 and there is capacity within existing and proposed B2/B8 employment sites, and windfall sites.

3.6 One of the key issues identified in the Regional Waste Plan Review is that North Wales is fast running out of landfill space: without additional facilities, North Wales will run out of space in under 7 years, and in Flintshire, there are currently no open-gate non-hazardous landfill capacity remaining. However, the NWRWP Review is disappointing in terms of raising a major issue, and then failing to propose ways in which this issue can be addressed. Further work will need to be undertaken on this matter in future reviews,

since whichever technology option is chosen there will always be a residue which needs to be sent to landfill.

## Options

- 3.7 The current NWRWP developed a single hybrid option. The NWRWP Review recommends 7 options to be taken forward. These have been derived from 4 main options, with 19 sub-options. All options assumed the same combined recycling and composting rate (50% for Municipal Waste). The difference relates only to the method of treating the residual waste. Each option was assessed to see how effectively it would manage the waste forecast to be generated in 2013.

The **key options** are set out below:

**Option 0: Do Nothing:** included as a baseline for comparison purposes - high levels of recycling/composting, with residual waste landfilled;

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**Option 1: landfill led:** high levels of recycling/composting, followed by low levels of thermal treatment of residual waste using pyrolysis (1A), gasification (1B), or incineration/energy recovery (1C);

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**Option 2: energy from waste led:** high levels of recycling/composting, followed by high levels of thermal treatment using pyrolysis (2A), gasification (2B), incineration/energy recovery (2C), or anaerobic digestion (2D);

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**Option 3: MBT/BMT led:** high levels of recycling/composting, with residual waste sent to MBT/BMT, and the residue disposed of by pyrolysis (3A), gasification (3B), incineration/energy recovery (3C), fuel to off-site energy use (3D), anaerobic digestion (3E), or landfill (3F);

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**Option 4: autoclave/MHT strategy:** high levels of recycling/composting, with residual waste sent to an autoclave, and the residue disposed of by pyrolysis (4A), gasification (4B), incineration/energy recovery (4C), fuel to off site energy use (4D), or landfill (4E).

- 3.8 The 19 sub-options were assessed by Environment Agency Wales, taking into account the following issues:
- **Environment and health:** including emissions, odour, dust, visual impact, and health impact
  - **Social and economic impact:** including job creation, miles travelled, and impact on local infrastructure
  - **Service Delivery:** costs, and whether required time scales can be met

- **Public framework:** percentage of waste recycled, composted and landfilled.

3.9 The assessment did not identify a single "best option". Environment Agency Wales recommended that the top 7 scoring options should form the basis for reviewing the North Wales Regional Waste Plan. These were, in ranked order (a higher score being preferable):

<b>Option</b>	<b>Technology</b>	<b>Score</b>
<b>3B</b>	<b>MBT followed by gasification</b>	<b>10.60</b>
<b>3D</b>	<b>MBT followed by fuel to off site energy use</b>	<b>10.55</b>
<b>3A</b>	<b>MBT followed by pyrolysis</b>	<b>10.52</b>
<b>2A</b>	<b>Pyrolysis</b>	<b>10.49</b>
<b>3C</b>	<b>MBT followed by incineration with energy recovery</b>	<b>9.95</b>
<b>4D</b>	<b>MHT/autoclave followed by fuel to off site energy use</b>	<b>9.43</b>
<b>2C</b>	<b>Incineration with energy recovery</b>	<b>8.97</b>

3.10 The Regional Waste Plan Review estimates the land area for new in-building facilities required by each local authority in North Wales, grouped into two categories:

- facilities to serve more than one local authority (pyrolysis, gasification, incineration/energy recovery, MBT/BMT, MHT, in-vessel composting, landfill)
- facilities to serve a single local authority (civic amenity sites, transfer stations, construction and demolition recycling, open windrow composting).

3.11 The land take requirements for facilities to serve more than one local authority vary depending on which of the 7 options is chosen. The land take Requirements for local facilities do not vary between options. By comparing data on the total capacity required at waste management facilities in 2013 with data on existing and "in the pipeline" capacity, the NWRWP has calculated an indicative number of new facilities that will be required by 2013. The facilities are exclusive to each other.

**Land Take Requirements for Flintshire County Council:**

<b>Facilities to serve more than one local</b>	<b>Land take</b>
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<b>authority in 2013 (i.e. assuming all local authorities agree a regional apportionment)</b>	<b>requirement for Flintshire (Ha)</b>
2A: Pyrolysis	3.80
2C: Incineration/Energy Recovery	3.17
3A: MBT + Pyrolysis	10.75
3B: MBT + Gasification	12.36
3C: MBT + Incineration/Energy Recovery	10.38
3D: MBT + Fuel to off-site energy use	8.55
4D: Autoclave/MHT + fuel to off site energy use	3.46
<b>Facilities to serve the local authority in 2013</b>	<b>Land take requirement for Flintshire</b>
Construction & Demolition Recycling	2.06

These land requirements do not present a problem for Flintshire. The facilities could be provided on a single large site or on two or more smaller sites. There is ample employment land on Deeside Development Zone, and other industrial estates in the County to accommodate them

### **Landfill**

- 3.12 The current NWRWP set out predicted landfill capacity and waste arising on a County basis. The revised NWRWP does not assess landfill capacity in any depth due to confidentiality issues, and consequently does not define capacity requirements on a county basis. However, the current licensed landfill capacity remaining in North Wales is predicted to have a life of only 7 years remaining. The remaining capacity is concentrated in Conwy (Llandulas) and Wrexham (Hafod and Pen-y-bont). There is no non-hazardous open gate landfill capacity remaining in Flintshire, Denbighshire or Anglesey, and in Gwynedd; capacity will run out during 2008. The predicted new landfill capacity required for the region 2013 (the waste requiring disposal in that year) is set out below.

**Indicative capacity of landfill by sub-option required in 2013, (000s tonnes)**

Option	2a	2c	3a	3b	3c	3d	4d
Non-Hazardous Landfill	176	176	235	235	235	235	399
Hazardous Landfill	17	34	13	26	24	7	7
Inert Landfill	71	71	71	71	71	71	71

- 3.13 The location of new capacity will be a reflection of where economic activity is focused. Subsequent reviews to the NWRWP may refine this to a county based apportionment when the confidentiality issues can be overcome, but it should be noted that the focus of the NWRWP is to encourage alternatives to landfill in the first instance, and for landfill to increasingly become receptors only for those wastes which are no longer capable of being treated further, or for which further treatment and use is not economically viable. Existing and proposed national requirements such as the pre-treatment of waste prior to landfill, the separate collection and treatment of food wastes, and the waste diversion and recycling targets, will result in a reduction of the volume of wastes requiring disposal to landfill over the foreseeable future. Due to constraints on the location of landfill this is likely to result in fewer landfill sites than has been the case historically, with new sites serving a wider area and accepting residual waste (which will be of a more benign nature in time) from a wider area and/or over a longer time period.

**Regional Collaboration**

- 3.14 Regional and collaborative working is an integral to the NWRWP approach. This can apply to wastes which require specialist processing treatment, or to provide to economies of scale given the high capital cost of infrastructure to handle and process some categories of waste. For example, local authorities have a statutory duty to collect and arrange for the treatment and disposal of municipal waste and a considerable amount of new investment is required to meet the obligations set out by the Welsh Assembly Government, National Government and the European Union Directives. Each individual authority lacks the economy of scale and funding ability to invest in new technologies to continue to drive the treatment of waste away from landfill.
- 3.15 In response, five of the North Wales authorities (Flintshire, Denbighshire, Conwy, Gwynedd, Anglesey) are working collaboratively to develop household waste treatment, recycling and recovery facilities in which the economies of scale and funding arrangements are more affordable to develop methods of waste management to meet existing and anticipated revised targets for waste diversion from landfill, materials recycling and energy recovery. There will be a significant emphasis on the separate treatment of food wastes, materials recovery and recycling (such as paper,

plastics, glass, metals) and treatment of the non-economic or non-recoverable element to produce compost and/or a fuel substitute, with a much reduced fraction requiring landfill unless some other means of utilising it can be secured. This matter is discussed in more detail within separate Executive Reports.

**Spatial Options:**

- 3.16 Advances in technology and the introduction of new legislation, policies and practices, mean that many modern in-building waste management facilities look no different to any other industrial building. On the inside, they contain processes or activities which are no different to many other modern industrial processes in terms of their operation or impact. For this reason, it is stated that many existing industrial areas will be suitable locations for the new generation of in-building waste management facilities.
- 3.17 Each local authority has identified land which has potential for housing regional facilities (serving more than one local authority area) and local facilities (generally serving a local market). The regional locations within Flintshire are Deeside Industrial Park, Greenfield, Prince William Avenue Sandycroft, Parry's Quarry, Alltami Quarry and Rhosesmor Quarry. No distinction is made as to the suitability of the use of these sites, simply that in principle, they have potential. The majority of these sites already accommodate waste management operations. Appendix P in the Technical Companion document assesses the availability of employment sites by County in more detail, and some 1051 hectares of employment land greater than 1 hectare in size is identified. It advises that in Flintshire there are 325 hectares of allocated employment land, of which 270 hectares is available. Land take up is currently 10-12 hectares per annum, indicating that there will be sufficient capacity for waste management facilities in the future. The sites most suitable for waste management within Flintshire, amounting to 64.3 hectares, are:
- Mount Pleasant Road, Buckley
  - Former Power Station, Connah's Quay
  - Crumps Yard, Connah's Quay
  - East of Shotton Paper, Deeside Industrial Park
  - Greenfield Business Park
  - Adjacent to Mostyn Docks
  - River Lane, Saltney
  - Prince William Avenue, Sandycroft
- 3.18 A further spatial element supporting the NWRWP is an "areas of search" map for new in-building waste facilities and for open air facilities. There is a ranking by 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> and exclusion areas of search. These maps have been produced to assist the identification of suitable locations for waste



facilities to be identified within unitary and local development plans. The maps have been produced from 12 representative criteria at a broad strategic level data, such as flood risk areas, ground-water protection and protection of public amenity. These have been given weightings and subject to a sustainability analysis to comply with the Strategic Environmental Assessment requirements.

- 3.19 It must be stressed that the area of search maps are not intended to inform development control decisions. The maps present a broad over-view only and do not take local circumstances into account. Due to their strategic nature and the limited scope of the criteria assessed, areas of search maps do identify areas that, in practice, have little merit for further consideration. Such areas include extensive areas of open countryside in remote, inaccessible terrain, with no means of access or infrastructure support such as a power and water supply, and many of these areas, including those within Flintshire, would not be an appropriate location for any development. It is more accurate to describe the maps as areas of constraint, since they do not consider the practicality of where the waste is generated and markets for treated waste. A far more focused and specific assessment on spatial policies would be made in developing individual Local Development Plan policy for the location of waste management facilities. Nevertheless, the plans remain as a useful first point when developing future UDP/LDP policy.

## Conclusions

- 3.20 Overall this is a good non-statutory policy document and is a material consideration for development control and principally to assist with the formulation of local policy. The Council is able to assess how much weight it attaches to the North Wales Regional Waste Plan First Review in the light of the current status of the UDP and commencement of the LDP in the near future. The NWRWP sets out a framework that acknowledges the regional nature of waste and will continue to be improved upon future reviews.
- 3.21 The NWRWP Review will assist the drive towards more sustainable waste management of both local authority municipal waste and private sector commercial, industrial and other waste categories, throughout the region. Future changes in national legislation, policy and strategy requirements will be accommodated during future reviews of the NWRWP which is currently set at three yearly intervals. The seven identified options, the identified land and facility requirements are compatible with the principles of sustainable development and management of waste and offer flexibility. All options promote recycling and recovery, and promote compliance with the Welsh Assembly Government recycling, recovery and diversion from landfill targets.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Members note and accept, for statutory purposes, the North Wales Regional Waste Plan on behalf of the County Council.
- 4.02 That the Executive endorse the North Wales Regional Waste Plan Review to provide an up-to-date framework to facilitate the development of future waste infrastructure and facilities, regional collaboration and of local waste planning policy across North Wales, to ensure compliance with UK policy and strategy and EU Directives on the diversion of waste away from landfill and increase recycling and resource recovery.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 No direct implications. Staffing costs in developing local planning policy and in participating in subsequent reviews. Will assist the Council in developing waste management facilities in collaboration with other North Wales Councils.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 No implications

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 Policy is provided to improve sustainable waste management practices for all waste handling, treatment and disposal options.
- 7.02 The review of the North Wales Regional Waste Plan will have implications for the preparation of the Council's Local Development Plan, which will need to identify or allocate sites for waste facilities.

#### **8.00 EQUALITIES IMPACT**

- 8.01 No Implications

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 No direct implications. Staffing to be maintained to develop Local Development Plan Policies

#### **10.00 CONSULTATION REQUIRED**

- 10.01 None.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 The consultation draft of the North Wales Regional Waste Plan First Review was approved by a Member Group including Members from Flintshire. The NWRWP has been through an extensive public consultation period and has been fully evaluated and incorporated into the document that awaits endorsement. The consultation included Member training events, local focus groups, stakeholder meetings, email and postal surveys, creation of a dedicated website, local and national media, distribution of pamphlets and posters taken place over a period from October 2007 to February 2008.

## **12.00 APPENDICES**

12.01 None

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

<b>BACKGROUND PAPERS</b>	<b>WEBSITE INFORMATION</b>
North Wales Regional Waste Plan 2003-13	<a href="http://www.walesregionalwasteplans.gov.uk/NW_homepage.htm">http://www.walesregionalwasteplans.gov.uk/NW_homepage.htm</a>
Planning Policy Wales Technical Advice Note 21: Waste	<a href="http://new.wales.gov.uk/about/departments/depc/epcpublications/PlanPubs/TAN/TAN21?lang=en">http://new.wales.gov.uk/about/departments/depc/epcpublications/PlanPubs/TAN/TAN21?lang=en</a>
North Wales Regional Waste Plan First Review Consultation Document	<a href="http://www.ourwasteourchallenge.org/english/north/downloads">http://www.ourwasteourchallenge.org/english/north/downloads</a>
North Wales Regional Waste Plan First Review Non-Technical Summary: Draft for Consultation	<a href="http://www.ourwasteourchallenge.org/english/north/downloads">http://www.ourwasteourchallenge.org/english/north/downloads</a>
North Wales Regional Waste Plan First Review Core Document: Draft for Consultation	<a href="http://www.ourwasteourchallenge.org/english/north/downloads">http://www.ourwasteourchallenge.org/english/north/downloads</a>
North Wales Regional Waste Plan First Review Technical Companion: Draft for Consultation	<a href="http://www.ourwasteourchallenge.org/english/north/downloads">http://www.ourwasteourchallenge.org/english/north/downloads</a>
North Wales Regional Waste Plan First Review Core Document: Recommended Draft March 2008	<a href="http://www.ourwasteourchallenge.org/english/north/downloads">http://www.ourwasteourchallenge.org/english/north/downloads</a>
North Wales Regional Waste Plan First Review Technical Companion: Recommended Draft March 2008	<a href="http://www.ourwasteourchallenge.org/english/north/downloads">http://www.ourwasteourchallenge.org/english/north/downloads</a>

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 5**

**REPORT TO: EXECUTIVE**

**DATE : 05 AUGUST 2008**

**REPORT BY: CHIEF EDUCATION OFFICER**

**SUBJECT : WALES AUDIT OFFICE REPORT - REVIEW OF PLANNING  
FOR FUTURE EDUCATIONAL PROVISION - FLINTSHIRE  
COUNTY COUNCIL**

**1.00 PURPOSE OF REPORT**

- 1.01 To provide Members with background information and a summary of the findings of the recent Wales Audit Office (WAO) Report on a review of Flintshire County Council planning for future educational provision (Appendix A).
- 1.02 To provide Members with details of the proposed actions and recommendations in response to the Wales Audit Office Report.

**2.00 BACKGROUND**

2.01 Context

In the latter part of 2007 the Wales Audit Office undertook a survey of the progress made by Flintshire County Council in preparing plans for the future pattern of primary, secondary and sixth form provision and published its findings in December 2007 in a public report entitled *Review of Planning for Future Educational Provision, Flintshire County Council*.

2.02 Overall Finding

The overall finding of the report was that:

"Flintshire County Council has made substantial progress in preparing plans for the future pattern of primary, secondary and sixth-form provision, but has yet to take the key decisions and to develop a Capital Strategy to deliver the investment required to make all of the buildings\* fit for purpose".

- It is interpreted that the scope of buildings in the WAO finding includes all local authority schools and buildings used for educational provision.

2.03 Contributory Findings

The report presented four main contributory findings:

- a. Substantial progress has been made in bringing together the necessary information to plan the future pattern of primary provision, but key decisions have not yet been taken by the Council;
- b. Whilst discussions have been held with schools and other partners on the future pattern on sixth form provision; no agreement has yet been reached, but progress is being made towards consensus on collaborative working models;
- c. The costs of tackling condition and disability access issues are known, but the costs involved in improving the suitability of school buildings and reorganising provision have not yet been identified.
- d. The Council does not yet have a Capital Strategy for investment in school buildings, but work on this is in progress.

## 2.03 Report Recommendations

The report provides four recommendations for further action:

- R1 Agree a timetable for agreeing and implementing decisions for the future pattern of primary, secondary and sixth form provision in Flintshire;
- R2 Identify the full capital costs of improving the condition, suitability and disability access to all schools to make them fit for purpose;
- R3 Develop a Medium-term Financial Plan and Capital Strategy which identifies the capital and revenue resources to fund the future pattern of school provision;
- R4 Identify and provide the staffing resources required to deliver the school organisation and capital investment in buildings.

## 3.00 **CONSIDERATIONS**

- 3.01 Members are asked to note the further progress made in 2008, set out below, which has focused on preparing plans for the future pattern of primary, secondary and sixth-form provision:

### **School Organisation Strategies and Planning Framework**

- a. An improved School Organisation Strategy and Planning Framework has been designed and introduced (see Appendix B) with the objective of coordinating six identified strands of work contributing to the production of a School Organisation Strategy:

- (i) Production of a 5 Year School Place Plan and supporting Pupil Projections to 2013;
- (ii) Production of an Education Asset Management Plan (statutory requirement);
- (iii) Development of a Primary Schools Organisation Plan
- (iv) Development of a Secondary Schools Organisation Plan
- (v) Development of a Special Schools Organisation Plan
- (vi) Development of a Medium-term Financial Plan and Capital Strategy for the above.

**Education Asset Management Plan**

b. Progress has been achieved on the production of the Education Asset Management Plan, including tendering and final arrangements for the completion of the required Sufficiency Survey of school buildings. The Education Asset Management Plan is essentially comprised of three surveys of school buildings: Condition Survey; Suitability Survey and Sufficiency Survey.

The majority of the work required on the Condition and Suitability surveys has been completed. Once the Sufficiency Survey is completed, a draft Education Asset Management Plan will be presented to the Corporate Asset Management Team, before undertaking final consultation with Welsh Assembly Government specialists, schools, Diocese and associated bodies. A final Education Asset Management Plan will then be submitted to the Welsh Assembly Government.

The proposed timeline for this work on the Education Asset Management Plan in the period June-December 2008 is:

June	Formulation of Planning Framework and Coordination of Work Strands
July	Completion of Sufficiency Survey (School Buildings). Progress Report to Corporate Asset Management Group
September	Draft Education Asset Management Plan (Schools) to Corporate Asset Management Group early October Consultation
October/November	Finalisation and submission of Education Asset Management Plan to Welsh Assembly Government

**Capital Works Programme**

c. For the first time, a full year (2008-2009) Capital Works Programme with published criteria and programme has been sent to all schools to communicate Capital Funding Budget allocations and priorities for expenditure. This has been led by the Capital Projects and Planning Manager.

This advancement will be further developed, wherever possible, to provide medium term financial information to schools on capital expenditure. However, currently, capital budget allocation to Flintshire County Council from the Welsh Assembly Government is on an annual basis.

### **Working with Schools**

d. Currently, important joint working is advancing with secondary school Head Teachers on the development of collaborative arrangements for 14-19 curriculum provision. Implications for school buildings arising from the 14-19 process will be built into proposals for capital works within the Secondary School Organisation Strategy.

Currently, work is being undertaken to assimilate recent findings on Energy Usage in Schools into the Education Asset Management Plan and to inform works within the Capital Projects Programme 2008-09, including introducing technology to maximise fuel consumption and address rising fuel costs, transfer from oil usage and dependency to gas, and introduce technical advancement e.g. improved efficiency level gas boilers for schools wherever possible within existing budgets.

The process for the closure, opening and transferring of pupils from three existing Special Schools, to two new modern purpose built Special Schools in Flint is progressing well. This process has been previously reported to Executive. The expected opening date for the two new Special Schools is September, 2009.

## **4.00 RECOMMENDATIONS**

4.01 That Members note the timetable for producing the 5 Year Flintshire School Organisation Strategy 2008-2013, including the key component parts:

- 5 Year School Place Plan and Pupil Projections to 2013
- Education Asset Management Plan
- Primary Schools Organisation Plan
- Secondary Schools Organisation Plan
- Special Schools Organisation Plan
- Medium term Financial Plan and Capital Strategy

4.02 That Members note the new School Organisation Strategic and Planning Framework, including arrangements for monitoring and review procedures.



- 4.03 That Members note the intention to submit further information and approval later in September 2008 to Executive on:
- a. the development of a Medium-term Financial Plan and Capital Strategy which identifies the capital and revenue resources to fund the future pattern of school provision within the School Organisation Strategy 2008-2013;
  - b. the Education Asset Management Plan;
  - c. Primary and Special School Organisation Planning.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The Council's developing Medium term Financial Plan and a specific School Organisation and Capital Strategy will provide the financial framework for School Organisation proposals and related financial implications. This will be reported to Executive as above.
- 5.02 Additionally, the Education Asset Management Plan will contain financial implications associated with Condition, Suitability and Sufficiency works. This will be coordinated with the Medium Term Financial Plan and Capital Strategy. Also, the financial implications of the Education Asset Management Plan will be presented to Corporate Asset Management Group and to Executive in draft format for approval, prior to any further stages.
- 5.02 It should be noted that the current Welsh Assembly School Building Improvement Grant (SBIG) Scheme which has provided £9m over 5 years (2005-2010) end in March 2010. However, this scheme will be replaced by a new Capital Grant Scheme to be announced by the Welsh Assembly in July 2008.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 The current work on Energy Usage in Schools will make an important contribution to the Council drive to lower energy usage, associated costs and support Council environmental objectives.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 It should be noted that application to secure additional staff capacity to support three key areas: School Organisation Strategy; Facilities

Management and Administration; and School Place Planning, is being made through appropriate Council HR procedures. The need for additional capacity was specifically highlighted under Recommendation R4 within the Welsh Audit Office Report (Page 9).

#### **10.00 CONSULTATION REQUIRED**

- 10.01 Consultation will be required in the Autumn term 2008 with the Welsh Assembly Government, Flintshire Local Authority Schools and Diocese and associated bodies on the draft School Organisation Strategy covering Primary, Secondary, and Special School Organisation.
- 10.02 Consultation will be required in the Autumn term 2008 with the Welsh Assembly Government, Flintshire CC Corporate Asset Management Planning, Flintshire Local Authority Schools and Diocese and associated bodies, on the content of the Education Asset Management Plan.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 Ongoing joint working with Secondary Head Teachers is taking place and meetings with Primary Head Teachers are being arranged. However, formal consultation will be required in the Autumn term 2008 on:
- a. The proposed Schools Organisation Strategy 2008-2013
  - b. The Education Asset Management Plan
  - c. The Medium Term Financial Plan

#### **12.00 APPENDICES**

- 12.01 *WAO Report:*

*Review of Planning for Future Educational Provision - Flintshire County Council, Wales Audit Office, December 2007.*

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

None.

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WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

Audit 2006/2007

December 2007

Author: Dave Barlow

Ref: 789A2007

# Review of Planning for Future Educational Provision

## **Flintshire County Council**

Flintshire County Council has made substantial progress in preparing plans for the future pattern of primary, secondary and sixth-form provision, but has yet to take the key decisions and to develop a Capital Strategy to deliver the investment required to make all of the buildings fit for purpose.

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## Summary

1. Flintshire County Council (the Council) needs to take very important decisions on planning its future primary, secondary and sixth form provision. These decisions are needed to enable schools to deliver further improvement in educational standards for pupils. The School Organisation Review Task Group is expected to complete its proposals for change by December 2007. It is important that the Council then agrees a timetable for the implementation of its plans for the future provision of education in the County.
2. A number of factors have come together to create a need for change, but also to offer opportunities to make the changes:
  - the current pattern of sixth form provision does not meet the Welsh Assembly Government (the Assembly Government) requirements for curriculum choice for pupils;
  - surplus places in schools have increased to 15.6 per cent in the primary sector and there is expected to be over 500 pupils fewer in Flintshire primary schools by 2011; this raises issues for the Council about the efficient use of its education resources; and
  - the Council has an investment backlog of £35 million to remedy condition and disability access issues in schools and further resources are needed to improve the educational suitability of schools; head teachers interviewed identified the need for investment in their schools.
  - the Assembly Government places a high priority on making school buildings fit for purpose and has stated that future capital grants will be 'directed at those authorities which have robust plans...and by investing significant amounts of their own resources in their Schools Capital Programme through general capital funding, capital receipts and prudential borrowing'.
3. As part of the 2006-2007 Regulatory Planning Process, it was agreed that the Wales Audit Office would carry out a review to examine the Council's progress in these areas. The review sought to answer the question: 'Is the Council making adequate progress in reducing the backlog in schools maintenance and the number of surplus school places?' Documents relating to school organisation and capital planning, and in particular, the work of the School Organisation Review Task Group were examined. Education officers, the portfolio holder, and groups of primary and secondary heads were interviewed.
4. We conclude that the Council has made substantial progress in preparing plans for the future pattern of primary, secondary and sixth form provision, but has yet to take the key decisions and draw up a timetable for implementation of these decisions.

- 
5. Investment has been made in improving some school buildings, but levels of capital investment in school buildings are the lowest in all authorities in Wales and extensive further investment will be required to make all buildings fit for purpose. An Education Capital and Revenue Strategy is urgently needed to deliver this investment. Work is now underway on producing this.

## **Substantial progress has been made in bringing together the necessary information to plan the future pattern of primary provision, but key decisions have not yet been taken by the Council**

6. Extensive, good-quality work has been carried out to gather the necessary information to plan the future pattern of primary provision. The Council has a good projection methodology for forecasting future pupil numbers. As part of the planning process, the number of pupils in individual schools has been forecast up until 2012 and 2018, taking into account likely pupil numbers from new house building.
7. A Small Schools Policy and a strategy for removal of surplus places were adopted in 2004, and these formed a policy basis for the work of the Review Group. Information has been brought together on all of the relevant factors including pupil projections and surplus places, the condition and suitability of the buildings, educational standards, community use of buildings and where pupils attend school, from different postcodes. A survey has been carried out on the parental demand for Welsh medium provision and a further survey is now planned.
8. Primary surplus places are currently 15.6 per cent of the total capacity. Twenty-one primary schools have less than 100 pupils and the numbers in some of these are expected to fall significantly in the near future. A number of separate infant and junior schools could potentially be merged on one site.
9. One primary school is currently in the process of being closed and the Council has handled the consultation processes for the closure well.
10. The necessary information has been collected to plan the future pattern of provision and reports have been presented to the School Organisation Review Task Group, which has been meeting since September 2006. Other than the closure of one school, decisions have not yet been taken on the future pattern of primary provision.
11. A number of factors mean that it is important for key decisions now to be taken by the Council. The process of review generates uncertainty within schools which hampers their confidence to plan for the future. Most importantly, however, without a clear plan for the future, the Council will be unable to generate the capital resources required to make all of the primary schools buildings in the County fit for purpose.
12. Educational resources per pupil are lower than the average for Welsh authorities, primarily because of comparatively low levels of deprivation and sparsity in the County. The Council invests at lower than the educational IBA and this also impacts on the level of education resources. This means that it is

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particularly important to make efficient and effective use of the resources that are available.

13. The School Organisation Review Task Group was asked to produce proposals for change by December 2007. It is important now that the Council urgently draws up a timetable for agreeing and implementing decisions.

## **Discussions have been held with schools and other partners on the future pattern on sixth form provision; no agreement has yet been reached, but progress is being made towards consensus on collaborative working models**

14. Research carried out by the Audit Commission identified that secondary schools with less than 600 pupils without a sixth form and 700 with a sixth-form find it difficult to fund an adequate range of curriculum choice for their pupils. Since this research was carried out, the requirements on schools has become more onerous, with the development of vocational courses. The Assembly Government is developing proposals for a minimum curriculum entitlement for all sixth form pupils. Evidence presented to the School Organisation Review Task Group indicate that sixth forms with less than 150 pupils find it difficult to provide adequate curriculum choice and are likely to subsidise their sixth form provision from the school budget for pupils age 11-16.
15. Five of the 12 secondary schools in the County fall below the threshold identified by the Audit Commission. Eight out of the 11 sixth forms have less than 150 pupils. The fall in primary pupil numbers is now starting to impact on numbers of pupils entering secondary schools. This will have further implications for the viability of secondary provision.
16. The average points score at AS/A2 level for post-16 students placed Flintshire 16th out of the 22 authorities in Wales. This is a modest level of performance, bearing in mind the placing of Flintshire pupils at Key Stage 3 and 4.
17. Sixth form option choices and cost effectiveness have to some extent been improved by collaborative arrangements between Deeside College and four secondary schools. There is an acceptance, however, that there are significant difficulties in terms of travelling, communications and timetabling.
18. The School Organisation Review Task Group has considered a number of reports and presentations on the options for provision for pupils aged 14-19. Reports concluded that the status quo is not an option and that changes in the pattern of provision are needed. Discussions with secondary heads and principals of colleges are moving towards a consensus between providers on the future pattern of provision. No decisions have yet been taken. The problems created by uncertainty and the need for a clear plan to enable the necessary investment to take place mean that it is important for decisions to be taken as soon as possible.

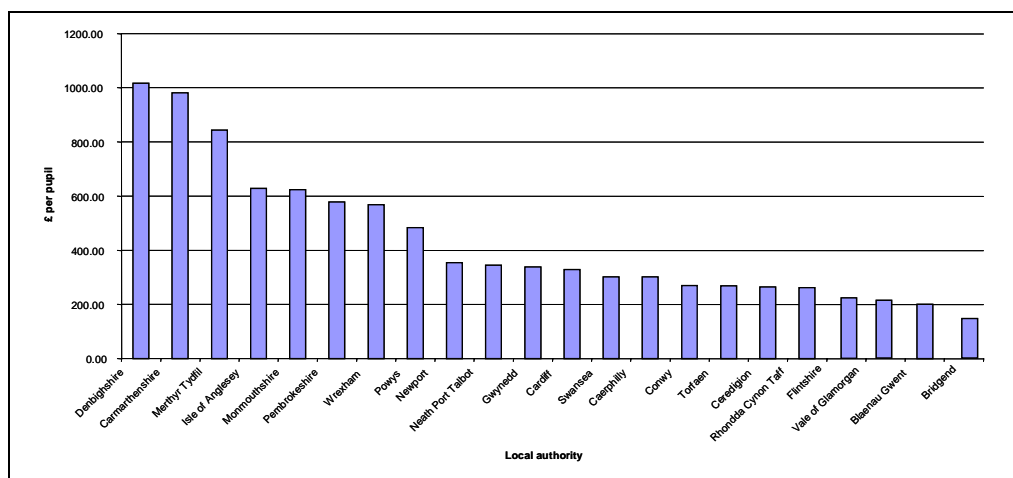


## The costs of tackling condition and disability access issues are known, but the costs involved in improving the suitability of school buildings and reorganising provision have not yet been identified

19. Surveys of school buildings have identified that £35 million needs to be spent to improve the condition of and disability access for schools. The issues that need to be tackled to improve the educational suitability of school buildings have also been identified by surveys and the costs of some of these are known. The costs of all suitability investment and of the changes needed to deliver the improvements of the pattern of provision have not yet been identified, but this work is now ongoing. Availability of full costing information is vitally important to ensure that plans are realistic and affordable.
20. Between 2004-2005 and 2006-2007 around £4.1 million in the Assembly Government grant and £5.2 million in County Council capital resources have been invested in school buildings in Flintshire. Consultations on reorganisation of special school provision have been carried out effectively and building work is about to start, funded mainly by £9 million of the Assembly Government grant. A new primary school has been built at Greenfields, and further capital investment has been made in other school repair and improvement programmes. The identified backlog shows, however, that very substantial investment is still needed to make all school buildings fit for purpose.
21. In addition, education capital spending per pupil in Flintshire education has been the lowest in all authorities in Wales in recent years. Exhibit 1, for example, illustrates the forecast for education capital expenditure per pupil in all Welsh authorities in 2007-2008.

### Exhibit 1: Forecast capital expenditure per pupil in all authorities in Wales in 2007/2008

Education capital expenditure in Flintshire for 2007-2008 is forecast to be amongst the lowest in Wales at £215 per pupil compared with an authority average of £400.



Source: Welsh Assembly Government Local Authority Capital Forecasts 2007/2008

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22. Capital receipts and prudential borrowing can also make significant contributions to the capital resources to fund investment in schools. Some possible capital receipts from review of the school estate have been identified, but before the full extent of these are known, key decisions are needed on the future pattern of primary, secondary and sixth form provision. The Council has also decided that receipts from the sale of school land will be retained within education.
  23. The possibility for prudential borrowing to fund capital investment is also starting to be identified and some borrowing may take place to fund further investment in the repairs backlog during 2008-2009. More extensive borrowing may be possible to fund part of any reorganisation proposals.
  24. Experience from other authorities has demonstrated that adequate staff resources are needed to deliver the changes needed. Consultation with schools and parents is staff-intensive. Capital programmes need to be effectively planned and project managed to ensure that consultation takes place with schools and that high-quality building programmes are delivered with a minimum impact on the education of pupils during the process. The Council needs to examine the increased resources needed to deliver the improvement programmes.

## **The Council does not yet have a Capital Strategy for investment in school buildings, but work on this is in progress**

25. The Council is developing a Medium-term Financial Plan and a Capital Strategy for all of its services. These are essential tools for effective long-term resource management by the Council.
26. The Council needs a long-term vision on the future pattern of primary, secondary and sixth form provision. Making the changes to the pattern of provision and ensuring that all school buildings are fit for purpose will require the Council to commit to substantial capital investment over a period of perhaps 10-15 years.
27. It is important now for an Education Capital Strategy to be developed to plan investment for the future. The key elements still needed to develop this plan are:
  - reaching a consensus with schools and other stakeholders on the educational vision and taking decisions on the future pattern of primary, secondary and sixth form provision;
  - identifying the full costs involved with reorganising provision and making all school buildings fit for purpose; and
  - assembling the funding required for this work through the Assembly Government grant, Council funding, capital receipts and prudential borrowing.
28. The development of a clear, costed plan is urgently required to assist in securing future grant from the Assembly Government. The Assembly Government officers have been discussing with all authorities their progress and future target dates for making all school buildings fit for purpose. They have made it clear that much of future grant will depend on the clarity of the Council's plans.

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## Recommendations

R1	Agree a timetable for agreeing and implementing decisions for the future pattern of primary, secondary and sixth form provision in Flintshire.
R2	Identify the full capital costs of improving the condition, suitability and disability access to all schools to make them fit for purpose.
R3	Develop a Medium-term Financial Plan and Capital Strategy which identifies the capital and revenue resources to fund the future pattern of school provision.
R4	Identify and provide the staffing resources required to deliver the school organisation and capital investment in buildings.



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DRAFT 26.06.08

**SCHOOL ORGANISATION STRATEGY and PLANNING FRAMEWORK**

**COUNCIL PLAN**

**KEY STRATEGIC PLANS**  
Corporate Asset Management Plan  
Mid term Finance Plan  
Lifelong Learning Directorate Plan  
Children and Young People Plan  
Education Asset Management Plan

Lifelong Learning  
Scrutiny Committee

**SERVICE PLANS**

Primary School Improvement  
•Primary  
•Foundation

Secondary School Improvement  
•11-14  
•14-19  
•Post 16

Special School Improvement

Education Asset Management Plan  
•Condition  
•Suitability  
•Sufficiency

School Place Planning  
Pupil Projections  
•Admissions  
•Surplus Places

Service Plan Monitoring and Evaluation including Financial Monitoring

School Improvement Delivery Plan (Including School Governance)  
Children and Young People Plan  
Inclusion Strategy  
Post 16/14-19 Plan  
Transport Policy

Education AMP  
Capital Programme  
DDA Strategy/Plan  
Health & Safety Plan

Admission Arrangements

Service Self Evaluation (ESTYN)  
Consultation Exercises  
Advisory Groups  
Health and Safety



Corporate Planning



Directorate Planning



Service Planning



Delivery Plans



Monitoring and Evaluation Arrangements

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 6**

**REPORT TO: EXECUTIVE**

**DATE : 05 AUGUST 2008**

**REPORT BY: CHIEF EDUCATION OFFICER**

**SUBJECT : ESTYN INSPECTION OF THE FLINTSHIRE YOUNG  
PEOPLE'S PARTNERSHIP - ACTIONS TAKEN IN RESPONSE  
TO RECOMMENDATIONS.**

**1.00 PURPOSE OF REPORT**

1.01 To inform Members of actions taken in response to the recommendations from the Estyn Inspection of the Flintshire Young People's Partnership (YPP).

**2.00 BACKGROUND**

2.01 The Young People's Partnership was inspected by Estyn in March 2006 under sections 127 and 128 of the Learning and Skills Act 2000.

2.02 At the time of the inspection, the guidance in force from the Welsh Assembly Government constituted Young People's Partnerships as co-ordinating bodies for the range of youth support services in the County's area. Services included those provided by the local authority, other statutory providers and the voluntary sector.

2.03 The overall inspection report was a good one, with a grade profile that placed Flintshire second out of the eight Young People's Partnerships that had been inspected by March 2006.

2.04 The inspection team made a total of 14 recommendations, which are detailed as an appendix.

**3.00 CONSIDERATIONS**

3.01 Actions taken in response to the recommendations are detailed in the appendix.

3.02 Changes in Welsh Assembly Government guidance in recent times have moved many of the strategic partnership functions to the Children and Young People's Partnership, which is the overarching Partnership. Local authorities were then able to determine their own local arrangements regarding the Young People's Partnership and the Children's Partnership.

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Date: 20/08/2008

- 3.03 The members of the Flintshire Young People's Partnership took a collective decision to continue the existence of the Partnership. This was not the case in all local authority areas in Wales. The YPP is now at a stage of reviewing its priorities and key actions, to ensure that youth support services in Flintshire are coordinated across sectors.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Members note the actions taken in response to the inspection report.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None as a result of this report.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 None as a result of this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None as a result of this report.

#### **8.00 EQUALITIES IMPACT**

- 8.01 There are three recommendations linked to Equalities.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None as a result of this report.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 None as a result of this report.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 Not applicable.

#### **12.00 APPENDICES**

- 12.01 Estyn Inspection Report.  
Details of Recommendations and actions taken.

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

None.

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**Quality and Standards in Education  
and Training in Wales**

**A Report on the Quality of Youth Support Services**

**in**

**Flintshire Young People's Partnership**

**March 2006**

**by**

**Estyn, Her Majesty's Inspectorate for Education and  
Training in Wales**



Arolygiaeth Ei Mawrhydi dros Addysg  
a Hyfforddiant yng Nghymru

Her Majesty's Inspectorate  
for Education and Training in Wales



**BUDDSODDWR MEWN POBL**  
**INVESTOR IN PEOPLE**

**The purpose of Estyn is to inspect quality and standards in education and training in Wales. Estyn is responsible for inspecting:**

- ▲ nursery schools and settings that are maintained by, or receive funding from, local education authorities (LEAs);
- ▲ primary schools;
- ▲ secondary schools;
- ▲ special schools;
- ▲ pupil referral units;
- ▲ independent schools;
- ▲ further education;
- ▲ adult community-based learning;
- ▲ youth support services;
- ▲ LEAs;
- ▲ teacher education and training;
- ▲ work-based learning;
- ▲ careers companies; and
- ▲ the education, guidance and training elements of Jobcentre plus.

Estyn also:

- ▲ provides advice on quality and standards in education and training in Wales to the National Assembly for Wales and others; and
- ▲ makes public good practice based on inspection evidence.

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## Introduction

Estyn carries out inspections of young people's partnerships in accordance with the requirements of the Learning and Skills Act, 2000. For the inspection of youth support services, inspection activity may:

- be general or in relation to specific matters;
- relate to a specific person or institution providing services or to a specific class of person or institution; and
- relate to a specific area.

The young people's partnership (YPP) is the mechanism for delivering youth support services to young people in Wales. The term refers to the partnership led by the local authority, which plans, co-ordinates and oversees all youth support services in an area in line with the statutory framework of the Learning and Skills Act 2000. 'Extending Entitlement'<sup>1</sup> and associated directions and guidance set out the framework for the provision of youth support services in Wales and the responsibilities of local authorities.

Youth support services are those services provided, procured or facilitated by a local authority and identified in an area partnership delivery plan. They are those which, in the opinion of the Welsh Assembly Government, 'will encourage, enable or assist young persons (directly or indirectly):

- (a) to participate effectively in education or training;
- (b) to take advantage of opportunities for employment; or
- (c) to participate effectively and responsibly in the life of their communities'.

'Cymorth' is the Children and Youth Support Fund. It aims to provide a network of targeted support for young people within a framework of universal provision, in order to improve the life chances of children and young people from disadvantaged families.

### Grade descriptions

The five-point scale used to represent all inspection judgements in this report is as follows:

<b>Grade 1</b>	good with outstanding features
<b>Grade 2</b>	good features and no important shortcomings
<b>Grade 3</b>	good features outweigh shortcomings
<b>Grade 4</b>	some good features, but shortcomings in important areas
<b>Grade 5</b>	many important shortcomings

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<sup>1</sup> Extending Entitlement: Support for 11-25 year olds in Wales Direction and Guidance, July 2002  
National Assembly for Wales

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## Context

### The area

- 1 The Flintshire Young People's Partnership have supplied all the figures used in this section. Flintshire covers an area of approximately 438 square kilometres in the north-east corner of Wales and is part of the North Wales coastline. Flintshire is one of the most industrial areas in Wales.
- 2 Flintshire is the most populated county in North Wales and is the sixth largest populated county in Wales as a whole. The estimated population is 150,100 people, of which 27,320 are aged 11-25 years. The overall population of Flintshire has been increasing over recent years and is set to continue. The number of those aged 0 to 24 in the county has been steadily decreasing from 47,000 in 1997, to 45,000 in 2004. This age group now represent 30% of the total population and by 2024 if this trend continues this will drop to 27%.
- 3 According to the 2001 census, 1.2% of the 11-25 population in Flintshire are from black and other non-white minority ethnic groups, compared to an all Wales average of 3.4%. The Partnership reports that the number of migrant workers from the European Union countries moving into the area is increasing. Many of these are under 25 years old, and therefore fall within the Extending Entitlement age group. With approximately 14.4% of the local population classed as Welsh speakers Flintshire has the lowest proportion of Welsh speakers in Wales. However, 30% of those aged 11-25 have some Welsh language skills.
- 4 According to the 2001 census, 29% of the population had no qualification, of which 17.3% were aged 16-25 years, compared to an all Wales average of 33% and 17.9% respectively. The percentage of pupils gaining five A\*-C grades at GCSE for 2004-2005 were 55.2%, compared to an all Wales average of 52.2%. The Local Education Authority has set challenging targets to improve this profile for 2006 to 58.5%. School attendance rates are above the all Wales average. In 2004-2005 the schools sessions missed to all absences was 7.3%. Permanent exclusions have fluctuated year on year over the past five years, from 14 in 2000-2001, to a high of 24 in 2003-2004 which then dropped to nine for 2004-2005. Fixed term exclusions are still high, at 69 in January 2006.
- 5 The number of teenage conceptions under the age of 16 in the last reporting period were 8.9 per 1000 women aged between 13 and 15, compared to 9.7 all Wales average. Twenty-three young people have received Anti-Social Behaviour Orders (ASBOs) or Acceptable Behaviour Contracts (ABCs) between April 1999 and January 2005. In 2004-2005, 300 young people aged 16-25 were recorded as homeless and 619 young people were referred to the Youth Offending Team.
- 6 Flintshire has five major settlements, Mold, Flint, Buckley, Holywell and Deeside. The population density is high, when compared with the rest of Wales. The Welsh Index of Multiple Deprivation indicates that Flintshire is the least deprived area in Wales. However, there are pockets of deprivation in both urban and rural areas. Higher Shotton and Greenfield are within the 10% most deprived wards in Wales.

- 7 The local economy is currently buoyant. Manufacturing accounts for 38% of all jobs, with agriculture, construction and retail also making a significant contribution. The unemployment rate is low, when compared with the rest of Wales, though 16% of residents are in low-skilled, low-paid occupations.

<b>Indicator</b>	<b>Flintshire</b>	<b>All Wales figures</b>
Total population	150,100	2,952,500
Population 11-25	27,320 (18.2%)	575,737 (19.5%)
Population born in Wales 11-25	13,500 (50.7%)	432,400 (79.9%)
Welsh Speakers 11-25	7873 (30%)	171,976 (31.8%)
Ethnicity 11-25	26,828 - White (98.8%) 180 - Mixed (0.66%) 64 - Chinese or other (0.24%) 47 - Asian (0.17%) 12 - Black (0.04%)	532,370 - White (96.76%) 5896 - Mixed (1.07%) 3101 - Chinese or other (0.56%) 7229 - Asian (1.31%) 1576 - Black (0.29%)
No.s not in Education, Employment and Training (NEET) 16-18yrs	280	Not supplied
Unemployment 16-24 as percentage of whole population	630 (0.4%)	15,555 (0.5%)
No of young people permanently excluded from school 11-16yrs	24 pupils	352 pupils
Exclusions for last full month – whole authority	Secondary - 69	Not supplied
% of total population without qualifications	31,634 (29.3%)	685,368 (33%)
No.s 16-25yrs without qualifications	2621 (17.3%)	56,758 (17.9%)
5 or more GCSEs grade A*-C	55.2%	52.2%
5 or more GCSEs grade A*-G	89.5%	85.2%
Teenage conceptions under 16	8.9 per 1000	9.7 per 1000
No of Teenage parents under 19	187 0.1%	4853 0.2%
No.s of homeless young people 16-25	300 (36.2% of all homeless in Flintshire)	Not supplied
No.s of crimes committed by young people aged under 18	800	Not supplied
No.s of young people referred to YOT	619	17,325
No.s of young people with Anti Social Behaviour Order or Acceptable Behaviour Contract	23	270

## **The partnership**

- 8 The Flintshire Young People's Partnership is one of two sub-partnerships on the Children and Young People's Framework Partnership (C&YPF); the other is the Children's Partnership. These partnerships were set up in June 2002.
- 9 Responsibility for the Partnership is located in the Education Children's Services and Recreation Directorate. An Assistant Director of the Department chairs the Partnership. The C&YPF has the overarching strategic lead for services for 11-25 year olds. The Young People's Partnership supports the planning and implementation of services for 11-25 year olds. It also offers guidance on the allocation of resources such as Cymorth.
- 10 The Partnership has produced a mid-term strategic plan, for the period 2002-2008, and reviewed it in 2004-2005 and will review it again in 2006. The Partnership also produces a more detailed annual plan, which it monitors regularly.
- 11 The Partnership has a shared vision, which underpins its work. Their vision is 'To enable children and young people of Flintshire to achieve their full potential by establishing an effective partnership of children and youth support agencies'.



## Summary

### Table of grades awarded

12 The inspection team judged the work of the partnership as follows:

Key Question	Inspection Grade
1 How well do young people achieve?	3
2 How effective is work with young people and assessment?	3
3 How well do learning experiences meet the needs and interests of young people and the wider community?	3
4 How well are young people cared for, guided and supported?	2
5 How effective are leadership and strategic management?	3
6 How well do leaders and managers evaluate and improve quality and standards?	3
7 How efficient are leaders and managers in using resources?	3

- 13 Young people achieve well when they work in small groups; know what they are supposed to learn; and where there are clear boundaries within which they can work. They make good use of their key skills such as communication and working with others, and transfer them well into other settings, including their local communities. Young people improve their skills and knowledge where they get involved in planning, monitoring or evaluating their own learning. However, young people too often miss opportunities to have their good work recognised. Young people, who speak Welsh, do not make good use of their bilingual skills.
- 14 Most workers have good relationships with young people. They manage their sessions well and use interesting activities and subjects to stimulate and challenge young people. Workers regularly make good use of specialists from a broad range of organisations, to introduce young people to specific skills such as financial literacy. Most adults who work with young people who have disabilities help them to achieve more, and to make more use of community based facilities such as sport clubs and leisure centres. However, a few workers do not make good use of individual learning plans, records of achievement or accreditation schemes. In a few cases, workers do not challenge racist and discriminatory language to promote better understanding of equality and diversity.
- 15 Overall, the range of activities available through the Partnership is good. The Partnership has put some good curriculum planning processes in place. However, It has yet to make best use of the data available, to plan its curriculum provision fully. The Partnership consults well with young people. It makes good use of many different and creative ways to speak with and listen to young people, but these do not

involve many harder to reach young people. The Partnership does not work closely enough with those developing the local basic skills strategy, nor does it ensure effectively that young people can access services bilingually or help them to develop their bilingual skills.

- 16 Young people in Flintshire have access to a good range of support services to assist them in making informed choices. Those who are disengaged from mainstream education, or are at risk of being so, have good access to a variety of alternative curriculum projects, vocational options and work experience. Vulnerable young people and those with a disability have good access to provision, which supports them and their families. Young people, in general, receive encouragement and support to participate in making decisions, which affect their lives, and decisions, which affect the communities in which they live.
- 17 Representation on the Partnership reflects well the guidance from the Welsh Assembly Government. Most members have the appropriate seniority to contribute to strategic planning. The Partnership also contributes well to other strategic planning bodies. There has been a recent comprehensive audit of partners' services but the Partnership is not in a position to use this information to improve its own strategic planning. Managers support workers well and the Council's new appraisal system is a good model for how front line staff can be helped to contribute to the Partnership's priorities.
- 18 The Partnership has undertaken the process of self-assessment in a supportive and inclusive way. The self-assessment report (SAR) contains useful information about services, provision and data. However, the report is too descriptive and its recommendations are not sufficiently specific, measurable, achievable, resourced or time-scaled (SMART). There are good examples of quality monitoring in many partners' organisations, but not all providers have effective evaluation systems in place. All senior leaders are committed to consulting widely with young people. The grades that the Young People's Partnership has awarded itself are in line with inspection team's grading for key questions 4 and 7, but too optimistic for the other key questions.
- 19 The Partnership has a positive approach to staff training and in the best cases providers work well together to make important training available, such as qualifications, professional skills and child protection. Where Council buildings are in poor condition, there is a plan in place to upgrade or replace buildings. The Partnership does not know what resources are available for youth support services across the partnership.

## Recommendations

- 20 In order to improve, the partnership needs to:
- R1 develop effective systems to monitor young people's progress, which identify individual learning goals, recognise achievement, record learning and extend the use of accreditation;
  - R2 ensure workers include young people more in the planning and evaluation of sessions;
  - R3 improve the way workers plan their sessions to ensure they brief specialist workers more thoroughly about the needs of the young people;
  - R4 ensure that workers challenge discriminatory language and behaviour at all times;
  - R5 improve the Partnership's strategic planning for basic skills to meet young people's needs;
  - R6 improve opportunities for young people to use the Welsh language, and to receive services bilingually, or in other languages of their choice;
  - R7 ensure that providers from different agencies work well together to improve support for vulnerable young people;
  - R8 ensure that vulnerable and hard to reach young people have good access to informal and open access youth support services;
  - R9 further develop the Partnership's data gathering and analysis to improve planning;
  - R10 ensure all partners implement performance management measures to cascade the Partnership's priorities to the work programmes of all staff;
  - R11 develop robust quality assurance systems across the partnership to measure the impact of service provision upon young people, and enable partners to develop and share good practice;
  - R12 increase the representation by Welsh speaking, ethnic minority and hard-to-reach young people on consultative bodies;
  - R13 develop and implement robust systems which help the Partnership to identify, plan and monitor the use of resources against its agreed strategic objectives, to meet the needs of young people better and to plan for effective sharing of resources; and
  - R14 develop strategies to sustain current and future activities when external funding streams end.

## Standards

### Key Question 1: How well do young people achieve?

#### Grade 3: Good features outweigh shortcomings

Young people's standards of achievement	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5
	20%	48%	24%	7%	2%

- 21 Young people, who take part in youth support services in Flintshire, make good progress in key skills such as communication and working with others. They are eager and confident to engage in discussions and sometimes to take leadership roles. At times, this includes talking about sensitive issues, for instance, sexual health and substance misuse. Young people debate well in the drugs education project run by youth workers in schools and in peer education programmes. This means that young people can see the relevance of what they learn for other parts of their lives. For example, young people in Youth Action Flintshire know what they have learned and know its value to them. In particular, young people work effectively and achieve well when they work in small groups.
- 22 Young people achieve well in those sessions where there are clear boundaries within which they can work. Often young people make progress in their learning because the settings, which are informal and supportive, suit them better. For example, some young people report that they make better progress in the Portfolio Pupil Referral Unit (PPRU) than at school. In the Forest School, Neighbourhood Watch programmes and in the Young Leaders Programme, young people are motivated and make effective use of their time.
- 23 Young people improve their skills and knowledge best when they understand the aims of the sessions they attend and know about the opportunities available for them to progress onto further learning. In those settings where young people reflect on their own progress, the impact of informal learning is effective in helping young people to learn. This helps them to transfer their skills to other settings. For example, young people in the Young Leaders Programme develop useful skills and knowledge, which they can use outside the group setting. This helps them, to engage with their local community through volunteering. Often, attendance in one activity leads young people into further activities. For example, young people with disabilities build the skills and confidence they need to get involved in mainstream provision through targeted recreation and social activities.

Young people  
give back to  
others through  
volunteering

### **Effective working by volunteers of Youth Action Flintshire**

Volunteers from Youth Action Flintshire are highly motivated young people who work with junior youth club members in Sandycroft.

They work exceptionally well together to plan and design an outstanding range of arts and craft activities for younger children. They plan individual sessions well and include exceptionally good arrangements for evaluation.

The young volunteers offer clear guidance and support to enable the younger children to successfully produce illustrated mugs, make glove puppets and paint nesting boxes.

The young volunteers have a very successful supportive relationship with the junior youth club members. As a result, the children are able to talk freely about issues of concern, such as bullying.

Many of these young volunteers have recently returned from a working visit to a school for the blind in the Gambia. As a result, all the volunteers have gained an ASDAN award in Community volunteering.

- 24 Young people make good use of the skills they learn through their involvement in youth support services to progress onto further learning opportunities. Young people get involved in volunteering, participate in decision making and become peer educators or young leaders within their groups. Young people who train to become peer educators prepare themselves well for the role, and help other young people to learn effectively. Those in the Children's Services Forum have developed a useful induction pack for other young people. This pack helps new members of the group understand their roles and responsibilities better.
- 25 Young people gain accreditation through their involvement in youth support services. For example, they receive leadership certificates when they train to work in play schemes and sports sessions. Young people in the Flintshire Wheels To (FW2) project gain a Compulsory Basic Training award from the Driving Standards Agency. Most of the young people involved in the county youth choirs gain Royal School of Music awards.

Young people  
develop good  
leadership skills  
through the  
Flintshire Young  
Leaders  
Programme

### **Flintshire Young Leaders Programme**

This leadership programme is for young people aged 14-18, who live in or attend education in Flintshire.

Organisations working with young people refer those with leadership potential to the programme. These young people may be leaders in peer group settings, or be part of a youth group. The initial leadership traits may have a positive or negative impact on others, for example the YOT may refer some young people.

During the programme the young people work together in groups of 10, to develop their group skills and leadership potential. They undertake a wide range of challenging activities, and become skilled in leading others, and taking up leadership roles in their local community.

- 26 There are too few opportunities for young people to get involved in planning, monitoring or evaluating their own learning. Where these opportunities are missing, young people are not aware of what they are supposed to learn or what they have achieved and often miss the chance to have their good work recognised and accredited. In these cases, young people do not develop the skills required to work independently and to reflect on their learning, or to use their skills in their wider life. In a few settings, young people do not demonstrate good attention to task, and find it difficult to engage with learning opportunities. This means that they do not always behave responsibly, participate productively or develop their social skills by working together effectively.

## The quality of education and training

### Key Question 2: How effective is work with young people and assessment?

#### Grade 3: Good features outweigh shortcomings

The quality of work with young people and assessment	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5
	16%	51%	22%	9%	2%

- 27 Most workers in youth support services build very positive relationships with young people. This helps workers to better support young people to learn new skills and encourages young people to take part in a wide range of activities. Young people trust their workers and therefore make good use of sessions and learn well.
- 28 Most workers manage their sessions well and ensure that young people benefit from the experiences offered, enabling them to move forward in their learning. This is particularly true of the opportunities offered to young people to become volunteers or young leaders in their communities, through schemes like the Neighbourhood Wardens and the Football Leadership Certificate. However, very few of those workers who have Welsh language skills, plan for bilingual working. A few workers do not systematically plan sessions well or record outcomes for young people. These workers do not make good use of individual learning plans in their work with young people, and consequently work may be set at the wrong level. Lack of adequate planning limits young people in developing their skills, progressing onto other activities or moving on to higher levels of learning.
- 29 Many workers use interesting activities and subjects to engage young people in learning. These activities stimulate and challenge young people. A good example of this is the Flintshire Local Voluntary Council project which helped young people to learn good media skills by making a DVD about local opportunities for volunteering. Many workers do not take the opportunity to accredit young people's work or register young people's progress in their Records of Achievement. In a few cases, workers do not vary the way they deliver their sessions by using alternative methods to explore the topic they are working on.
- 30 Workers make good use of specialists from a wide range of organisations to help young people learn new skills. The Citizens Advice Bureau works with pupils in schools and young mothers in Sure Start to develop their money management skills through a financial literacy project. The North Wales Police Force has a team of Schools Liaison Officers who do good work with young people about the potential consequences of anti-social behaviour. The Fire Service works well with young people who are under the supervision of the Youth Offending Team (YOT) about the dangers of lighting fires. Generally, these specialists do a good job. However, on a few occasions, workers do not brief them well enough to ensure that they know about the young people's needs. This reduces the impact of their work, and restricts the outcomes for young people.

Forest schools  
are good at  
helping young  
people make  
progress

### **Forest schools**

The Forest school programme is based at the Welsh College of Horticulture. It makes good use of the outdoor environment, to provide innovative learning opportunities for young people, who are otherwise struggling at school.

Workers at the college engage young people well in activities which develop key skills, self-confidence and an appreciation of the countryside.

Young people in the Forest school work towards agreed learning goals which take the form of challenges. Workers evaluate young people's progress through these challenges, effectively. They measure the 'distance travelled' by young people after each session. Workers measure this development according to improvements in young people's self-awareness, attitudes to learning, and skills in working with others.

- 31 In many specialist projects, especially sports and the arts, workers plan well together to set clear boundaries for young people. This helps young people focus on what they are doing, and to learn more actively.
- 32 Most adults who work with young people with disabilities help them to recognise they have potential. Workers help these young people develop their skills and confidence to participate and achieve well in increasingly challenging and mainstream activities.
- 33 In a few cases, workers do not challenge racist and discriminatory language to promote better understanding of equality and diversity.

### **Key Question 3: How well do the learning experiences meet the needs and interests of young people and the wider community?**

#### **Grade 3: Good features outweigh shortcomings**

- 34 Overall, there is a good and appropriate range of activities for young people available through the Partnership. The Partnership makes good use of local and national data to plan how youth support services will meet the Extending Entitlement agenda. Data from the Local Education Authority, the Office of National Statistics, ward level indicators from the Welsh Index of Multiple Deprivation, and census data is used well to identify young people's needs, and to plan how agencies can work together to improve and extend services.



There is good use made of consultation to plan provision

### **Community Arts Development**

The Community Arts Development team has recently undertaken an extensive audit of arts provision for adults and young people. The Partnership has made good use of the countywide information on the provision and use of arts at community levels. They have used it well to prioritise, plan and focus work in areas of greatest need, with a specific focus on Community First areas.

The Partnership has also made good use of the storyteller model to consult with young people in the community. This has helped the Partnership to identify young people's needs, and to create safe and healthy environments to explore issues such as drugs, bullying, and parental issues.

- 35 The Partnership is improving its knowledge of the range of activities currently offered by members of the partnership. A good database, details the types and location of services available to young people, although the Partnership does not make best use of the data available to plan its curriculum fully. There is not enough information available for the partnership to know how well services are meeting young people's needs, and what young people are achieving as a result of their involvement in youth support services.
- 36 The Partnership actively consults with young people through a variety of means and makes good use of what it learns to help develop services. The website for children and young people ([youngflintshire.com](http://youngflintshire.com)) is a good example of the two-way communication between the local authority and young people in the area. The biannual county youth forum consults with many different groups of young people, such as young travellers; young offenders; and Compact, Youth Access and Youth Gateway clients. The number of young people attending consultation events from hard-to-reach groups is low. The Partnership has already identified this for itself, and has begun to do more work to get these young people to increase their engagement in the planning and evaluation of services.
- 37 The Partnership works well with other strategic groups to improve the range of services available to young people. For example, it has made good use of the joint survey by the Communities That Care and the Community Safety Partnership of 2004, to inform the development of services<sup>2</sup>. The Partnership shares well the information it gathers with other strategic partners such as the Children and Young People's Framework Partnership, the Health Social Care & Well-Being partnership, and the Community Safety partnership, to help them plan their own services. The

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<sup>2</sup> This survey asked the opinions of over 2,000 young people from four secondary schools and the pupil referral unit. Unfortunately eight out of the 12 secondary schools declined the opportunity to participate in the original survey, which means that young people from the majority of secondary schools in the area did not have the opportunity to contribute their views and inform the future development of the services offered through these providers.

youth service offers training to help voluntary sector organisations develop the skills and techniques to enable them to work with young people and to engage them more effectively.

- 38 Most young people in the county have good access to services which help them to broaden and enrich their lives. For example, young people with disabilities can develop the confidence to access community based provision through the Sports Council Disability Officer's programme at Deeside College Sports Centre, and the Daffodils project. Young people in rural areas can get help through initiatives such as the FW2 project, detached youth work and the Flintshire Young Leaders Programme. The Council's Equal Opportunity and Diversity policies and a comprehensive Race Equality Scheme underpin much of this work. Young people who need confidential health advice can access this in both community and Further Education settings.
- 39 Many of the activities available help young people to value their achievements. There are good examples of young people receiving accreditation for engaging in these activities. These include activities with, the Youth Service, Communities First, the Youth Offending Team, Forest Schools, Flintshire Music service, Careers Wales Youth Gateway provision, Community Safety Partnership activities, and sports activities. In a few activities young people are not able to receive accreditation for their work because the systems and processes for this have not been set up. Specific examples include young people participating in youth council activities, the financial literacy project and those who are peer educators.
- 40 The Partnership does not ensure youth support services contribute sufficiently to the local basic skills strategy. Therefore, although member organisations may individually contribute to the local strategy, the Partnership does not have a comprehensive understanding of how well this work is meeting young people's needs under Extending Entitlement, especially for those over the age of 19 and those outside of mainstream provision.
- 41 Most young people have access to good opportunities for work experience and can develop work-related skills through both formal and informal settings. Examples of this include, school placements supported by Careers Wales North East; volunteering activity through the Millennium Volunteers, or the Volunteering for Career Development project; and supervised placements through the Portfolio Pupil Referral Unit.
- 42 The number of Welsh speakers in Flintshire has increased between the 1991 and 2001 census. Approximately 14.4% of the county's population are Welsh speaking and 30% of those aged under 25 have some Welsh language skills<sup>3</sup>. Flintshire's Welsh language scheme identifies that services will be available in equally high standards of both English and Welsh medium provision. The Partnership does not plan well enough, how to improve access for its young people to bilingual services or how to help them develop their bilingual skills. Similarly, there is not enough focus on Y Cwricwlwm Cymreig to promote the language and culture of Wales and to improve opportunities across youth support services.

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<sup>3</sup> Figures supplied by Flintshire YPP from the 2001 census data.

Young people have good opportunities for volunteering, and they receive recognition for what they do

### **Youth Volunteering Award**

In Flintshire, there are good opportunities for young people to volunteer. They get recognition for their contribution to their communities through a local award. Unlike other awards, which require young people to commit to many hours of volunteering, those who are able to give of less time, are still able to see their efforts recognised and their voluntary work acknowledged. There are four levels within the award:

- Bronze – one off volunteering event;
- Silver – 20 hours of volunteering;
- Gold – 30 hours of volunteering; and
- Platinum – 100 hours of volunteering.

The award improves young people's access to achievement through voluntary work. The award formally recognises young people's skills which are developed and used in voluntary work, and records their achievements. Young people have designed all the certificates awarded for the scheme.

The Youth Volunteering Award contributes well to other local strategies, for example the Gold award is acceptable for volunteering within the Welsh Baccalaureate.

### **Key Question 4: How are young people cared for, guided and supported?**

#### **Grade 2: Good features and no important shortcomings**

- 43 The Young People's Partnership and its individual members are very committed to meeting the needs of young people. Both young people and schools can access a wide range of quality services to help support those pupils who are at risk of becoming disengaged from learning. This support helps young people make informed choices about their education, employment and transition into adulthood. These services include the Youth Achievement Project, Compact Plus, Youth Access, Learning Coaches and the development of specific skills courses and vocational opportunities. However, in a few cases where young people receive help from more than one provider, workers do not always share information or co-ordinate their work to provide the best support for these young people.
- 44 The Youth Offending Team (YOT) gives good support to those young people under its responsibility. It works well with the Education, Children's services and

Recreation Department to identify those young people who need extra educational support. The YOT has a good programme of diversionary activities and developmental workshops, which help young people think about their behaviour and criminal activity, but, it does not identify very well the contribution these opportunities make to the overall educational development, attainment and skills of these young people. The LEA and the YOT work well together to support young people of compulsory school age, who are involved in the youth justice system. These partners ensure young people receive differentiated support according to their needs. Sixty-five percent of these young people receive full-time schooling, with a further 6% receiving between 10-20 hours of schooling. The YOT and its partners are less successful in reducing the numbers of young people over compulsory school age, who are not in education training or employment (NEET).

Good partnership working helps young people access other services

### **The Breakthrough course**

The Breakthrough course is run in partnership between the YOT and Careers Wales North East.

The course is good at helping young people to develop important skills such as communication skills, working in teams, building Curriculum Vitae and building self-confidence.

This course then helps those young people who need it to progress onto the Youth Gateway programme.

- 45 Support for young people, is improved by joint working, especially when there are service level agreements in place. These agreements help partners co-ordinate their work to target better those who are harder to reach, and makes referrals for young people easier. This joint working improves young people's access to support programmes, which help them develop skills for employment and to make informed choices about career pathways. The joint agreement between the Partnership and Communities First, has helped the FW2 project provide a moped loan scheme for young people who live in rural areas, to give them better access to education and training. The youth service Special Projects on Tour (SPOT) team works well with youth centres and schools. They give young people access to good advice and counselling, and they take the lead on the development of good quality peer education, and peer support.
- 46 Many youth support services make good use of consultation with young people to improve the support they give. Following consultation with young people, the Confidential Health Advice for Teenagers (CHAT) clinics now operates at four accessible and discreet venues across the County. Young people can now access professional support and advice on a range of health issues in confidential settings.

Peer educators support other young people by sharing their knowledge and experience about health life choices

### **Peer education in the Alun High School**

Sixth-form pupils develop their communication skills, broaden their experiences and relate classroom learning into a practical context, by taking a lead in delivering peer education to younger pupils.

These pupils planned and delivered a good quality Health Awareness day for 80 primary schools pupils. They presented a well organised series of interactive workshops covering a range of health related topics. These included healthy exercise, coping strategies for dealing with stress, balanced diets, road safety and substance misuse.

- 47 Young people with disabilities and their families get good levels of support from specialist services. The Children's Integrated Disabilities Service involves both young people and their families in service planning and gives good support and good access to information, assessment and services. The Daffodils project also provides a very good programme of social activities for young people with a disability, and supports their parents and carers well. The Flintshire Buddy Scheme provides good one-to-one support for disabled young people which help them to take part in local summer play-scheme provision.
- 48 Young people have limited access to bilingual information and advice. There are many opportunities for young people to get hold of bilingual information leaflets on many issues. However, there are very few opportunities for young people, to receive services in Welsh or in other mother tongue languages. Where service providers do offer an interpretation service, they do not make this known widely enough in the languages of those groups who may need it.
- 49 Workers support those young people well, who are involved with youth councils, schools councils and the county youth forum. This support helps young people to engage actively in the development of their communities. For example, the young people on Saltney Youth Council are involved in several projects to enhance local facilities for other young people and the community. They also regularly meet with the local council, to discuss youth issues.
- 50 The Partnership knows that it is difficult for young people to find independent accommodation locally. This is particularly true for those who present themselves as homeless to housing services<sup>4</sup>. The Partnership has made a good start in ensuring that young people's need for help in this is one of its priorities. The Partnership contributes well to the development of local policy. It is involved in the local working group which has the task of reviewing the current situation and developing the local strategy. The YOT manager is chair of this group, and represents the interests of the Partnership well. The Flintshire's Homelessness and Welfare Rights Officer, works

<sup>4</sup> In the past year, 120 males and 180 females aged under 25.

well with other agencies to support young homeless people and helps to ensure that these young people can better access their entitlements.

Specialised work with young people develops self-reliance and citizenship.

**Neighbourhood Wardens help young people stay safe**

Young people who are members of a local youth forum take part in self-defence training. They learn discipline and effective skills to keep them safe.

The high quality specialist training is delivered in an effective way by staff from the Flintshire Neighbourhood Wardens service.

These wardens have an excellent rapport with young people. They not only teach skills but challenge discriminatory attitudes and language well. The wardens raise high profile issues with young people. One example is discussion of how older people feel intimidated when young people hang around in large groups.

The work of the wardens supports young people well and acts as a bridge between young people and the communities where they live.

- 51 Workers and managers across the Partnership are aware of their responsibilities for the protection of children, young people and vulnerable adults. The Local Authority provides regular opportunities for all staff to update their skills. Vulnerable young people receive good support from the Child Protection co-ordinator who has established the multi-agency Positive Outcomes Service<sup>5</sup>, and through the Family Group Meeting project. The Barnardos Young Carers project also provides good individual and group support and provides transport for the young people to attend sessions.

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<sup>5</sup> This is a multi agency task force, to manage referrals to the child protection register in a planned way.

## Leadership and management

### Key Question 5: How effective are leadership and strategic management?

#### Grade 3: Good features outweigh shortcomings

- 52 Senior managers, partnership members and councillors within Flintshire show good commitment to the Partnership and its priorities. The Partnership has clear and regularly revised terms of reference that members sign up to and understand.
- 53 Members are of the appropriate seniority within their organisations to contribute to strategic planning of services and resources. They attend Partnership meetings regularly, although a few members do not make best use of their position on the Partnership in order to inform the groups they represent and to ensure that there are effective lines of communication in place.
- 54 Most senior managers of strategic services are very aware of the Extending Entitlement agenda. They are committed to the common priorities found in the various allied partnership arrangements. This commitment ensures that the Partnership is able to influence other areas of development and raise the profile of young people's needs. The role of the Council's Head of Policy and Strategy also helps to ensure that there are strong links between the work of the Partnership and other planning groups in the council.
- 55 Joined up working has contributed to a number of good planning outcomes for services to young people. There are many examples, such as, the development of a single Education Plan with clear strategic objectives, and ways of measuring performance against outcomes. Young people's issues are included in the Corporate Plan, in the priority area 'Investing for Tomorrow's Generation. The Local Authority's Scrutiny Committee, keeps up to date with developments through good and regular communication with the Partnership. Joint agency planning and joined up working delivers an effective sexual health strategy. Young people take the chance to be active citizens and contribute to the safety of their communities through local Neighbourhood Watch schemes.
- 56 The voluntary sector makes a positive contribution to the Partnership. The Flintshire Local Voluntary Council (FLVC) represents the local sector, and manages several effective projects. Individual voluntary organisations also sit on the Partnership, and as a result, they have made good contacts with other organisations. These contacts have resulted in the development of several good joint projects.
- 57 The Partnership is good at monitoring its work, and reviewing its priorities for planning purposes. Although the Partnership has responded well to many priorities from last year, it has not yet fully delivered in some key areas, including identifying gaps and overlaps, and evaluating the impact of services on young people.
- 58 The Partnership does not ensure that all front line workers fully understand the agreed priorities or the part played by each person in delivering them. The Council

has recently introduced a new employee appraisal policy and procedures. This is a good model for performance management, but it has not yet reached all front line staff. Most of the other partners have not introduced their own performance management systems.

- 59 There are good links between the Young People's Partnership and the Children and Young People's Framework Partnership (C&YPPF). These links help to ensure good communication between the Partnership, the C&YPPF and the Children's Partnership, and contributes to the development of an overarching strategy to link planning across all three bodies. There are thorough arrangements in place for the Partnership to advise the Cymorth Management Board about funding bids which affect the 11-25 year age range but the quarterly reports do not place enough emphasis on outcomes for young people.
- 60 Many partners have been successful in attracting external funding, and have used these to set up time-limited projects. The Partnership does not have a fully coordinated approach in evaluating these activities or in planning how to sustain the best projects when external funding streams end.

**Key Question 6: How well do leaders and managers evaluate and improve quality and standards?**

**Grade 3: Good features outweigh shortcomings**

- 61 Many partner organisations, such as the Youth Service, Barnardos Cymru and NHS have well-developed quality systems. The Partnership has recently undertaken a good practice audit of all its members to identify which partners use quality assurance systems and where there may be gaps. This has helped the Partnership to gain an understanding of quality across the Partnership, and to prioritise future work to further improve quality assurance.
- 62 The Flintshire Youth and Community Service Quality Assurance Inspection team has recently inspected five centres as part of an annual schedule. These inspections have already had a positive impact on service delivery, by highlighting to service managers, areas of good practice, and areas which need improvement. Barnardos Cymru has an effective quality assurance system in place. They are now sharing this system with others in the voluntary sector. Although the LEA has a good system in place for tracking young people, neither the LEA nor the YOT use this information effectively to track improvements in attendance, behaviour and attainment. They are therefore unable to draw any conclusions about the quality of their work or improvements for these young people from the additional support by the YOT and the LEA. The Partnership has offered detailed quality assurance training for Cymorth project providers, but the focus in monitoring Cymorth projects is mainly on the statistical outcomes of activities and not sufficiently on measuring the impact of the projects on young people. This monitoring does not produce sufficient good quality information to inform more general management decision making.
- 63 The Partnership undertook a supportive and inclusive self-assessment exercise prior to the inspection. The Partnership consulted all its members through meetings, questionnaires, interviews and training events. The SAR gives clear information



about the purpose and working practices of the Partnership. It offers an honest picture of the point the Partnership has reached in its development. The report is clear, well structured, detailed and contains useful information about services, provision and data about the young people and communities of Flintshire. It features many useful examples of good practice and notes strengths, areas for development, recommendations for action, and grades for each key question. However, the self-assessment relies too much on descriptive text, rather than the analysis of data and an evaluation of what the Partnership achieves, and the delivery of the 10 entitlements. The Partnership does not use well the data it has available to inform its quality or planning systems. The recommendations for action in the SAR are not sufficiently SMART to identify a clear way forward.

- 64 All senior leaders and managers within the Partnership are committed to consultation with young people in Flintshire. This is a particular strength of this Partnership where it consults with young people across communities, age groups, gender and particular needs. It achieves this through regular and good quality consultation events, 'Speak Out' sessions, formal youth audits and targeted consultations with particular groups, such as looked after children and young carers. However, there is little representation by the more difficult to reach young people on the Flintshire Youth Forum. This forum does not have many representatives who are Welsh speakers, disabled learners, low attaining learners, learners from special schools or the independent sector.
- 65 The grades that the Young People's Partnership has awarded the Key Questions in their SAR are in line with the grading by the inspection team for Key Questions 4 and 7 but too optimistic for Key Questions 1, 2, 3, 5 and 6.

### **Key Question 7: How efficient are leaders and managers in using resources?**

<b>Grade 3: Good features outweigh shortcomings</b>
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- 66 The Partnership has a positive approach to staff development and shares its training opportunities well. It has recently undertaken a skills audit across the Partnership, but it has yet to fully analyse the data, and produce a co-ordinated approach to training. However, its current approach to sharing training helps staff get access to appropriate qualification courses. The youth service has a contractual requirement for all workers to undertake foundation training within two years of employment. It provides training for its own workers and fulfils its responsibility to make places available to workers from other youth support services. All workers in the sessions inspected, were Criminal Records Bureau checked and most have received training in safeguarding children. The education inclusion service and children's services work together effectively to provide a rolling programme of level one child protection training to those working with young people.
- 67 Many partners have been very good in getting extra funding to support core budgets. For example, the youth service budget for 2004-2005 has increased from £994,116 to £1.8 million because of the external funding it has managed to secure. This has had a significant and positive impact on services. In particular it has increased the number and range of specialist projects, which the youth service delivers, often in partnership with other organisations. These projects allow the Partnership to pilot

new ways of working, and to evaluate their effectiveness so that they can better serve the needs of young people. However, the Partnership, and its individual members do not plan well enough to keep activities going when external funding ends.

- 68 The Partnership does not have a comprehensive view of the funding and resources available across Flintshire. The Partnership has recently undertaken an audit of members' resources including funding, but they have not yet analysed the data. The Partnership does not share enough information about proposed budget cuts for services to young people to gauge the potential impact this may have on other partners and the services they deliver. This means that the Partnership is not able to make the best use of information in order to maximise the resources available to young people, or to minimise disruption to services following budget cuts.
- 69 A few organisations have successfully used internal quality assurance systems to review their resource requirements and the effective deployment of those resources they already have. Outcomes from the 'Communities that Care' survey has informed the re-direction of resources to areas of identified need. The Youth Service Quality Assurance Inspection Framework has helped the service to re-deploy resources more effectively. It has revised part-time staffing hours to reflect actual work practice. This has resulted in a more efficient and effective use of the staffing budget. Part-time workers receive payment in line with the hours they actually work, rather than a nominal session. This has produced savings, which the youth service now uses to pay workers to undertake training, and to provide additional workers in places which need extra staff.
- 70 Buildings are mostly adequate or good. Where council buildings are unsatisfactory, there is a planned and well-funded capital works programme to renovate or demolish poor accommodation, and to improve accessibility over the next two years. The outcomes from the quality assurance inspections and consultation with young people have influenced this programme.
- 71 The Partnership helps young people to use its resources and consults them well to find out their views about future resource needs. Just under half of those young people, who have home tuition, receive their education in public library facilities. Library staff are very welcoming to young people, and provide high quality resources, which support their learning. The Council is good at sharing its resources with partners from the voluntary sector, for example, minibuses, community centres and halls.
- 72 The development of the local transport plan uses focus groups of young people to help them identify their transport needs. Following consultation with young people, young passengers will soon have a pass that entitles them to 50% off their bus tickets. This is a two-year pilot using funding from the Welsh Assembly Government.
- 73 The inspection judged that the Young People's Partnership in Flintshire provides adequate value for money.

## **Provider's response to the report findings**

Many of the findings within the report had been identified by the Partnership in its Self Assessment Report. It has therefore been helpful in confirming areas for development to build on the positive progress made thus far by the Partnership. The findings of the Inspection Team matched what was expected.

Whilst the Partnership had over-estimated some of the gradings, these were based on work that had begun but has not been completed. There are many examples of excellent projects and organisations/services within Flintshire and the good features which the Partnership has identified were picked up during the inspection. This has been very positive at operational and at strategic levels.

Throughout the report, reference is made to high levels of commitment to the Partnership by stakeholders. This positive factor has been key to driving the Partnership thus far, and will offer a sound basis from which to further improve on the areas identified as recommendations for action.

The Partnership has already identified a strong desire for managers and practitioners to come together to consider the Inspection report. This will ensure a shared approach to delivering on the actions arising from the report.

Many providers have found the experience of inspection to be enabling and positive, and this is confirmed by the willingness of many stakeholders to engage in the process of taking forward the actions.

Key issues for action broadly fit into the themes of communication, influencing good practice and resource co-ordination. The identification of these themes will provide a sharp focus for the work of the Partnership over the coming year. Work is already in hand to address some of the recommendations.

## Appendix 1

### **The evidence base of the inspection**

Inspectors and peer-assessors had 46 inspection visits and over 40 interviews and meetings.

Inspectors visited, and observed, a wide variety of partnership provision including:

- youth support services provided by the local authority;
- services provided by other statutory bodies; and
- voluntary sector provision.

Members of the team had meetings, and talked about issues with:

- young people;
- workers and volunteers;
- Young People's Partnership members;
- managers and representatives of other projects, organisations and providers;
- Local authority senior managers and elected members; and
- representatives of communities.

The team also considered:

- the Young People's Partnership self-evaluation report;
- a wide selection of examples of young people's work; and
- comprehensive documentation made available by the Young People's Partnership and providers, both before and during the inspection.

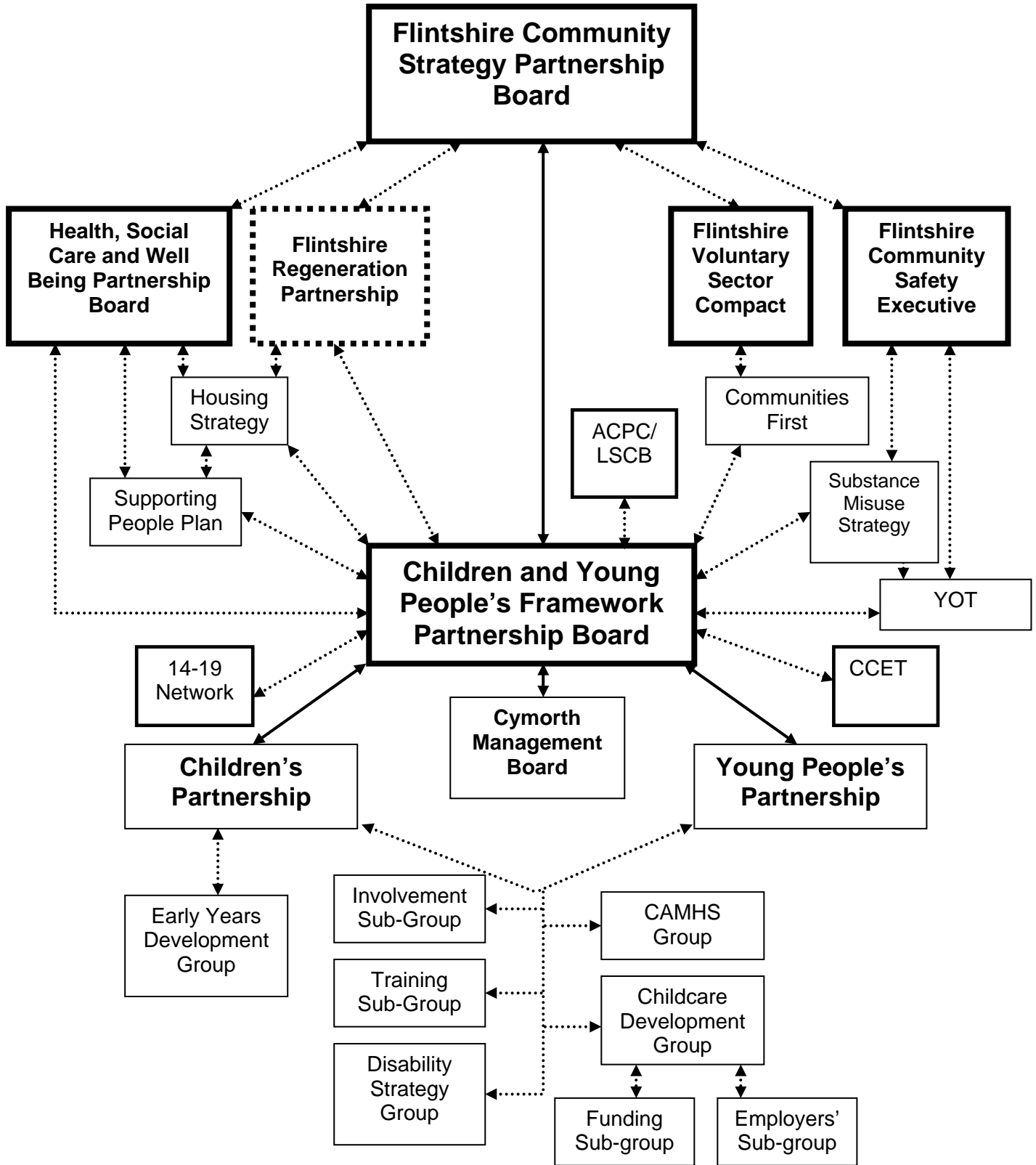
## Appendix 2

### The inspection team

Gerard Kerslake HMI	Reporting Inspector
Betsan Dafydd HMI	Team Inspector
Enid Hankins HMI	Team Inspector
Jane Taylor HMI	Team Inspector
Ann Jones HMI	Team Inspector
Lin Howells HMI	Team Inspector
Judith Jenkins	Additional Inspector
Roger Rowett	Additional Inspector
Ani Sutton	Additional Inspector
Simon Morris	Peer Assessor
Margaret John	Peer Assessor
Rob Edwards	Provider nominee

**Appendix 3**

**Flintshire Young People’s Partnership: Planning Structure**



## Membership

<b>Statutory Membership Requirements of YPP (Welsh Assembly Government)</b>	<b>Membership of Flintshire Young People's Partnership</b>
<b>Local Authority</b>	
Chief Executive or Strategic Director	<ul style="list-style-type: none"> <li>• Assistant Director for Education Children's services and Recreation</li> </ul>
Three Corporate Managers (Youth Service, Housing, Social Services)	<ul style="list-style-type: none"> <li>• County Youth Officer</li> <li>• Service Manager, Children's Services</li> <li>• Community Service Manager, Housing</li> <li>• Leisure Services Manager</li> <li>• Social Inclusion Officer</li> </ul>
An Elected Member	<ul style="list-style-type: none"> <li>• Vacancy</li> </ul>
<b>Other Statutory Sector</b>	
Chief Executive / General Manager of Local Health Group	<ul style="list-style-type: none"> <li>• Local Health Board Commissioning Manager</li> </ul>
Divisional Commander of Police	<ul style="list-style-type: none"> <li>• Community Safety Sergeant.</li> </ul>
Senior Representative of ELWa	<ul style="list-style-type: none"> <li>• Learning Network Development Manager</li> </ul>
Senior Representative of Careers Wales	<ul style="list-style-type: none"> <li>• Chief Executive CWNE</li> </ul>
Local Youth Offending Team Manager	<ul style="list-style-type: none"> <li>• Youth Offending Team Manager</li> </ul>
<b>Voluntary / Independent Sector</b>	
Director of Local Voluntary Council (LVC) or Senior Nominee	<ul style="list-style-type: none"> <li>• Flintshire Local Voluntary Council Manager</li> </ul>
Representative from Council for Wales Voluntary Youth Services (CWVYS)	<ul style="list-style-type: none"> <li>• Scouts in Wales</li> </ul>
Three representatives of those voluntary community based organisations which undertake significant work with young people across or within the local authority area	<ul style="list-style-type: none"> <li>• Barnardos</li> <li>• Clwyd Young Farmers Clubs</li> <li>• CWVYS</li> </ul>
<b>Others</b>	
Local employers	<ul style="list-style-type: none"> <li>• Vacancy</li> </ul>
Local secondary head teachers	<ul style="list-style-type: none"> <li>• Head of Elfed High School</li> </ul>
Local FE and training providers	<ul style="list-style-type: none"> <li>• Vacancy</li> </ul>
HE providers	<ul style="list-style-type: none"> <li>• No HE provision in Flintshire</li> </ul>
Local authority corporate managers	<ul style="list-style-type: none"> <li>• As above</li> </ul>
Senior local health representative	<ul style="list-style-type: none"> <li>• Community Services Manager NHS Trust</li> </ul>
Head of local Probation Service	<ul style="list-style-type: none"> <li>• Invited as appropriate</li> </ul>
Senior manager of Job Centre Plus	<ul style="list-style-type: none"> <li>• Invited as appropriate</li> </ul>
Representative of local Federation of Housing Associations	<ul style="list-style-type: none"> <li>• Invited as appropriate</li> </ul>
Other appropriate organisations (s 125 Learning and Skills Act)	<ul style="list-style-type: none"> <li>• 14-19 Network Development Officer</li> </ul>

## ESTYN INSPECTION OF YOUTH SUPPORT SERVICES IN FLINTSHIRE – MARCH 2006

### Implementation of Recommendations.

Ref.	Recommendation	Actions Taken in Response
R1	Develop effective systems to monitor young people's progress, which identify individual learning goals, recognise achievement, record learning and extend the use of accreditation.	<ul style="list-style-type: none"> <li>• Youth Service Management Information System being implemented as part of an all-Wales process;</li> <li>• KIT (Keeping in Touch) Strategy implemented, in partnership with Careers Wales North East.</li> <li>• Multi agency Achievement Support Projects are supporting young people at risk of disengagement from mainstream education.</li> </ul>
R2	Ensure workers include young people more in the planning and evaluation of sessions	<ul style="list-style-type: none"> <li>• The Flintshire YPP has agreed a Participation Strategy, and has produced resources to assist with embedding young people's participation in decision-making.</li> <li>• The Youth Service is expanding the County Youth Forum membership to make it more representative.</li> <li>• The YPP holds young people's meetings three times per year to enable young people to directly influence provision and decisions.</li> <li>• Specific multi agency training has been provided by the YPP.</li> <li>• The Youth Service staff training week includes sessions on young people's participation in decision-making.</li> </ul>



R3	Improve the way workers plan their sessions to ensure they brief specialist workers more thoroughly about the needs of the young people	<ul style="list-style-type: none"> <li>• This recommendation was specific to a Youth Service activity. Input by Specialist Workers is now planned sufficiently in advance to ensure that all involved in the session are properly prepared.</li> </ul>
R4	Ensure that workers challenge discriminatory language and behaviour at all times	<ul style="list-style-type: none"> <li>• Specific training has been delivered across the Young People's Partnership to address this point. Internal Quality Assurance systems are in place to monitor performance.</li> </ul>
R5	Improve the Partnership's strategic planning for basic skills to meet young people's needs	<ul style="list-style-type: none"> <li>• The Flintshire 14-19 Network has implemented a Common Assessment Framework for Basic Skills across providers.</li> </ul>
R6	Improve opportunities for young people to use the Welsh language, and to receive services bilingually, or in other languages of their choice	<ul style="list-style-type: none"> <li>• All materials produced by the YPP are bilingual.</li> <li>• All Youth Conferences and young people's YPP meetings have translation facilities available.</li> <li>• Flintshire County Council has access to translation facilities for languages other than Welsh.</li> </ul>
R7	Ensure that providers from different agencies work well together to improve support for vulnerable young people.	<ul style="list-style-type: none"> <li>• The Cymorth Management Board has adopted a commissioning approach to support services, which ensures that provision is complementary and duplication is avoided.</li> <li>• The Flintshire 14-19 Network also ensures a coordinated approach to support services for young people.</li> <li>• The Voluntary Sector Youth Service Forum provides an information sharing network across the sector.</li> </ul>

R8	Ensure that vulnerable and hard to reach young people have good access to informal and open access youth support services	<ul style="list-style-type: none"> <li>• Specialist support services have been set up by the Youth Service in partnership with other providers, both as part of the 14-19 Network and the Cymorth programme.</li> <li>• In partnership with Children’s Services, the Youth Service has appointed a Youth Worker to support young people at risk of entering the Looked After system, with the aim of preventing this where possible.</li> <li>• There is a Youth Worker seconded to the Youth Justice Service.</li> <li>• The Information Shop for Young People in Holywell is open to all young people.</li> <li>• The YPP commissioned a research project into the needs of hard to reach young people, and the report has recently been circulated to providers.</li> <li>• The CYPP has commissioned a universal Advocacy Service to represent vulnerable children and young people.</li> <li>• The County Youth Forum has worked on an outreach basis, and has engaged young people from Save the Family, a local voluntary sector project for families in crisis.</li> </ul>
R9	Further develop the Partnership’s data gathering and analysis to improve planning	<ul style="list-style-type: none"> <li>• A detailed needs analysis has been conducted to inform the Children and Young People’s Plan.</li> <li>• Rainer Communities that Care are being commissioned to carry out an in depth survey of</li> </ul>

		<p>risk and protective factors of young people in Flintshire.</p> <ul style="list-style-type: none"> <li>• The all-Wales Ffynnon system will provide useful data and analysis of information.</li> </ul>
R10	Ensure all partners implement performance management measures to cascade the Partnership's priorities to the work programmes of all staff	<ul style="list-style-type: none"> <li>• There is a detailed Workforce Development section in the Children and Young People's Plan.</li> <li>• Partnership Bulletins are circulated to all providers and other partnerships.</li> <li>• The "youngflintshire" website is up and running.</li> <li>• A Text Messaging service is soon to be implemented, and this will include information for staff.</li> <li>• The Children's Information Service is also used to inform staff of developments and priorities.</li> </ul>
R11	Develop robust quality assurance systems across the partnership to measure the impact of service provision upon young people, and enable partners to develop and share good practice	<ul style="list-style-type: none"> <li>• The Youth Service has further developed its Quality Assurance system to include young people as members of the inspection team.</li> <li>• More work is needed at Partnership level to establish what QA systems are in place within other providers.</li> </ul>
R12	Increase the representation by Welsh speaking, ethnic minority and hard-to-reach young people on consultative bodies	<ul style="list-style-type: none"> <li>• YPP meetings are accessible to Welsh speakers</li> <li>• Consultation on the Children and Young People's Plan was bilingual</li> <li>• Flintshire has elected a young person as an Equalities representative on Funky Dragon's Grand Council.</li> </ul>
R13	Develop and implement robust systems which help the Partnership to identify, plan and monitor the use of resources against its agreed strategic objectives, to meet the needs of	<ul style="list-style-type: none"> <li>• A process of auditing resources has been carried out, but further work is needed to develop this, so that the YPP is fully aware of all</li> </ul>

	young people better and to plan for effective sharing of resources	<p>the resources available to services across the County.</p> <ul style="list-style-type: none"> <li>• There is a Resources section in the Children and Young People's Plan.</li> </ul>
R14	Develop strategies to sustain current and future activities when external funding streams end	<ul style="list-style-type: none"> <li>• CYPP has implemented a commissioning strategy for Cymorth funded projects, which includes a requirement for exit planning.</li> <li>• There is more work to do on this recommendation.</li> </ul>

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 7**

**REPORT TO:**        **EXECUTIVE**

**DATE :**             **05 AUGUST 2008**

**REPORT BY:**      **CHIEF EXECUTIVE**

**SUBJECT :**         **POST OFFICE CLOSURES - NORTH WALES**

**1.00 PURPOSE OF REPORT**

1.01 To update the Executive on the proposed Post Office closures programme.

**2.00 BACKGROUND**

2.01 At its meeting on the 15th July 2008, the Executive considered a report setting out the background to the proposed post office closure programme across the UK, the timetable for the announcement of the closures proposed for Flintshire and North Wales and the subsequent public consultation exercise running from 29th July to 15th September 2008 by Post Office Limited.

2.02 At this meeting it was agreed:

"that an update on the Post Office closures for Flintshire be submitted to the meeting of the Executive on the 5th August, 2008, following the announcement of closures on the 29th July 2008, and a further report be considered at the meeting of the Executive in September 2008 so that consideration can be given to the Council's response."

**3.00 CONSIDERATIONS**

**Proposals for Flintshire/North Wales**

3.01 At the time of writing this report the precise details of all the proposals for Flintshire and North Wales are still awaited; a verbal update will be provided at the meeting which will expand on the detailed closure proposals. The proposed closures announcement will be published by Post Office Ltd via their website on the 29th July. ([www.postoffice.co.uk/networkchange](http://www.postoffice.co.uk/networkchange))

3.02 It was previously reported that the Welsh Local Government Association (WLGA) is in continuing dialogue with Post Office Limited over its potential post office closures across Wales and possible local government involvement in post office business in the future.

3.03 Post Office Limited recently announced that it intended to relaunch the Post Office Development Fund in Wales in January 2009 and a consultation

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Date: 20/08/2008

exercise will commence in late summer. The previous Post Office Development Fund provided capital grants of up to £50,000 to enable subpostmasters to renovate their post offices and widen the range of services and products offered to customers. It is intended that the new scheme will fund both capital and revenue expenditure.

3.04 In addition Post Office Limited has recently issued a guidance note "Local Funding" which sets out a framework against which interested parties (local authorities, community groups and other parties) may enter into discussions with Post Office Limited where they have a desire to locally fund the provision of essential community services of which Post Office services may be one example.

3.05 However the guidance note states "in those areas where Network change has not yet been completed, any discussions taking place between Post Office Limited and an interested party will not influence the final decision as to whether a particular outlet is closed with the Network Change Programme. These discussions are entirely independent of the Network Change Programme."

3.06 At its meeting on the 15th July there was some discussion on Outreach. Outreach is an alternative way to continue to provide Post Office services in some of the locations where a branch has been closed. There are four types of Outreach services:

- Mobile Post Office
- Hosted Service
- Partner Service
- Home Delivery Service

3.07 For each service an established subpostmaster (known as the "core" subpostmaster) will travel into a nearby community to provide a local Post Office service in addition to running their own Post Office branch.

3.08 Over the past 18 months, 70 Outreach access points have been trialled. These services have been provided by 28 core branches, and this also draws on Post Office experience of operating over 250 satellite branches since 2000.

#### **4.00 RECOMMENDATIONS**

4.01 The Executive is recommend to:

- (i) receive the verbal update on the Post Office Closures for Flintshire;
- (ii) consider and make an initial response to the consultation exercise, the proposed closure and outreach centres programme and the impact within Flintshire;

- (iii) agree that a further report be considered by Executive in September setting out the Council's formal response to the consultation exercise; and
- (iv) note the proposal to relaunch the Post Office Development Fund in Wales as set out in paragraph 3.03 of the report and agree to respond to the planned consultation exercise.

## **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no financial implications associated with this report.

## **6.00 ANTI POVERTY IMPACT**

6.01 There are no anti-poverty impacts contained within this report noting that the closure of post offices could adversely affect:  
(1) Vulnerable people  
and  
(2) Rural communities

## **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no environmental impacts contained within this report.

## **8.00 EQUALITIES IMPACT**

8.01 There are no Equalities impacts contained within this report. Although any Post Office closures will have equalities implications particularly for those with a disability or who are reliant on public transport.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no personnel implications arising from this report.

## **10.00 CONSULTATION REQUIRED**

10.01 There is no required for consultation directly associated with this report.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 None

## **12.00 APPENDICES**

12.01 None

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

Contained within the relevant file held in the Policy Unit.

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 8**

**REPORT TO: EXECUTIVE**

**DATE : 05 AUGUST 2008**

**REPORT BY: ACTING DIRECTOR OF ENVIRONMENT & REGENERATION**

**SUBJECT : MOLD TO SALTNEY GREENWAY**

**1.00 PURPOSE OF REPORT**

- 1.01 To seek Members approval to adopting the Mold to Saltney Greenway for further investigation, in accordance with the recommendations contained within the Executive Summary prepared by Faber Maunsell and included as an appendix to this report.

**2.00 BACKGROUND**

- 2.01 As part of the TAI TH Public Transport Investment Programme funded by the Welsh Assembly Government through Transport Grant a feasibility study into the possibility of using the track bed of the former Mold to Chester railway line to provide a shared use path for cycling and walking has been undertaken.

- 2.02 An operational railway line was in existence between Mold and Saltney in Flintshire, North Wales until the early 1960's. Part of the line remained open for occasional freight until the late 1970's but has since remained disused. Faber Maunsell was appointed by Taith to undertake a feasibility study examining the potential for utilising approximately 17km of the disused railway line to provide a new "greenway" facility for pedestrians, cyclists and equestrians. In accordance with the brief, the appointment is threefold:

Stage 1 - to produce a technical feasibility study to identify the available route options;

Stage 2 - to take the initial proposals to public consultation; and

Stage 3 - to investigate potential sources of funding for implementation of the project.

- 2.03 Stage 1 has been completed and a report was prepared of which the Executive Summary is included as an appendix to this report.

**3.00 CONSIDERATIONS**

- 3.01 The preliminary investigations have concluded that it appears feasible to construct a greenway facility along the route of the disused railway line.
- 3.02 A review of local and national policy indicates the proposals are consistent with current policy and that the greenway would provide a valuable resource for the local communities, which is likely to be used by a large volume of users.
- 3.03 The land originally occupied by the railway line is now in the ownership of various third parties, and significant land acquisition will be required to implement the greenway proposal.
- 3.04 It is clear that although the scheme is feasible, much more investigation and consultation is necessary before a Mold to Saltney Greenway proposal could be implemented.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Members approve the adoption of the Mold to Saltney Greenway for further investigation and consultation.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 Further investigation and consultation will be funded from the Welsh Assembly Government Transport Grant allocated for the TAITH Public Transport Investment Programme for 2008 - 2009. There is an allocation within that budget of £500,000 to undertake further investigation and consultation, as well as preparing the detail design and commencing implementation of a first phase of the Mold to Saltney Greenway.
- 5.02 The £500,000 allocation from the Welsh Assembly Government (WAG) through TAITH is in initial allocation to further develop the options, undertake consultation and, if possible, implement a short stand alone phase, likely to be County Hall to Mold. Further phases would be implemented using WAG funding provided through TAITH as Transport Grant funding or funding allocation for the implementation of strategies within the Regional Transport Plan.
- 5.03 The allocation for the cycleway is part of the TAITH Public Transport Infrastructure Fund, the expenditure of which is currently delegated to the TAITH public transport group. It has been agreed at that group that if an individual scheme within the programme was unable to go ahead, the money for the scheme would go back into the pot for the group to re-allocate. It was not available for an individual Council to use.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 The provision of the greenway, if implemented, would provide useful links for the socially deprived to gain access to the major employment areas based in Chester, Broughton and Mold and may overcome one of the barriers to employment and the skills deficit within the area.

## **7.00 ENVIRONMENTAL IMPACT**

- 7.01 There would be environmental benefits from providing the greenway by encouraging people to utilise more sustainable forms of transport, such as cycling and walking, within a safer environment.
- 7.02 As part of the further investigation and consultation, detailed environmental assessments of the route will be required and where necessary mitigation measures provided.

## **8.00 EQUALITIES IMPACT**

- 8.01 The provision of the greenway would provide access for all, including those with physical disabilities.

## **9.00 PERSONNEL IMPLICATIONS**

- 9.01 Much of the work is intended to be undertaken by the Consultant, with project management and some input from officers. Officer involvement will form part of their day to day duties and additional personnel should not be necessary.

## **10.00 CONSULTATION REQUIRED**

- 10.01 The development of the proposals will require consultation with Members, stakeholders and landowners.

## **11.00 CONSULTATION UNDERTAKEN**

- 11.01 None

## **12.00 APPENDICES**

- 12.01 Mold to Saltney Greenway Executive Summary

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

## Appendices to Mold to Saltney Greenway Executive Summary

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**Mold to Saltney Greenway**  
Executive Summary

Taith  
November 2007

Prepared by:



Rhys Mander  
Senior Consultant

Approved by:



Mike Tan  
Associate Director

Mold to Saltney Greenway

Rev No	Comments	Date
A		30.11.2007

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Date Created November 2007

This contains confidential and commercially sensitive information, which shall not be disclosed to third parties.

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# Executive Summary

## 1. Introduction

An operational railway line was in existence between Mold and Saltney in Flintshire, North Wales until the early 1960's. Part of the line remained open for occasional freight until the late 1970's but has since remained disused. Faber Maunsell has been appointed by Taith to undertake a feasibility study examining the potential for utilising approximately 17km of the disused railway line to provide a new "greenway" facility for pedestrians, cyclists and equestrians.

In accordance with the brief, Faber Maunsell's appointment is threefold:

- to produce a technical feasibility study to identify the available route options;
- to take the initial proposals to public consultation; and
- to investigate potential sources of funding for implementation of the project.

## 2. Aims and Objectives

The provision of a new greenway facility linking Mold and Saltney aims to increase the level of participation of pedestrians, cyclists and equestrians with a view to encouraging modal shift away from car usage.

Cycling is becoming an increasingly important element of transportation strategies in achieving sustainable development and can offer many well documented benefits including health, environmental and economic benefits whilst being a suitable form of transport for many local journeys.

The proposal to introduce route between Mold and Saltney aims to improve accessibility by removing any "barriers" that would otherwise discourage potential users from cycling or walking. Such barriers could include safety concerns and the availability and accessibility of good quality facilities. The design of the Mold to Saltney Greenway shall adopt current best practice, aiming to remove these barriers through providing good, well considered design solutions.

## 3. Potential Benefits

The proposed greenway is likely to have benefits in terms of improving health and fitness, reducing pollution and tackling congestion.

## 4. Review of Current Policy and Strategy

The study has also examined current local and national policy to demonstrate how the proposed Mold to Saltney Greenway complies with each strategy. It has been shown that the proposals are in line with the policies set out in the Welsh Assembly Government's Planning Policy Wales, the Regional Transport Plan for North Wales, the Wales Transport Strategy, the Flintshire Deposit Draft Unitary Development Plan for 2000 to 2015 and Flintshire County Council's Local Transport Plan.

It should be noted that projects requiring public funding or the approval of the Welsh Assembly Government are required to be planned and appraised in accordance with the Welsh Assembly Government's Transport Planning and Appraisal Guidance (WelTAG). This WelTAG process is discussed further in the full report.



## 5. Review of the Existing Situation

The majority of the proposed route lies in a rural setting and passes near to the towns and villages of Buckley, Penyffordd, Higher Kinnerton, Lower Kinnerton and Broughton. Site observations indicate that the area has a strong cycling culture with many leisure and commuter cyclists being observed.

In order to travel between Mold and Saltney at present, cyclists are restricted to using the existing highway network. Using the most direct routes would involve cycling along a series of relatively high speed A classified roads, with the option of diverting to lower category roads through the various towns and villages that lie along the route. There is little provision made for cyclists along the route and as such it would not be an attractive option for many potential users. Furthermore, some sections are unlit.

In order to walk between Mold and Saltney, there are a number of footpaths available that run adjacent to the proposed route. The majority of the footpaths are unmade routes that pass through agricultural fields in private ownership. Therefore in order to have a quality route for pedestrians, walkers would be restricted to using the existing highway network. However, even in some sections there are no footways and road widths are narrow.

There are a small number of bridleways available within the vicinity of the proposed route, however they do not form a continuous link that would be suitable for riding any long distance. Horse riders are generally restricted to using the highway network and adjacent fields to travel any significant distance.

In conclusion, the existing provision for walkers, cyclists and equestrians between Mold and Saltney and the adjacent towns and villages is poor.

## 6. Determining the Corridor of Study

One of the primary drivers for this study is to ascertain whether or not it is feasible to utilise the disused railway line to provide a greenway facility. As such the primary corridor of study is predetermined. Nevertheless, when planning a route aimed at providing facilities for cyclists, walkers and equestrians it is important to identify all potential trip destinations (where people want to get to) and all possible trip generators (where people are coming from). As such, a number of other corridors of study have also been examined that would provide vital links to the various trip destinations and trip generators along the route.

## 7. Study Methodology

Much of the feasibility study was completed as a desk top study, with site walkovers during August and September 2007 to ensure a full appreciation of the site and the various constraints. The study was broken down into the following tasks:

- a review of current best practice to produce a suite of design strategies;
- option development;
- identification of the preferred route;
- a review of land ownership;
- ecology, cultural heritage and archaeology reviews;
- cost analysis of the various options identified;
- Stage 1 Road Safety Audit and Cycle Audit;
- funding review to identify potential sources of funding;
- public consultation (it should be noted that public consultation shall follow consideration of this report by the Taith Board and also the Flintshire County Council Cabinet).

## 8. Design Methodology

The proposed greenway should be direct, attractive, safe, convenient to access, easy to follow and comfortable for walkers, cyclists and horse riders. In order to achieve this it is common practice to consider the five key principles of safety, accessibility, convenience, comfort and attractiveness. These key principles shall be fundamental throughout the development of the greenway and have been considered wherever key design decisions have to be made.

A suite of design strategies has been developed to identify the possible methods available for dealing with the various physical constraints, as well as other constraints such as legal constraints. Each strategy was developed from current best practice in consultation with various guidance notes. The design strategies are listed below:

- Cycling strategy;
- Pedestrian strategy;
- Strategy for the Provision of Resting Facilities;
- Equestrian Strategy;
- Pavement Strategy;
- Construction Strategy;
- Sustainability Strategy;
- Drainage Strategy;
- Lighting Strategy;
- Tree Strategy;
- Maintenance Strategy;
- Structures Strategy;
- Access Control and Enforcement Strategy;
- Security Strategy;
- Legal Strategy;
- Strategy for Mitigating the Impacts for Adjacent Landowners;
- Monitoring Strategy;
- Health and Safety Strategy.

## 9. Option Development

Following the development of the design strategies, a site walkover was conducted to identify the various site constraints. This included constraints such as the existing highway network, water courses, live railways and development that has already taken place on the route of the original railway. The suite of design strategies was then applied at each location, with consideration given to the risks involved and the likely costs required, to identify a range of options for dealing with each constraint. These have generally been developed as high, medium or low cost options.

The walkover also included a visual inspection of some of the original railway structures that are still in place. The visual inspection was intended to act as a screening exercise to ascertain whether or not the structure could be used and if so how much work would be required in order to return the structure to use. It is recommended that a detailed structural inspection would be required at detailed design stage. Furthermore it is recommended that intrusive site investigations should be commissioned in order to assess ground conditions along the proposed route.

The findings of the initial site walkover are presented in the **Series 300 Drawings** available in **Appendix 3** of the full report.

## 10. Development of the Preferred Option

Following the completion of the initial route alignment options a meeting was held with officers from Taith, Flintshire County Council and Sustrans to review the initial proposals and ensure the options met with the Client's aspirations.

The preferred option is presented in the **Series 400 Drawings** provided in **Appendix 4** of the full report. The drawings provide an overview of the route using notes, photos and 3D images which provide a visualisation of the options available. It is intended that these drawings would form the basis of the public consultation material.

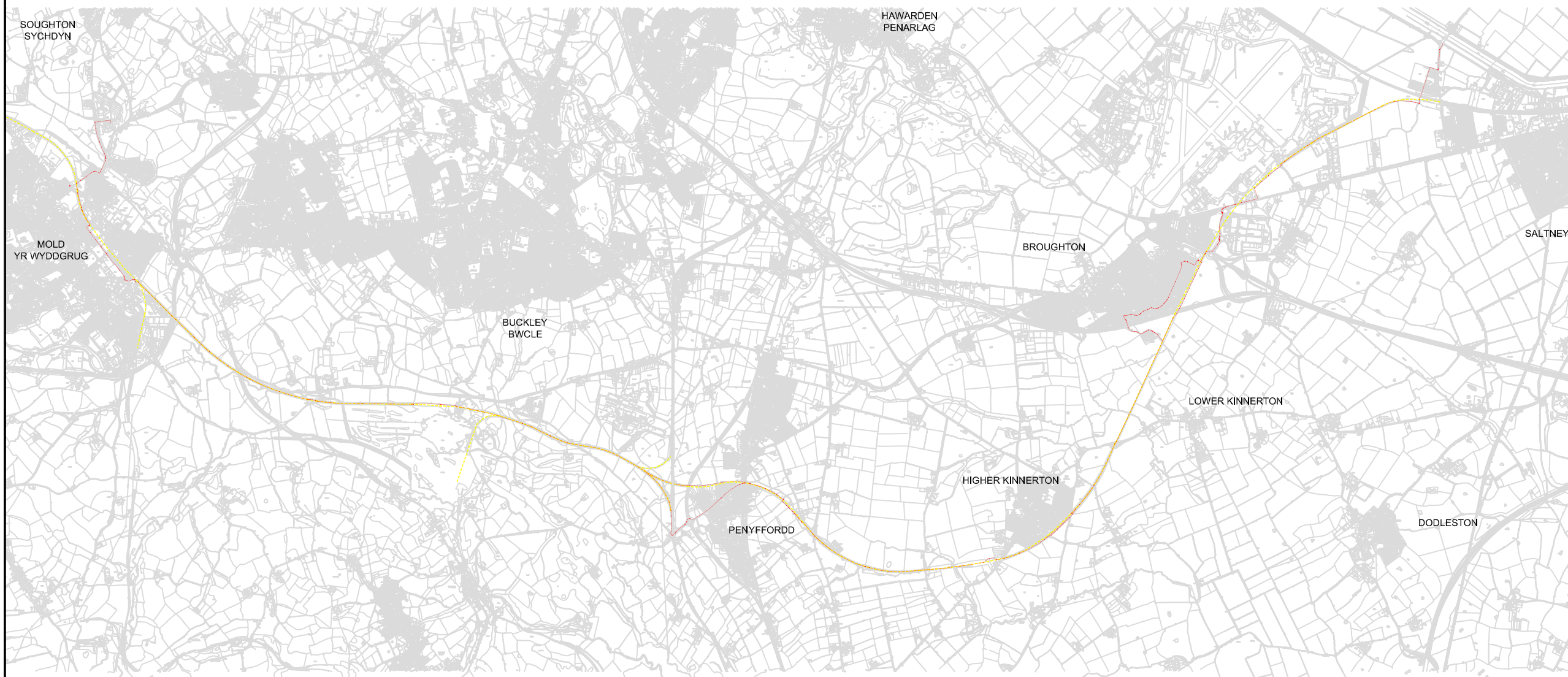
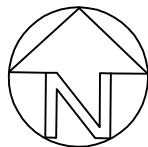
A summary of the route is presented in the A3 drawing overleaf, although the **Series 400 Drawings** should be consulted for full details of the proposals. It should be noted that the proposals have been subject to a Stage 1 Road Safety Audit and Cycle Audit, the recommendations of which should be incorporated at detailed design stage.

**Figure 10.1** below shows a typical cross section through the greenway. This illustrates the construction details that have been developed taking into account the recommendations of the cycling, pedestrian and equestrian strategies. It is proposed to provide a 3 metre wide shared cycleway/footway facility and a 2 metre wide bridleway segregated by a 1 metre wide strip of grass verge.



Figure 10.1 - Typical cross section indicating the proposed greenway construction





NOTES:

KEY

- Approximate route of disused railway
- Proposed route for Greenway

Client:	<b>TAITH</b>
Project:	<b>MOLD TO SALTNEY GREENWAY</b>

Title:	<b>PROPOSED ROUTE</b>
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## 11. Buildability Review

In accordance with the designer's duties under the CDM Regulations, a buildability review has been undertaken to ascertain whether or not it is feasible to carry out the construction.

It is envisaged that the majority of construction operations would be standard, however there would be risks associated with some elements of the proposed construction such as tunnelling, bridge works, working adjacent to the live railway, works affecting the trunk road network, working adjacent to water and working at height (on the embankment). In accordance with the CDM Regulations the designer shall be responsible for incorporating measures to mitigate these risks through sound design solutions.

One potential barrier during construction phase could be the accessibility of the sites. It is envisaged that construction plant would gain access to the site via the existing highway network. However it is inevitable that at some locations the adjacent land owners will be required to give permission for construction plant to access the site via adjacent privately owned land. Negotiations with adjacent land owners shall be required, however easements and temporary licence agreements may be necessary.

## 12. Land Ownership

Since the original railway was abandoned in the 1960's and 1970's the ownership of the original railway corridor has been broken up into several land owners. It is understood that none of this land is currently owned by the Flintshire County Council. Therefore significant land purchase would be required in order to achieve the proposed route. As such an appreciation of the land ownership implications is key to the development of the greenway proposal.

The feasibility study focussed on identifying the known boundaries of land that may be affected by the proposed greenway. Faber Maunsell commissioned a Land Registry Office search which revealed approximately 200 different title deeds on or adjoining the disused railway route. The search also revealed that there are a number of areas of land that do not appear to be registered, which will require further investigation during land acquisition.

Identifying the boundaries and the ownership associated with each area of land will ensure consultation can be carried out with the affected land owners.

## 13. Land Acquisition

Land acquisition can be achieved through agreement with the land owner or through compulsory purchase.

Land acquisition by agreement should always be investigated as the primary objective. It is recommended that the affected land owners should be approached at an early stage to identify whether or not they would be willing to accept an offer for the purchase of their land. Should the purchase of land be deemed inappropriate, it may be possible to introduce a permissive route in agreement with the land owner, which would involve the Highway Authority and the land owner entering into a formal agreement to allow access along the proposed route.

It may not always be possible to purchase land in agreement with the land owner, and it may not always be appropriate to introduce a permissive route. If this is the case then land can be acquired using Compulsory Purchase Order (CPO) powers. The CPO process would usually be progressed under the Planning and Compulsory Purchase Act 2004 or otherwise under the Acquisition of Land Act 1981.

It is important to note that the acquiring authority would not have the powers to compulsorily acquire land until the appropriate department of the Welsh Assembly Government had confirmed the CPO. It should also be noted that the CPO process can be extremely costly and sufficient provision must be made before embarking on the CPO route. Costs incurred would include the management and pursuit to public inquiry, the legal support for appeals and conveyancing of acquisitions.

## 14. Land Prices

The Valuation Office Agency and DEFRA periodically publish agricultural land prices. In 2004 the average land price for agricultural land was estimated at £7,654 per hectare. It should be noted that this price is subject to fluctuation but is generally on a rising trend and as such current prices can be estimated in the region of £9,000 per hectare. This figure would vary in terms of location and current use as well as the potential land use and therefore it is prudent to put a significant contingency on this value and estimate the land prices at approximately £20,000 per hectare.

Assuming a length of 17km and a corridor width of 10 metres, it would be necessary to acquire a total of 17 hectares of land, which equates to a cost of approximately £350,000. It should be noted that this cost does not take into consideration the costs associated with negotiations with the land owners, CPO procedures, management, inquiries and conveyancing.

## 15. Ecological Constraints

A preliminary ecological study of the site has been undertaken in order to identify the main ecological constraints. The objectives of the study were to:

- identify any designated wildlife sites and notable species within a 1km radius of the site;
- identify any Special Areas for Conservation (SACs) designated for bats within a 5km radius of the site;
- identify the main ecological constraints to the development related to the presence of protected species and/or habitats in the vicinity of the greenway;
- recommend further survey requirements;
- outline possible protected species licence requirements.

The study also highlighted the current legislation and policy that must be adhered to. For example, if any protected species or habitats are identified as being at risk from proposed works then licences will be required from the Welsh Assembly Government.

The results of the study shall be used in order to incorporate mitigating measures into the detailed design. It is recommended that several additional surveys will be required in order to produce a detailed impact assessment.

It should be emphasised whilst the potential ecological impacts are likely to be greatest during construction, it is entirely possible, with appropriate consideration and planning, that the greenway could provide a significant environmental improvement on completion. As such the proposed greenway should be viewed as an ecological opportunity.

## 16. Cultural Heritage and Archaeological Review

The proposed greenway also has implications for the cultural heritage resource in the vicinity of the proposed route. This includes upstanding monuments, occupied historic structures and buried archaeology. The preliminary study identified all scheduled ancient monuments, listed buildings, conservation areas and other non-statutory sites along the route.

The main issues arising from the study relate to the railway and its associated features. Further study of this aspect is recommended, comprising a desk-based review, principally of historic maps, followed by a walkover inspection of the route. This would enable all relevant features to be identified, and their state of preservation in the modern day to be understood. The study would identify any features that are worthy of preservation, and suggest others which will require recording if they are at risk from the project's construction. Preservation by record, that is to say through written notes, drawings and photographs, can also be considered as an option for mitigation.

## 17. Cost Estimate

Due to the nature of the proposals being in their infancy in terms of option development, it has been possible to formulate a range of construction cost estimates depending upon the level of facility that is to be provided. Utilising the high, medium and low cost options it has been possible to produce do-minimum and do-maximum construction cost estimates of £3.2m and £8.0m respectively.

However this does not take into account the costs associated with land acquisition, detailed design, diversion of Statutory Undertaker's plant, inflation, environmental mitigation measures, further survey works and the undertaking of CDM responsibilities, which could together represent a significant proportion of the project costs from £825,000 to £1,635,000.

Current WeITAG guidance highlights the need to take into account risk, uncertainty and optimism bias in the estimation of costs. It is advised that all proposals should include an allowance for optimism bias in cost estimates, such that the capital costs need to be uplifted to reflect the degree of risk in construction, potential delays and the processes for scheme development such as statutory procedures.

As the project develops it will be possible to refine the cost estimate as it becomes possible to better quantify and value the risks involved in delivering the project. However, as this project in its very early stages of development, it is recommended that an uplift of 44% should be applied to the cost estimate. This increases the do minimum as do maximum cost estimates as follows:

Do-minimum cost estimate: £5.8m

Do-maximum cost estimate: £13.9m

For reference it is estimated that constructing a 17km long 7.3 metre wide, single lane, rural road would cost in the region of £20m to £30m.

It is also important to take into consideration the likely ongoing costs involved with the operation and maintenance of the facility as well as the capital costs associated with constructing the facility. As such, the likely annual maintenance costs for grass cutting, vegetation clearance, weed killing, maintenance of the surface, emptying litter bins, damage to infrastructure (i.e. resting areas etc.), graffiti removal, drainage maintenance, upkeep of street lighting etc. should all be taken into consideration.

## 18. Funding

It can be seen that significant levels of funding are required in order to achieve the Mold to Saltney Greenway. Therefore securing funding for the project represents one of the primary risks to the successful delivery of the Mold to Saltney Greenway.

However, the greenway is likely to have an impact across a wide range of issues including health, transport, tourism and leisure, sport and recreation, regeneration and the environment. As such it should be possible to secure funding from a wide range of sources including the Welsh Assembly Government Transport Grant Settlement, the European Union, developer contributions, contributions from existing major employment sites, Sustrans, Parks for People, Mold Cillaslow and other specific fundraising activities.

It is recommended that each of the funding sources identified above should be investigated and pursued in order to secure the maximum amount of funding for the proposal. It is also recommended that Taith and Flintshire County Council should take steps to formulate and adopt a funding strategy and ensure officers across the various relevant departments are fully aware of the project's objectives. It is also recommended that funding should be staged in two phases, firstly for the planning and detailed design and secondly for construction.

## 19. Implementation

It is extremely unlikely that sufficient funding would be secured that would allow the entire greenway to be implemented in one operation. Therefore there is likely to be a phased implementation of the route

as funding becomes available. It will be necessary to prioritise sections of the route to allow funding to be directed to those sections of the route that are likely to provide the greatest benefit with the aim of achieving “quick wins” whilst bearing in mind the overall strategy for achieving the Mold to Saltney Greenway. **Table 19.1** illustrates a possible implementation programme.

**Table 19.1 - Proposed phased implementation programme**

Priority	Location
1st (concurrently)	Mold
1st (concurrently)	Saltney to Broughton
2nd	Mold to Penyffordd
3rd (concurrently)	Broughton to Higher Kinnerton
3rd (concurrently)	Higher Kinnerton to Penyffordd

This implementation programme has been developed by analysing the likely benefits of the route for the adjacent communities within the vicinity of each section of the route. This has considered the density of residential areas, centres of employment, safe routes to schools and other criteria.

During implementation it will be inevitable that some “dead end” routes will be provided until such time when the entire route can be completed. It is suggested that temporary rest areas with picnic tables and other facilities could be provided at such locations.

It should be noted that the implementation programme intended only as a guide and it is recognised that the programme will be subject to change as priorities shift and funding becomes available.

## 20. Possible Future Expansion

Throughout the study it has been apparent that there is potential for future expansion of the proposed greenway westward from Mold towards Denbigh, where the original railway joined the Rhyl to Corwen line.

## 21. Consultation

In accordance with the brief, Faber Maunsell shall assist Taith in carrying out a public consultation in order to ascertain local opinion regarding the greenway proposals. The undertaking of consultation is likely to be key to the success of the project.

A number of local people would be affected by the proposals, some in a positive manner and some with negative impacts. It is important to engage in a consultation process to ensure any negative impacts are mitigated and minimised. Furthermore, a well considered consultation process can provide valuable information that may be key in implementing a successful, useable facility that meets the needs of the local community in a sympathetic manner.

Several key stakeholders have been identified with whom consultation shall be essential: Elected Members; Council Officers (cross-department consultation); Sustrans; the Environment Agency; local cycling, walking and equestrian groups; local disability groups; tourism bodies; neighbouring Local Authorities; the Police; local Chambers of Commerce; public transport groups (including bus and rail operators); affected land owners; neighbouring land owners; local schools; local major employers.

It is recommended that local members should take a decision on how best to undertake initial public consultations. It is suggested that it may be appropriate to hold public exhibitions in early 2008 with two evening sessions, one in Mold and one in Broughton.



## 22. Conclusions

Preliminary investigations have concluded that it appears feasible to construct a greenway facility along the route of the disused railway line.

A review of local and national policy indicates that the proposals are consistent with current policy. Furthermore, it is anticipated that the greenway would provide a valuable resource for the local communities and is likely to be used by a large volume of users.

A suite of design strategies has been developed for use during detailed design to ensure a safe, accessible, convenient, comfortable and attractive facility is introduced.

Construction costs will largely be dependant upon the quality of facility introduced and as such low, medium and high costs solutions have been developed for the various elements of the greenway. The do-minimum and do-maximum costs are estimated at £5.8m and £13.9m respectively.

Significant levels of funding would be required in order to construct the facility, and currently no funding has yet been secured. Securing the necessary funding currently represents one of the primary risks to the successful delivery of the project. The report has identified several potential funding sources which should be pursued in order to progress the proposals.

The land originally occupied by the railway line is now in the ownership of various third parties, and as such significant land acquisition shall be required in order to implement the greenway.

Ecological, cultural heritage and archaeology implications have been investigated and it is clear that significant detailed survey works shall be required in order to identify appropriate mitigating measures that should be considered during design. It should be noted that these surveys are likely to be season dependant.

It shall be necessary to undertake a comprehensive public consultation exercise in order to engage with key stakeholders and to ensure a level of ownership for those affected by the proposals. Furthermore, measures to mitigate against any negative impacts for adjacent land owners can be developed in consultation with the affected parties.

## 23. Recommendations

It is recommended that Taith and Flintshire County Council undertake the following activities, in order of priority:

- Undertake public consultation to gauge opinion of affected parties and key stakeholders;
- Ensure that the report and its recommendations are formally adopted by Flintshire County Council and ensure endorsement by the various department and inclusion in the Regional Transport Plan;
- Undertake a WelTAG Stage 1 appraisal;
- Identify funding opportunities and secure the necessary funding;
- Prioritise the phased implementation depending on the level of funding available;
- Initiate land acquisition procedures;
- Initiate all consents procedures;
- Commission further survey works, for example wildlife surveys;
- Undertake surveys to ascertain baseline data for current usage to allow future monitoring;
- Undertake implementation phase 1 - planning and detailed design;
- Undertake further detailed consultation with affected parties;
- Undertake implementation phase 2 - construction.

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 9**

**REPORT TO: EXECUTIVE**

**DATE : 05 AUGUST 2008**

**REPORT BY: ACTING DIRECTOR OF ENVIRONMENT & REGENERATION**

**SUBJECT : RURAL DEVELOPMENT PLAN FOR WALES 2007 - 2013 -  
RESOURCING**

**1.00 PURPOSE OF REPORT**

1.01 To seek approval for resourcing through the creation of two new posts within the Regeneration Division and release these posts for recruitment. These posts will assist with the implementation of Axis 3 of the Rural Development Plan for Wales (RDP) 2007 - 2013. Set out in Appendix 1 is an explanatory note describing each of the four RDP Axes.

**2.00 BACKGROUND**

2.01 The progress in developing the RDP was reported to Executive on 1st August 2006, 21st November 2006, 18th September 2007 and 30th January 2008. These reports outlined the purpose of the programme, the progress to date and summarised the key role that the County Council would play in ensuring the success of the programme, in conjunction with the Flintshire Rural Partnership.

2.02 The County Council is acting as the Lead Body providing the administration support and management for the programme. This includes supporting the Flintshire Rural Partnership, providing programme, project, contract and risk management, monitoring and evaluating the success of the programme, making payments in accordance with funding requirements and acting as Grant Recipient Body for the Flintshire Rural Partnership, delivery organisations and beneficiaries.

2.03 The Flintshire Rural Partnership was established in accordance with WAG guidance in order to steer the Rural Development Plan, to develop projects and to monitor the programme. The membership of the Partnership includes the public, private, community and voluntary sectors.

2.04 Flintshire County Council, on behalf of the Flintshire Rural Partnership, prepared and submitted a detailed Business Plan outlining projects to be undertaken under Axis 3 and Axis 4 of the RDP, resources required, outputs to be achieved and management arrangements for the period 2008 to 2010. This was submitted to WAG on 28th November 2007.

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Date: 20/08/2008

- 2.05 Measures under Axis 3 seek to increase economic performance and income levels and improve the quality of life, whilst addressing issues of social inclusion and isolation within rural areas. The County Council is responsible for overseeing the implementation of Axis 3 in Flintshire.
- 2.06 Axis 4 seeks to pilot innovative projects, using the LEADER methodology, that address Axis 1, 2 and 3 of the RDP. The County Council will not be the Lead body for Axis 4. This will be delivered in Flintshire by Cadwyn Clwyd who will contract directly with WAG.

### **3.00 CONSIDERATIONS**

- 3.01 The County Council received notification from WAG on 18th June 2008, that seven Axis 3 and five Axis 4 projects of the Business Plan have been awarded funding of approximately £4.1 million. This funding will support the implementation of projects until February 2010. A total of £47.8 million has been awarded by WAG to projects across 18 rural local authority areas.
- 3.02 The RDP will cover the costs incurred by the Lead Body and will cover the following elements:
- running costs of the Local Partnership including any secretarial and administrative costs;
  - costs associated with undertaking the financial roles and responsibilities;
  - running costs of the Lead Body where these relate directly to the coordination, administration, implementation, publicity, monitoring and evaluation of projects under Axis 3 and training of staff involved in the preparation and implementation of the Local Development Strategy and Local Partnership members.
- 3.03 The County Council personnel charged with overseeing the delivery arrangements for Axis 3 are the Rural Development Officer (existing post), the Finance and Monitoring Officer (new post) and the Project Support Officer (new post) with support from other officers of the Council. These three officers will sit within the Economic Development Section of the Regeneration Division.
- 3.04 A primary responsibility of the Rural Development Officer will be to oversee the successful implementation and coordination of the RDP. Their duties include:
- ensuring that the programme is being delivered in accordance with rules and regulations specified by WAG and the EU;
  - providing the secretariat support and guidance to the Flintshire Rural Partnership;
  - monitoring the progress of projects and the RDP programme to minimise any risk to the Council;

- line managing the two officers.

The Officer was also responsible for submitting the RDP submission to WAG and will be responsible for compiling and submitting subsequent submissions.

3.05 The Finance and Monitoring Officer will support the Rural Development Officer in the successful implementation of all financial aspects of rural programmes, specifically the RDP. They will be responsible for:

- establishing, maintaining and developing the financial monitoring systems;
- ensuring the smooth and efficient running of rural regeneration programmes, such as the RDP;
- ensuring the projects comply with the requirements of the European Commission, WAG and the County Council;
- a copy of the job description for the Finance and Monitoring Officer is attached in Appendix 2.

3.06 The role of the Project Support Officer will be to support the other two posts in the successful implementation of all project support and administrative aspects of the RDP. The Officer will liaise with project delivery organisations to ensure they provide all the necessary accurate information and detail, such as financial claims, financial profiles, monitoring information and progress reports. A copy of the job description for the Project Support Officer is attached in Appendix 3.

3.07 The posts of Finance and Monitoring Officer and Project Support Officer will both be funded entirely by the RDP. The Rural Development Officer post is a permanent position currently funded by the County Council, the other two posts will be temporary until the 28 February 2010. Both of these posts have been evaluated and graded.

#### **4.00 RECOMMENDATIONS**

4.01 It is recommended that Members approve the creation of two new temporary posts within the Regeneration Division structure and approve the recruitment of a Finance and Monitoring Officer and a Project Support Officer.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The Rural Development Officer post is core funded by the County Council. The RDP will cover the cost of the officer's time spent on overseeing the implementation of the programme. The RDP will also entirely fund the Finance and Monitoring Officer and Project Support Officer posts. This will cover salaries, oncosts, travel expenses and training.

## **6.00 ANTI POVERTY IMPACT**

6.01 The measures under the RDP have been identified to assist rural areas, address deprivation and weaknesses such as low productivity employment, low economic activity rates, the existence of pockets of social inclusion and poor access to services. The programme and the Business Plan projects will therefore make an important contribution towards sustaining the communities in rural Flintshire.

## **7.00 ENVIRONMENTAL IMPACT**

7.01 Support will be given to those projects that help to conserve and make the best use of the area's natural and built environment. Environmental sustainability is one of the cross-cutting themes for the programme and all projects and contracts will need to integrate this into their design and delivery and their impact will be monitored.

## **8.00 EQUALITIES IMPACT**

8.01 Axes 3 and 4 have measures which aim to increase participation in community life, assist in establishing and expanding community-led initiatives and maximise the contribution to the economic, social, environmental and cultural regeneration of rural areas. Equal opportunities and social inclusion is a cross-cutting theme for the RDP and all projects and contracts will need to integrate this into their design and delivery and their impact will be monitored.

8.02 The Welsh language is also a cross-cutting theme for the RDP and all projects and contracts will need to integrate this into their design and delivery and their impact will be monitored.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 This report sets out the personnel implications of the RDP programme and its impact on the Council

## **10.00 CONSULTATION REQUIRED**

10.01 It is envisaged that the rural ward members, rural town and community councils, public sector agencies and voluntary and community groups will play a key role in implementing the programme and have an opportunity to be involved in many of the projects to be implemented.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 Consultation has been very wide in developing the themes and projects for the programme. Businesses, public sector agencies, landowners, voluntary groups, community councils and others have been involved in a series of working groups to ensure that the Business Plan includes projects that

addresses the priorities of the Rural Development Strategy for Flintshire and complements existing provision. In addition, as part of the open call process for Axis 3 project, organisations and groups were given an opportunity to put forward project proposals

## **12.00 APPENDICES**

- 12.01 Appendix 1 - Rural Development Plan Axes
- Appendix 2 - Finance & Monitoring Officer Job Description
- Appendix 3 - Project Support Officer Job Description

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

Draft Business Plan Guidance (WAG July 2007)  
Rural Development Strategy for Flintshire  
Flintshire Business Plan 2008 -2010

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## **Rural Development Plan for Wales**

The RDP has four major objectives, called Axes, aligned to the European Commission's priorities for rural development. The purpose of each Axes is as follows:

Axis 1 – to improve the competitiveness of the agricultural and forestry sectors.

Axis 2 – to improve the environment and the countryside

Axis 3 – to improve the quality of life in rural areas and to diversify the rural economy

Axis 4 – sets out ways to develop and support partnerships rather than specific areas of activity.

The County Council's participation is focused on the implementation of measures, and projects, outlined under Axis 3 and Axis 4, although there may well be opportunities to contribute to projects developed under the other two Axes.

### **Axis 3 – Quality of life in rural areas and diversification of the rural economy**

The measures under this Axis seek to increase economic performance and income levels and improve the quality of life whilst addressing issues of social inclusion and isolation within rural areas across Wales. The measures outlined in the RDP are:

- Diversification into non-agricultural activity
- Support for business creation and development;
- Encouragement of tourism activities;
- Provision of basic services for the economy and rural population;
- Village renewal and development;
- Conservation and upgrading of the rural heritage;
- Provision of training and information for economic actors operating in the fields covered by Axis 3; and
- Skills acquisition and animation with a view to preparing and implementing a local development strategy.

### **Axis 4 – LEADER methodology**

The key features of the LEADER approach under this Axis will be as follows:

- Development of area-based local development strategies;
- Development and support of local public-private partnerships, to be known as Local Action Groups (LAGs);
- Bottom-up approach with a decision making power for LAGs concerning the elaboration and implementation of local development strategies;
- Multi-sectoral design and implementation of the strategy;
- Implementation of innovative approaches;
- Implementation of cooperation projects; and
- Networking of local partnerships.

# Flintshire County Council

## Job Description

Job Title:	Finance and Monitoring Officer – Rural Programmes (Temporary Post)
Directorate:	Environment & Regeneration
Reports To:	Rural Development Officer
Salary Scale:	SO1
Employee No:	
Post No	

### 1. JOB PURPOSE

To support the Rural Development Officer in the successful implementation of all financial aspects of the rural programmes (particularly the Rural Development Plan 2007 – 2013) overseen by the County Council and projects/activities therein. To ensure accurate and up-to-date financial reports are provided for the County Council, the Flintshire Rural Partnership, the Welsh Assembly Government and other relevant bodies in relation to project and overall expenditure.

In fulfilling the above, the post holder will help to maximise the long term, sustainable economic benefit and rural community development within Flintshire and achieve the objectives emanating from the vision of the Council and the Flintshire Rural Partnership, for rural development.

### 2. PRINCIPAL ACCOUNTABILITIES

The principal accountabilities of the post will be:

1. to be responsible for establishing, maintaining and developing, financial monitoring systems for rural programmes on a monthly, quarterly and annual basis;
2. to maintain and develop output and impact monitoring systems for all programmes;
3. to produce progress reports for evaluating the financial expenditure, outputs and impacts of the rural programmes on a monthly, quarterly and annual basis;
4. to support the evaluation (mid-term and end-of-term) of the European and WAG funded programmes;
5. to liaise with, and support, all audit functions required by the European Commission, Welsh Assembly Government and Flintshire County Council;
6. to help identify and utilise other potential sources of match funding for projects;



7. to be responsible for advising the Flintshire Rural Partnership on the requirements of the financial outputs, project outputs and impacts; and in addition, to advise on programme rules and criteria; to attend all Partnership meetings and liaise with Partnership members;
8. to represent Flintshire County Council at external meetings as required/directed;
9. to undertake any other duties requested by the Rural Development Officer as appropriate;
10. to be responsible for developing and mainstreaming evidence files for the European Commission, Welsh Assembly Government and Flintshire County Council;
11. to be responsible for developing, maintaining and reviewing necessary financial and administrative systems required to ensure the smooth and efficient running of the rural regeneration programmes according to the requirements of the European Commission, Welsh Assembly Government and Flintshire County Council;
12. to ensure that the activities and projects of the project delivery organisations do not generate any risk to either Flintshire County Council or the Flintshire Rural Partnership;
13. to be responsible for liaising with statutory / non-statutory organisations, voluntary organisations, community groups and other departments of the Council to ensure necessary documentation to support project implementation and robust systems and procedures are in place to comply with the requirements of the appropriate rural programmes; and
14. to undertake other such duties that are required from time to time to satisfy the needs of the service and commensurate with the scale of the post.

### **3. JOB CONTEXT:**

This post is key to the Economic Development Team which is part of the Regeneration Section within the Directorate of Environment and Regeneration of Flintshire County Council. The County Council acts as the Lead Body and for the Rural Development Plan for Wales 2007-2013 which is a major rural regeneration programme funded by the European Commission and Welsh Assembly Government.

### **4. CONTACT:**

The Finance and Monitoring Officer will be in contact with a wide range of individuals and organisations including: Chief Officers, members of the Council and senior representatives from partner organisations such as: The Welsh Assembly Government (WAG), Local Authorities, Cadwyn Clwyd, statutory and non statutory organisations, local community representatives (community councillors, community committees and community groups) and the private sector.

### **5. KNOWLEDGE & EXPERIENCE:**

The Finance and Monitoring Officer will:

1. have a good standard of education and be educated to degree level or equivalent or have substantial relevant experience;
2. ideally have considerable experience of establishing and monitoring I.T. financial systems that are appropriate to European programmes;
3. ideally have experience of European auditing and evaluation systems using I.T.;
4. have experience of working on the financial side of regeneration schemes;
5. have at least three years experience of being responsible for monitoring and administering large budgets;
6. have experience of working with the local community, partner agencies and local businesses;
7. have excellent numeracy and organisational skills;
8. have good verbal, written and communication skills;
9. have a proven ability to assimilate, analyse and simplify complex written information;
10. have a proven ability to prepare and analyse financial reports;
11. have good IT skills with experience of 'Word', 'Excel' and 'Powerpoint';
12. be able to present complex statistical and financial information in a clear, non-technical format;
13. be able to attend evening meetings. The ability to work flexible hours is necessary; and
14. be a car owner / driver.

## **6. DIMENSIONS:**

The Finance and Monitoring Officer will:

1. be responsible for monitoring the expenditure of £xxxxm from the Rural Development Plan for Wales, made up of European Agriculture Fund for Rural Development (EAFRD) monies and WAG monies, plus other funding as received;
2. support the Rural Development Officer in securing complementary matched funding and ensuring that such funds are eligible in securing European monies;
3. be responsible for providing financial and performance information to WAG, FCC and the Flintshire Rural Partnership to allow them to make informed decisions and monitor progress.
4. contribute to the Mid-Term and End-of-Term Evaluations at a Wales level;

5. be responsible for overseeing and monitoring outputs, expenditure and re-profiling of project budgets where appropriate.
6. liaise and advise FCC Finance officers of appropriate European funding systems and assist with developing and monitoring these systems to ensure compliance with European and WAG requirements.

## Person Specification:

**Job Title:** Finance and Monitoring Officer

	Essential	Desirable	How Measured
<b>Qualifications</b>			
Educated to degree level or equivalent in an appropriate discipline, or have substantial relevant experience	√		F,C
<b>Specialist knowledge</b>			
Have considerable experience of establishing and monitoring financial systems, auditing procedures and evaluation systems.	√		F,I
Experience of working on and monitoring European programmes.		√	F,I
Experience of working with the local community, partner agencies and local business		√	F,I
Experience of monitoring and administering large budgets	√		F,I
<b>Practical and Intellectual Skills</b>			
A proven ability to assimilate, analyse and simplify complex written information and prepare financial reports	√		F,I
Computer literate (e.g. in Word, Access, Powerpoint, Excel)	√		F,I
Good Communication and organisation skills, both written and verbal	√		I
<b>Personal Circumstances</b>			
Ability to work with minimal supervision	√		I
Ability to work within a team structure	√		I
Flexible and ability to work out of core office hours	√		I
Access to a car for business use	√		F,I
<b>Equality</b>			
Empathy with the Welsh Language	√		F,I
Appreciation of equal opportunities in the workplace	√		F,I

HOW ASSESSED: F= Application Form, I = Interview, C = Certificate

# Flintshire County Council

## Job Description

Job Title: Project Support Officer – Rural Programmes  
(Temporary Post)

Directorate: Environment & Regeneration

Reports To: Rural Development Officer

Salary Scale: Scale 4

Employee No:

Post No

### 1. JOB PURPOSE

To support the Rural Development Officer and the Finance and Monitoring Officer in the successful implementation of all project support and administrative aspects of the rural programmes (particularly the Rural Development Plan 2007 – 2013) overseen by the County Council and projects/activities therein. To prepare accurate and up-to-date reports for the County Council, the Flintshire Rural Partnership, the Welsh Assembly Government and other relevant bodies in relation to project delivery, implementation and outputs.

In fulfilling the above, the post holder will help to maximise the long term, sustainable economic benefit and rural community development within Flintshire and achieve the objectives emanating from the vision of the Council and the Flintshire Rural Partnership, for rural development.

### 2. PRINCIPAL ACCOUNTABILITIES

The principal accountabilities of the post will be:

1. to support and liaise with all project delivery organisations, in conjunction with the Rural Development Officer and the Finance and Monitoring Officer, in order to ensure that all necessary information and detail is provided to submit reports to the County Council, the Flintshire Rural Partnership and the Welsh Assembly Government;
2. to ensure that all financial claims, financial profiles and monitoring information provided by project delivery organisations is accurate and is supported by appropriate evidence and records to meet the requirements of the European Commission and the Welsh Assembly Government;
3. to ensure that all files and documentation are stored and maintained appropriately to demonstrate a clear audit trail;

4. to co-ordinate and participate in monthly meetings with project delivery organisations to monitor and review project progress;
5. to represent Flintshire County Council at external meetings as required/directed;
6. to provide general support and facilitation for the rural programmes; and
7. to undertake other such duties that are required from time to time to satisfy the needs of the service and commensurate with the scale of the post.

### **3. JOB CONTEXT:**

This post is key to the Economic Development Team which is part of the Regeneration Section within the Directorate of Environment and Regeneration of Flintshire County Council. The County Council acts as the Lead Body for the Rural Development Plan for Wales 2007-2013, a major rural regeneration programme funded by the European Commission and Welsh Assembly Government.

### **4. CONTACT:**

The Project Support Officer will be in contact with a wide range of individuals and organisations including County Council colleagues and partner organisations such as: The Welsh Assembly Government (WAG), Local Authorities, Cadwyn Clwyd, statutory and non statutory organisations, local community representatives (community councillors, community committees and community groups) and the private sector.

### **5. KNOWLEDGE & EXPERIENCE:**

The Project Support Officer will:

1. have a good standard of education with a minimum of GCSE Grade C in English and Maths;
2. be educated to NVQ Level 3 or have substantial relevant experience;
3. have demonstrable experience of administration, ideally with a community or project based dimension;
4. have experience of working with the local community, partner agencies and local businesses;
5. have excellent numeracy and organisational skills;
6. have good verbal, written and communication skills;
7. have good IT skills with experience of 'Word', 'Excel' and 'Powerpoint';
8. be able to attend evening meetings. The ability to work flexible hours is necessary; and
9. be a car owner / driver.

## **6. DIMENSIONS:**

The Project Support Officer will:

1. be responsible for checking that financial claims and monitoring information received from project delivery organisations are accurate and meet all relevant requirements;
2. be responsible for providing accurate and timely financial and performance information to WAG, FCC and the Flintshire Rural Partnership to allow them to make informed decisions and monitor progress; and
3. be responsible for maintaining comprehensive record keeping systems.

**Person Specification:**

**Job Title:** Project Support Officer

	<b>Essential</b>	<b>Desirable</b>	<b>How Measured</b>
<b>Qualifications</b>			
Minimum of GCSE Grade C in both English and Welsh	√		F,C
Educated to NVQ Level 3 or equivalent, or have substantial relevant experience	√		F,C
<b>Specialist knowledge</b>			
Have demonstrable experience of administration on a community or project development basis	√		F,I
Experience of working on and monitoring European programmes.		√	F,I
Experience of working with the local community, partner agencies and local business		√	F,I
Experience of monitoring and administering small budgets	√		F,I
<b>Practical and Intellectual Skills</b>			
A proven ability to verify, analyse and simplify complex written information	√		F,I
Computer literate (e.g. in Word, Access, Powerpoint, Excel)	√		F,I
Good communication and organisation skills, both written and verbal	√		I
<b>Personal Circumstances</b>			
Ability to work with minimal supervision	√		I
Ability to work within a team structure	√		I
Flexible and ability to work out of core office hours	√		I
Access to a car for business use	√		F,I
<b>Equality</b>			
Empathy with the Welsh Language	√		F,I
Appreciation of equal opportunities in the workplace	√		F,I

HOW ASSESSED: F= Application Form, I = Interview, C = Certificate



**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 10**

**REPORT TO:** **EXECUTIVE**

**DATE :** **05 AUGUST 2008**

**REPORT BY:** **COUNTY FINANCE OFFICER**

**SUBJECT :** **CAPITAL PROGRAMME 2007/08 (OUTTURN)**

**1.00 PURPOSE OF REPORT**

1.01 To provide Members with the capital programme outturn information for 2007/08 (subject to audit).

**2.00 BACKGROUND**

2.01 The Council approved a capital programme for 2007/08 of £18.866m at its meeting of 1st March 2007.

2.02 During the year, various reports to Executive revised this programme, most notably following the announcement of Capital Grants. In setting the programme for 2008/09, these revisions have been anticipated.

**3.00 CONSIDERATIONS**

**3.01 Programme - Movements**

3.01.1 The table below sets out how the programme has changed during 2007/08.

	<b>General Fund</b>	<b>Housing Revenue Account (HRA)</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Council 01.03.07.</b>			
Original Capital Programme	11.307	7.559	18.866
<b>Executive 07.08.07.</b>			
Revised Capital Programme	22.935	9.916	32.851
<b>Executive 20.11.07.</b>			
Revised Capital Programme	24.893	9.916	34.809
<b>Executive 11.03.08.</b>			
Revised Capital Programme	24.164	10.218	34.382
Contractually Uncommitted	(4.133)	0	(4.133)
<b>Revised Programme</b>	<b>20.031</b>	<b>10.218</b>	<b>30.249</b>
<b>Outturn Report</b>			
As Previously Reported (net of uncommitted)	20.031	10.218	30.249
Change this Quarter	3.174	0	3.174
<b>Revised Programme</b>	<b>23.205</b>	<b>10.218</b>	<b>33.423</b>
Rephasing/Rollover (slippage) to 2008/09	(2.584)	(2.605)	(5.189)
<b>Revised Programme</b>	<b>20.621</b>	<b>7.613</b>	<b>28.234</b>
<b>Outturn - 2007/08</b>	<b>20.879</b>	<b>7.613</b>	<b>28.492</b>
<b>Identified Pressures</b>	<b>0.258</b>	<b>0.000</b>	<b>0.258</b>

3.01.2 From the table it can be seen that the last reported programme total of £30.249m has increased to £33.423m; rephasing/rollover (to 2008/09) of £5.189m produces a revised 2007/08 programme total of £28.234m.

3.01.3 Further details relating to each programme area are provided in the table below and in Appendix A.

REVISED PROGRAMME	Cumulative at Previous Quarter	Movement Final Quarter	Revised Programme	Rephasing /Rollover	Revised Programme
	£m	£m	£m	£m	£m
Adult Social Care	0.831	0.002	0.833	(0.077)	0.756
Community & Housing	0.724	0.069	0.793	(0.249)	0.544
Education & Children's Services & Recreation	5.466	0.990	6.456	(0.102)	6.354
Environment & Regeneration	9.040	1.832	10.872	(1.473)	9.399
Central Departments	0.832	0.281	1.113	(0.127)	0.986
	16.893	3.174	20.067	(2.028)	18.039
Housing - General Fund	3.138	0	3.138	(0.556)	2.582
<b>General Fund Total</b>	20.031	3.174	23.205	(2.584)	20.621
<b>Housing Revenue Account</b>	10.218	0	10.218	(2.605)	7.613
<b>ProgrammeTotal</b>	<b>30.249</b>	<b>3.174</b>	<b>33.423</b>	<b>(5.189)</b>	<b>28.234</b>

### 3.02 Identified Pressures

3.02.1 The final outturn (actual spend) is greater than the revised programme total by a net £0.258m. In summary the position can be analysed as follows -

IDENTIFIED PRESSURES	Identified Pressure	Additional Funding	Additional Funding - Analysis		Residual Position
			Supported Borrowing / General Capital Grant / Capital Receipts	Grants & Contributions / CERA /Reserves/ Prudential Borrowing	
	£m	£m	£m	£m	£m
Adult Social Care	0.048	0.048	0	0.048	0
Community & Housing	0	0	0	0	0
Education & Children's Services & Recreation	0.166	0.166	(0.102)	0.268	0
Environment & Regeneration	0.040	0.040	0	0.040	0
Central Departments	0.004	0.004	0	0.004	0
	0.258	0.258	(0.102)	0.360	0.000
Housing - General Fund	0	0	0	0	0
	0.258	0.258	(0.102)	0.360	0.000
Housing Revenue Account (HRA)	0	0	0	0	0
<b>Total Value of Identified Pressures</b>	<b>0.258</b>	<b>0.258</b>	<b>(0.102)</b>	<b>0.360</b>	<b>0.000</b>

3.02.2 The Adult Social Care pressure total (£0.048) relates to Learning Disability works at Brook Farm, Bretton of £0.028m and Mental Health works of £0.020m; both amounts are funded by way of CERA (Capital Expenditure from Revenue Account).

3.02.3 Education & Children's Services & Recreation's net total of £0.166m is accounted for in part by the acquisition of IT equipment (£0.162m) which will

be covered by way of prudential borrowing in place of leasing for which revenue cover exists; on this occasion operating lease funding was inappropriate for the required purpose. Further pressures relate to Services to Young People (£0.070m), Community Youth Clubs (£0.020m) and Libraries (£0.016m), all of which are funded by CERA. The gross pressures total of £0.268m is offset by an amount of £0.102m reflecting the reduced cost of roof replacement works at Connah's Quay High School (the figure of £0.179m, as previously reported to Executive at the third quarter 2007/08, has now been reviewed downwards in the sum of £0.077m).

3.02.4 The Environment & Regeneration pressure total of £0.040m relates to the provision of Ranger Services accommodation at Wepre Park, Connah's Quay, and is again funded by CERA.

3.02.5 Additional Central Department expenditure of £0.004m in respect of Policy, Performance & Partnership is also funded by way of CERA.

### **3.03 Changes During This Quarter**

3.03.1 Adult Social Care's programme has increased by £0.002m in respect of Learning Disability Works, to be funded by Welsh Assembly Government (WAG) grant.

Slippage across the programme amounted to £0.077m which will be carried forward into 2008/09.

3.03.2 The Community and Housing programme has increased by the value of £0.069m, which is largely accounted for by an increase in Buildings expenditure (£0.060m) relating to the demolition of the former Hafan Glyd older peoples' home in Shotton.

Slippage amounted to £0.249m, including £0.154m in respect of Administrative Buildings.

3.03.3 The Education and Children's Services and Recreation programme has increased by a net £0.990m including -

- Special Education DDA works (£0.300m), funded by way of additional in-year capital receipts.
- Play Areas (£0.391m) which comes with its own funding via developers' contributions.
- Libraries (£0.068m), funded through grant.
- Special Schools (£0.099m), as a first call on the additional 2007/08 funding of £0.594m, as identified in the report to Executive 19th February 2008 (Subject : Capital Programme 2008/09 to 2011/12).

Programme slippage of £0.102m is carried forward into 2008/09.

3.03.4 Environment and Regeneration's programme has been adjusted to reflect increased net scheme expenditure of £1.832m, which is largely accounted for by -

- WAG funded Engineering land drainage works (£0.841m).
- Highways schemes (£0.486m), including the new Halkyn Street, Holywell car park.
- Grant funded Regeneration schemes (£0.527m).

Overall slippage amounted to £1.473m including £0.446m in respect of Highways schemes and £0.546m for Transportation schemes.

3.03.5 The Central Departments increase of £0.281m takes account of -

- Additional CCTV works funded by contributions received from Connah's Quay Town Council.

Slippage across the programme amounted to £0.127m.

3.03.6 The Housing General Fund remained unchanged during the quarter.

Slippage of £0.556m relating to renovation grants will be carried forward into 2008/09.

3.03.7 The Housing Revenue Account (HRA) programme also remained unchanged during the quarter.

Substantial slippage of £2.605m (due to a delay in the approval of the detailed 2007/08 HRA capital programme), feeds through into the 2008/09 budget.

### **3.04 Financing**

3.04.1 The capital programme is financed as summarised below. Those budgets that have been rephased or are rolling over to 2008/09 (amounting to £5.189m) are summarised in the table at 3.01.3 above with more detailed information included in Appendix A. Slippage into 2008/09 takes its own resources with it - there is no impact/call on new year programme resources.

<b>FINANCING RESOURCES</b>			
	<b>General Financing</b>	<b>Specific Financing</b>	
	<b>Supported Borrowing / General Capital Grant / Capital Receipts</b>	<b>Grants &amp; Contributions / CERA /Reserves/ Prudential Borrowing</b>	<b>Total Financing</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Outturn</b>			
General Fund	8.505	12.374	20.879
Housing Revenue Account	1.039	6.574	7.613
	<b>9.544</b>	<b>18.948</b>	<b>28.492</b>
<b>Rephasing/Rollover</b>			
General Fund	1.436	1.148	2.584
Housing Revenue Account	2.495	0.110	2.605
	<b>3.931</b>	<b>1.258</b>	<b>5.189</b>
<b>Total Financing Resources</b>	<b>13.475</b>	<b>20.206</b>	<b>33.681</b>

3.04.2 The above total is funded by way of a combination of general (non-specific) financing resources, and specific (earmarked) resources. The HRA resources are ring-fenced and may only be used for HRA purposes. However, the general fund rephasing/rollover total of £2.584m is funded in part by £1.436m of general resources, and as such represents 'tied up resources' which could have, in theory, been considered for alternative programme schemes (as had £4.133m of the 2007/08 capital programme total, identified as contractually uncommitted at the time of preparing the 2008/09 to 2011/12 capital programme, and carried forward into the 2008/09 available funding total).

3.04.3 The combined value of total slippage (£5.189m) and the previously identified contractually uncommitted figure (£4.133m), as referred to in 3.04.2 above, is £9.322m. The slippage element of this total may be compared with the equivalent prior year figures as detailed in the table below; the £4.133m is excluded from the table in that this figure represents something other than slippage i.e. a part of the total 2007/08 capital programme that was uncommitted (and removed from the programme) at the third quarter :

<b>REPHASING/ROLLOVER</b>		<b>Analysis</b>		
<b>From</b>	<b>Into</b>	<b>Total</b>	<b>General Fund</b>	<b>HRA</b>
		<b>£m</b>	<b>£m</b>	<b>£m</b>
2002/03	2003/04	12.851	12.049	0.802
2003/04	2004/05	12.580	12.580	0.000
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

#### **4.00 RECOMMENDATIONS**

4.01 The Executive is requested to -

- Note and approve the report in general.

#### **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 2007/08

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E-Mail: [ian\\_li\\_jones@flintshire.gov.uk](mailto:ian_li_jones@flintshire.gov.uk)



## CAPITAL PROGRAMME - MOVEMENTS

	Original Budget	Rollover from 2006/07	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2008/09	Revised Budget	Projected Outturn	Over/ (Under) spend
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>General Fund :</b>										
<b>Adult Social Care</b>										
Services to Older People	0.110	0.033	0.215	(0.022)	0.336	0	(0.045)	0.291	0.291	0
Learning Disability	0	0.382	0.039	0.024	0.445	0	(0.032)	0.413	0.441	0.028
Mental Health	0	0.007	0.045	0	0.052	0	0	0.052	0.072	0.020
Physical & Sensory Disability	0	0	0	0	0	0	0	0.000	0	0
	<b>0.110</b>	<b>0.422</b>	<b>0.299</b>	<b>0.002</b>	<b>0.833</b>	<b>0.000</b>	<b>(0.077)</b>	<b>0.756</b>	<b>0.804</b>	<b>0.048</b>
<b>Community &amp; Housing</b>										
Administrative Buildings	0.925	0.354	0.061	0.060	1.400	(0.581)	(0.154)	0.665	0.665	0
Agricultural Estates	0	0.069	0	0	0.069	0	(0.041)	0.028	0.028	0
Cemeteries	0	0.431	0	0.004	0.435	(0.412)	0	0.023	0.023	0
Depots	0.700	(0.021)	0	0	0.679	(0.679)	0	(0)	0	0
General	0.055	0	(0.055)	0	0	0	0	0	0	0
Industrial Units	0	0.157	(0.029)	0	0.128	(0.120)	0	0.008	0.008	0
Sustainable Waste Management	0.644	0	0.020	0.003	0.667	(0.644)	0	0.023	0.023	0
Waste Collection	0	0	(0.342)	0	(0.342)	0	0	(0.342)	(0.342)	0
Other	0.214	(0.003)	0.003	0.002	0.216	(0.023)	(0.054)	0.139	0.139	0
	<b>2.538</b>	<b>0.987</b>	<b>(0.342)</b>	<b>0.069</b>	<b>3.252</b>	<b>(2.459)</b>	<b>(0.249)</b>	<b>0.544</b>	<b>0.544</b>	<b>0.000</b>

Adjustments : Previous = cumulative as at previous quarter. Current = this quarter

APPENDIX A (Cont'd.)

**CAPITAL PROGRAMME - MOVEMENTS**

	<b>Original Budget</b>	<b>Rollover from 2006/07</b>	<b>Adjustments (Previous)</b>	<b>Adjustments (Current)</b>	<b>Revised Budget</b>	<b>Contractually Uncomm'd</b>	<b>Rollover to 2008/09</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>Over/ (Under) spend</b>
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Education &amp; Children's Services &amp; Recreation</b>										
Leisure Centres	0	(0.004)	0.270	0.131	0.397	0	(0.048)	0.349	0.247	(0.102)
Swimming Pools	0	0.020	0	(0.001)	0.019	0	(0.009)	0.010	0.010	0
Community Centres	0	0	0.052	0.029	0.081	(0.043)	0	0.038	0.038	0
Recreation - Other	0.220	(0.005)	(0.215)	0.0	0	0	0	0	0	0
Recreation Grounds	0	0.064	(0.007)	(0.012)	0.045	0.000	(0.026)	0.019	0.019	0
Play Areas	0	0	0.020	0.391	0.411	0	(0.018)	0.393	0.393	0
Libraries	0	0	0	0.068	0	0	0	0.068	0.084	0.016
Education - General	0.500	0.115	0.192	(0.496)	0.311	0	(0.017)	0.294	0.456	0.162
Services to Young People	0	(0.020)	0	0.000	(0.020)	0	0	(0.020)	0.050	0.070
Primary Schools	0	0.134	(0.093)	0	0.041	0	0	0.041	0.041	0
Community Youth Clubs	0	0.055	0	0.001	0.056	0	(0.001)	0.055	0.075	0.020
Secondary Schools	1.500	(1.341)	0	0.437	0.596	0	0	0.596	0.596	0
Special Education	0	0.004	0.000	0.300	0.304	0	0.025	0.329	0.329	0
New Opportunities Funding	0	0.179	0	0	0.179	0	(0.112)	0.067	0.067	0
Mobile Classrooms	0	0	0.093	0.066	0	0	0.026	0.185	0	0
School Improvement	0	0.052	1.867	(0.002)	1.917	0	(0.063)	1.854	1.854	0
Minor Works, Furniture & Equipment	0.165	0.011	0	(0.021)	0.155	0	(0.021)	0.134	0.134	0
School Buildings Improvement	0	0	1.681	0.099	1.780	0	0.162	1.942	1.942	0
	<b>2.385</b>	<b>(0.736)</b>	<b>3.860</b>	<b>0.990</b>	<b>6.499</b>	<b>(0.043)</b>	<b>(0.102)</b>	<b>6.354</b>	<b>6.520</b>	<b>0.166</b>

APPENDIX A (Cont'd .)

	Original Budget	Rollover from 2006/07	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2008/09	Revised Budget	Projected Outturn	Over/ (Under) spend)
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Environment &amp; Regeneration</b>										
Engineering	0.275	0.516	0.103	0.841	1.735	(0.500)	(0.209)	1.026	1.026	0
General Environmental Enhancement	0.200	0	0.124	0.147	0.471	0	(0.226)	0.245	0.245	0
Highways	1.917	0.927	0.722	0.486	4.052	(0.562)	(0.446)	3.044	3.044	0
Planning Grant Schemes	0.068	0.096	0	0.120	0.284	(0.132)	0	0.152	0.152	0
Ranger Services	0	0.292	0	(0.192)	0.100	0	(0.015)	0.085	0.125	0.040
Regeneration	0	0.303	0.337	0.527	1.167	0	(0.023)	1.144	1.144	0
Transportation	0	0.402	3.947	(0.100)	4.249	0	(0.546)	3.703	3.703	0
Economic Development	0	0.008	(0.003)	0.003	0.008	0	(0.008)	0	0	0
	<b>2.460</b>	<b>2.544</b>	<b>5.230</b>	<b>1.832</b>	<b>12.066</b>	<b>(1.194)</b>	<b>(1.473)</b>	<b>9.399</b>	<b>9.439</b>	<b>0.040</b>
<b>Central Departments</b>										
Information Technology	0.635	0.364	0	0	0.999	(0.425)	(0.032)	0.542	0.542	0
CCTV	0	0.032	0	0.281	0.313	0	0	0.313	0.313	0
Human Resources - Information Technology	0	0.112	0	0	0.112	0	(0.086)	0.026	0.026	0
Policy, Performance & Partnership	0	0	0.043		0.043	0	0	0.043	0.047	0.004
Clwyd Theatr Cymru	0.055	0.028	0	0	0.083	(0.012)	(0.009)	0.062	0.062	0
	<b>0.690</b>	<b>0.536</b>	<b>0.043</b>	<b>0.281</b>	<b>1.550</b>	<b>(0.437)</b>	<b>(0.127)</b>	<b>0.986</b>	<b>0.990</b>	<b>0.004</b>

**CAPITAL PROGRAMME - MOVEMENTS**

	<b>Original Budget</b>	<b>Rollover from 2006/07</b>	<b>Adjustments (Previous)</b>	<b>Adjustments (Current)</b>	<b>Revised Budget</b>	<b>Contractually Uncomm'd</b>	<b>Rollover to 2008/09</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>Over/ (Under) spend</b>
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Housing General Fund</b>										
Renovation Grants	3.124	0	(0.136)	0	2.988	0	(0.556)	2.432	2.432	0
Special Initiatives	0.000	0.007	0.143	0	0.150	0	0	0.150	0.150	0
	<b>3.124</b>	<b>0.007</b>	<b>0.007</b>	<b>0.000</b>	<b>3.138</b>	<b>0.000</b>	<b>(0.556)</b>	<b>2.582</b>	<b>2.582</b>	<b>0.000</b>
<b>Housing Revenue Account :</b>										
<b>Housing Revenue Account</b>										
Housing Business Plan	7.559	2.357	0.302	0	10.218	0	(2.605)	7.613	7.613	0.000
	<b>7.559</b>	<b>2.357</b>	<b>0.302</b>	<b>0.000</b>	<b>10.218</b>	<b>0.000</b>	<b>(2.605)</b>	<b>7.613</b>	<b>7.613</b>	<b>0.000</b>

**Totals :**

<b>General Fund</b>	11.307	3.760	9.097	3.174	27.338	(4.133)	(2.584)	20.621	20.879	0.258
<b>Housing Revenue Account</b>	7.559	2.357	0.302	0	10.218	0	(2.605)	7.613	7.613	0.000
<b>Grand Total</b>	<b>18.866</b>	<b>6.117</b>	<b>9.399</b>	<b>3.174</b>	<b>37.556</b>	<b>(4.133)</b>	<b>(5.189)</b>	<b>28.234</b>	<b>28.492</b>	<b>0.258</b>



**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 11**

**REPORT TO: EXECUTIVE**

**DATE : 05 AUGUST 2008**

**REPORT BY: COUNTY FINANCE OFFICER**

**SUBJECT : GENERAL FUND REVENUE BUDGET MONITORING 2007/08 -  
FINAL OUTTURN**

**1.00 PURPOSE OF REPORT**

1.01 To inform members of the General Fund Outturn for 2007/08 (subject to audit) and the impact on the level of unearmarked reserves as at 31<sup>st</sup> March 2008. These figures are included in the Statement of Accounts 2007/08 which were reported to Audit Committee on 25<sup>th</sup> June and Council on 26<sup>th</sup> June.

1.02 To provide members with a review of the year and detail some of the significant variations from the Revised Budget. The final outturn is compared to month 10 as that was the last monitoring report taken to Executive.

**2.00 DIRECTORATE AND CENTRAL AND CORPORATE EXPENDITURE**

2.01 The table below shows that net expenditure was £4.113m below the budget, which is an increase of £0.306m on the figure reported at month 10. This includes an amount of £3.527m returned to the Corporate Centre for items dependent on external factors such as the effect of the pay award, increases in interest rates, and additional 'windfall' income. (para 2.04c refers)

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 10	Final Outturn	Month 10	Final Outturn	Month 10	Final Outturn
	£m	£m	£m	£m	£m	£m	£m	£m
Direct Services								
Adult Social Care	34.894	35.182	(0.363)	(0.507)	(0.545)	(0.637)	0.182	0.130
Community & Housing	15.164	13.831	(1.049)	(1.065)	0.156	0.137	(1.205)	(1.202)
Education & Children's Services & Recreation	111.313	113.000	0.854	1.183	0.011	0.418	0.843	0.765
Environment and Regeneration	17.538	17.524	0.114	0.037	0.114	0.037	-	-
Support Services								
Chief Executive	0.603	0.968	(0.038)	(0.028)	(0.038)	(0.028)	-	-
Corporate Strategy	7.985	8.505	(0.005)	0.014	(0.005)	0.014	-	-
Financial, Legal & Democratic Services	5.704	7.141	(0.134)	(0.220)	(0.134)	(0.220)	-	-
Clwyd Theatr Cymru Contribution	0.979	0.979	-	-	-	-	-	-
<b>Total Services</b>	<b>194.180</b>	<b>197.130</b>	<b>(0.621)</b>	<b>(0.586)</b>	<b>(0.441)</b>	<b>(0.279)</b>	<b>(0.180)</b>	<b>(0.307)</b>
Central and Corporate Finance	24.441	21.491	(3.186)	(3.527)	(3.186)	(3.527)	-	-
<b>Total</b>	<b>218.621</b>	<b>218.621</b>	<b>(3.807)</b>	<b>(4.113)</b>	<b>(3.627)</b>	<b>(3.806)</b>	<b>(0.180)</b>	<b>(0.307)</b>

2.02 The Original Budget column reflects the budget approved by Council on 1st March 2007. 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 £0.279m (£0.441m at month 10)
- b) An underspend on ringfenced Service budgets of £0.307m (£0.180m at month 10)
- c) The return of £3.527m (£3.186m at month 10) 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, and were budgeted for in a prudent manner as part of the approach undertaken when compiling the 2007/08 budget.

- 2.05 The net projection can be grouped into underspends and overspends over ringfenced and non-ringfenced budgets as follows:-

	<b>Mth10 £m</b>	<b>Outturn £m</b>	<b>Variance £m</b>
<b>Non Ringfenced</b>			
(Underspends)	(3.908)	(4.412)	(0.504)
Overspends	0.281	0.606	0.325
	<u>(3.627)</u>	<u>(3.806)</u>	<u>(0.179)</u>
<b>Ringfenced</b>			
Overspends/(Underspends)	(0.180)	(0.307)	(0.127)
<b>General Fund Revenue Account in-year (under)/ overspend</b>	<b><u>(3.807)</u></b>	<b><u>(4.113)</u></b>	<b><u>(0.306)</u></b>

- 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 Community and Housing, Education & Children's Services & Recreation, Environment & Regeneration and Corporate Strategy are funded from Unearmarked Reserves.

#### **Significant New Items Since Month 10**

- 2.07 In previous monitoring reports a narrative has been provided for monthly movements greater than £0.050m or greater than 20% of the budget. Due to the fact that this report covers a period of 3 months only variances of £0.100m or greater are included.

#### **Adult Social Care – Supporting People Income – Nil overall variance**

- 2.08 The variances reflected within services are mainly due to differences in the allocation of Supporting People Income. The variance in Supporting People Grant income in each of the service areas is due to the month 12 claim incorporating adjustments due to earlier system issues which have since been resolved. Throughout the year, the Directorate has sought to re-align its Supporting People income to reflect current Service Level Agreements and this process will be concluded in 2008/09. There is no variation to the Directorate budget overall.



**Adult Social Care - PDSI - Equipment (Stores) - Overspend of £0.008m (£0.119m at Month 10)**

- 2.09 The decrease in the projected overspend is purely a transfer of expenditure to Professional Support to continue the ongoing commitment to reduce waiting times for Occupational Therapy Assessment. There is no corresponding variation within Professional Support Services as ultimately the actual expenditure on Occupational Therapy waiting time initiative was lower than predicted in previous periods.

**Adult Social Care – Learning Disability Services – Community Living – Underspend of £0.253m (£0.365m at Month 10)**

- 2.10 The reduction in the projected underspend is partly due to unanticipated expenditure relating to compensatory payments, together with an adjustment to grant funding where it is anticipated that the Council may have to repay an element of grant backdated to 2003/04.

**Community and Housing – Waste Disposal – Overspend of £0.080m (Underspend of £0.142m at Month 10)**

- 2.11 A claim provision of £0.248m has been included in the accounts, relating to a substantial claim submitted by AD Waste after the end of the 2007/08 financial year, and has been included on a "Without Prejudice" basis. The claim relates to additional costs incurred by AD Waste under the contract for the Disposal of Household and Other Controlled Waste between December 2007 and March 2008. The additional costs were incurred due to the closure of the Brookhill Landfill site, resulting in the need to transfer waste to disposal sites outside the Flintshire County Council boundaries. The claim is under negotiation and has not yet been resolved.

**Community and Housing – Corporate Property Maintenance – Underspend of £0.163m (Overspend of £0.005m at Month 10)**

- 2.12 A break even position has previously been projected on the Authority's corporate maintenance budget. The commitment system operating within this area reflects a full spending allocation from existing budgetary resources. However there have been difficulties experienced in receiving invoices payable from contractors, and ascertaining whether works are fully completed. Contractors will be allocated a penalty default in future for failure to submit a timely invoice for works completed, and a review will be undertaken to improve the notification system for contractors to advise officers of completed work.

**Education & Children's Services & Recreation – Out of County Placements – Overspend of £0.765m (£0.843m at Month 10)**

- 2.13 The overspend on Out of County Placements has decreased by £0.078m since month 10. Although funding for 2 new placements was again required, this was more than offset by 5 placements coming to an end. The remaining decrease is due to an increase in the final Local Health Board contribution.

**Education & Children's Services & Recreation - Leisure Centres and Pools - Overspend of £0.236m (£0.144m at Month 10)**

- 2.14 The Leisure Service overspend has increased by £0.092m due to the payment of the three year pension strain relating to the downsizing of Saltney and Hope Leisure Centres of £0.085m. Previous projections had assumed that this cost would be spread over three years. Other minor variances account for the remaining £0.008m variance.

**Education & Children's Services & Recreation - School improvement Service - Underspend of £0.245m (£0.026m at Month 10)**

- 2.15 The School Improvement Service's underspend has increased by £0.219m due to the identification of vacancy savings and the maximisation of grant funding. However the ICT Unit underspend of £0.035m has been removed as this is an agreed contribution to capital. There have also been further pension costs relating to the CROP project of £0.015m. A further £0.111m relates to the historic teachers pensions costs levied at year end being greater than anticipated (non delegated schools and inclusion service). Other minor variances account for the remaining movement within School Improvement. The School Improvement Service overall has an increased underspend of £0.034m.

**Education & Children's Services & Recreation - Facilities Services - Overspend of £0.321m (£0.042m at Month 10)**

- 2.16 The overspend on facilities has increased by £0.279m, of which £0.145m relates to:-

- a) The effect of pay settlements on a service with a majority of lower paid staff
- b) Increase in transport and food costs
- c) 1 week less income from schools due to the timing of the Easter holidays

These pressures have not been passed onto SLA clients in 2007/08. The remaining £0.134m relates to year end central support recharges being far greater than budgeted for. This has occurred following the first phase of a review of the allocation of central support costs by Central Finance (para 2.23 refers).

**Education & Children's Services & Recreation - Income Variance of £1.830m (Nil Variance at Month 10)**

- 2.17 The variance on income is due to unbudgeted grant income of £1.051m (additional allocations during the year), additional external contributions of £0.526m (including LHB income for Out of County Placements), schools income in respect of ICT Operating Leases of £0.132m and other variances of £0.121m across the Directorate. There are compensatory overspends within Premises and Supplies and Services which offsets this underspend such as the expenditure in relation to the grants. Although these variances were known throughout the budget monitoring process, previous monitoring

reports had 'netted off' the expenditure and income in these areas. It is planned to improve the processes in respect of budgeting for grants in 2008/09.

**Environment and Regeneration - Winter Maintenance - Overspend of £0.352m (Nil Variance at Month 10)**

- 2.18 The overspend is due to the significant levels of frost that were experienced in February and early March. This, together with wintry conditions continuing through to the end of March meant that considerable additional costs were incurred in making safe road conditions within the County. As in previous years the policy of a dedicated night shift and precautionary salting when necessary was again implemented.

**Environment and Regeneration - Highways and Engineering Design - (Underspend of £0.070m - Overspend of £0.060m at Month 10)**

- 2.19 The movement is mainly due to the level of chargeable external work increasing within the Highways Consultancy Team in the final quarter of the financial year. An example of this would be increased levels of design & supervision work for the extension of the Llanfairfechan Major Improvement works undertaken on behalf of the North Wales Trunk Road Agency. In addition to this vacancy savings have also increased in this period.

**Environment and Regeneration - Flintshire Business Services (Overspend of £0.160m (£0.260m at Month 10))**

- 2.20 Due to the maintaining of occupancy levels at Greenfield Business Centre following the issue of rent rise and service charge notifications to tenants, the anticipated shortfall of rent income has not been as high as originally anticipated. This, together with slightly reduced charges from Community & Housing for rent of the premises and some external contract income being higher than anticipated, the financial position of Flintshire Business Services will be improved by an estimated £0.100m.

**Environment and Regeneration - Environmental Maintenance - Overspend of £0.100m (Nil Variance at Month 10)**

- 2.21 The continuation of Environmental Maintenance Contracts through the winter months to complete various winter initiatives has resulted in additional costs of £0.100m. These costs covered for the long term sickness of permanent staff, together with increased hire and repair costs for plant and machinery.

**Central and Corporate – Central Loans & Investment Account – Underspend £1.174m (£0.993m at Month 10)**

- 2.22 The increased net underspend of £0.181m is largely due to additional temporary investment and other interest income of £0.187m, offset by minor variances of £0.006m.

**Central and Corporate – Corporate Other – Underspend £1.465m (£1.346m at Month 10)**

- 2.23 An amount of £0.200m has been transferred back to central and corporate in respect of home to school transport (para 4.02 refers), although this has been offset by a Collection Fund deficit of £0.070m. Other minor variances have attributed to the increased underspend of £0.119m.

**Central and Corporate – Central Service Recharges – Overspend of £0.110m (Nil at Month 10)**

- 2.24 This account relates to the way central support costs are allocated in respect of trading accounts. Phase 1 of a review of the basis of apportionment of support costs has been implemented as part of the final accounts process, which resulted in some significant changes to the amounts charged in some areas (e.g. Facilities Services para 2.16). Although this account shows a year end overspend, the overall effect to the authority is neutral. It is planned to continue the review of central support costs in 2008/09.

**3.00 REVIEW OF YEAR - SIGNIFICANT VARIANCES**

**Adult Social Care – Business Services Income**

- 3.01 The underspend is due to a significant increase in income received from client contributions which is partly attributable to a change in the Council's charging policy and an increase in the number of clients opting to pay. The income target for next year has been increased as part of the budget process for 2008/09.

**Central and Corporate – Pay Award - Underspend of £0.511m**

- 3.02 An amount of 2.95% was included in the 2007/08 budget in respect of pay. The pay award was finally settled at 2.475% which resulted in savings to the authority of £0.375m. Further unused provision for organisational structural changes has supplemented this figure.

**Central and Corporate - Budgets clawed back – Underspend of £0.360m**

- 3.03 Budgets are clawed back to the centre in respect of additional budget pressures where circumstances change after the budget is set. For 2007/08 this related to Waste Disposal Royalties (£0.157m), Supported Accommodation (£0.145m) and Tenants Gardens Adhoc Work (£0.058m).

**Community and Housing – Homelessness B&B – Underspend of £1.202m**

- 3.04 There was significant downturn in B&B placements from December 2006 which resulted in this significant underspend. However the underspend was projected at a very early stage in the year, so it was able to be considered for early budget planning and was ultimately included as a saving in the 2008/09 budget.

**Education and Children’s Services & Recreation Out of County Placements – Overspend of £0.765m**

- 3.05 The overspend is due to a combination of an increase in the number of children (especially sibling groups) and the rise in cost of individual placements. Due to the volatility of this budget area it is classed as ringfenced and any overspend or underspend is transferred back to the corporate centre. Officers continue to look at ways of minimising the increased costs in this service area and it will need to be monitored very closely in 2008/09 as no additional base budget has been included. However the planned levels of contingency reserve has been left as such to alleviate the situation should a similar level of overspend occur in 2008/09.

**Central and Corporate - Central Loans and Investment Account - Underspend of £1.175m**

- 3.06 The difference between the original budget of £12.004m and the final outturn of £10.329m was largely due to increased temporary investment income received of £1.424m, offset by increased external interest paid of £0.280m. Other minor variances relating to debt management expenses, internal interest, and interest recharged to the HRA accounted for the additional underspend.

**Environment and Regeneration - Winter Maintenance – Overspend of £0.352m.**

- 3.07 As detailed in paragraph 2.15 there was a significant overspend in this area again in 2007/08. However, as a safeguard against future budgetary pressures, a one-off allocation of £0.250m has been included in the 2008/09 budget to be transferred to the Winter Maintenance Reserve.

**Central and Corporate - Windfall Income – Underspend of £0.864m**

- 3.08 Additional LABGI grant of £0.329m was received in the year, although this was the final year of a 3 year programme, and no LABGI grant will be received in 2008/09.

**Overall**

- 3.09 Attached at Appendix 11 is a graph of the monthly reported projections for the General Fund compared to those from 2005/06 and 2006/07. Clearly there are 2 issues to be considered when assessing such data.

a) Were the monthly projections reasonably accurate? This can be assessed by the angle of the graph and as can be seen the graph for 2007/08 is marginally ‘flatter’ than the previous year’s. As can be seen

the movement from the first projection to the final outturn for 2007/08 shows an improvement as it appears that the earlier projections appear to be 'less pessimistic' than in previous years. The line also appears 'smoother' which suggests that there were less erratic changes in projections.

b) How close to the budget were the projections? This can be assessed by how close the graph is to the £0 line. Again, the graph indicates that projections in the early part of the year appear pessimistic. However as reported throughout the year a large part of the overall underspend was within central and corporate which included many uncontrollable items such as increased interest rates, effect of the pay award and additional windfall income. The most pleasing point to note from the graph is the relatively minor movement of £0.457m from Month 8 to the final outturn (£2.300m 2006/07) as it is this information that is key when setting the following years budget. This enabled many of the significant in-year underspend and overspends to be included in the 2008/09 budget.

#### **4.00 NON STANDARD INFLATION/CENTRAL CONTINGENCIES**

4.01 The budget for 2007/08 included £1.335m in respect of non-standard inflation and £0.660m for 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

##### **Non Standard Inflation**

4.02 An amount of £0.326m was originally allocated to Education & Children's Services & Recreation in respect of school transport. The final position showed that £0.200m of this amount was not be required in 2007/08 and this amount was transferred to Central & Corporate. The main reasons for this are the fact that there were two easter breaks in 2007/08 and an overestimation of unpaid invoices for the previous year. However it will still be in the base budget for 2008/09 and will be available if school transport costs exceed the budget which is a risk considering rising fuel costs and the fact that there is no easter break in the 2008/09 financial year.

4.03 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 2007/08		1.335
<u>Adult Social Care</u>		
Care Fees	(0.339)	
Supporting People Grant	(0.077)	
Gas	<u>(0.004)</u>	(0.420)
<u>Community &amp; Housing</u>		
Gas/Oil		(0.022)
<u>Education &amp; Children's Services &amp; Recreation</u>		
Gas/Oil	(0.064)	
Home to School/College Transport	(0.126)	
Foster Payments	<u>(0.100)</u>	(0.290)
<u>Environment &amp; Regeneration</u>		
Street Lighting	(0.080)	
Gas	<u>(0.001)</u>	(0.081)
<u>Financial, Legal &amp; Democratic Services</u>		
Gas		<u>(0.001)</u>
Amount Remaining		0.521

4.04 The amount remaining unallocated of £0.521m is detailed below:-

	£m
Home to School Transport	0.200
Street Lighting	0.166
Bus Operator Costs	0.080
ASC Transport	<u>0.075</u>
Total	0.521

4.05 With the exception of Home to School Transport (para 4.02 refers) all of the underspends detailed in paragraph 4.04 have been taken out of the base budget as part of the 2008/09 budget process.

### **Central Contingencies**

4.06 The following allocations were made during the year:-

Out of County Placements	0.300
Social Work In Wales - (Garthwaite)	0.129
Project Team - Future Technologies	0.108
English as an additional language	<u>0.050</u>
	<u>0.587</u>

- 4.07 The amount remaining of £0.073m was in respect of the provision of a housing strategy unit (£0.063m) and an amount remaining of £0.010m from the Social Work in Wales allocation.

**5.00 UNEARMARKED RESERVES**

- 5.01 An amount of £0.069m in respect of the former interim management arrangements within Community and Housing is still remaining and this has now been transferred back to Unearmarked Reserves.
- 5.02 An amount of £0.020m remains from a previously brought forward budget for demolition costs associated with Hafan Glyd. This has now been transferred to Unearmarked Reserves.
- 5.03 Executive on 18th September approved that the costs associated with the appointment of a Barrister to present the Council's objection at the Public Local Inquiry to the improvement of the A494 Drome Corner to Ewloe be met from unearmarked reserves. The total costs amounted to £0.008m.
- 5.04 Further costs of £0.024m have been incurred in respect of the Customer and Housing Inquiry. Executive have previously agreed that these costs would be met from unearmarked reserves.
- 5.05 The amount of un-earmarked reserves brought forward into 2007/08 and the current amount available for delegation to Executive is detailed below:-

	<b>£m</b>
Un-earmarked Reserves as at 1 April 2007	6.977
Less – Base Level	<u>(4.000)</u>
Amount Available for Delegation to Executive	2.977
Less Approved Use to date	(0.410)
Include Items in paras 5.01 - 5.04	0.057
Add Final Outturn Underspend	4.113
Amount Remaining 31 <sup>st</sup> March 2008	6.737
Less Approved 2008/09 Budget	(4.013)
Contingency Sum	2.724

- 5.06 The amount remaining of £2.724m (above the Base Level of £4m) is £0.427m more than was estimated in the 2008/09 budget report.



## **6.00 RECOMMENDATIONS**

6.01 Members are recommended to:-

- a) Note the overall report.
- b) Note the relatively minor movement in the projected outturn at Month 8 to the Final Outturn (Section 3.09b)
- c) Note the the final balance of unearmarked reserves as at 31st March 2008 (subject to audit) (Section 5.05)
- d) Note the increase in the Contingency Reserve and approve that it be added to the amount available for redeployment. (Section 5.06)
- e) Approve that the non-ringfenced overspend of £0.137m on Community and Housing be met from unearmarked reserves (Section 2.06)
- f) Approve that the non-ringfenced overspend of £0.418m on Education and Children's Services & Recreation be met from unearmarked reserves (Section 2.06)
- g) Approve that the non-ringfenced overspend of £0.114m on Environment and Regeneration be met from unearmarked reserves (Section 2.06)
- h) Approve that the non-ringfenced overspend of £0.014m on Corporate Strategy be met from unearmarked reserves (Section 2.06)

## **7.00 FINANCIAL IMPLICATIONS**

7.01 The financial implications are as set out in Sections 2.00 – 5.00 of the report.

## **8.00 POVERTY IMPACT**

8.01 None.

## **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**

<b>EXPENDITURE</b>	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 10	Final Outturn	Month 10	Final Outturn	Month 10	Final Outturn
	£m	£m	£m	£m	£m	£m	£m	£m
Direct Services								
Adult Social Care	46.321	47.146	1.162	1.253	0.980	1.123	0.182	0.130
Community & Education & Children's Services & Recreation	32.773	31.662	(1.001)	(0.906)	0.204	0.296	(1.205)	(1.202)
Environment and Regeneration	41.844	41.830	0.065	0.223	0.065	0.223	-	-
Support Services								
Chief Executive	0.612	0.995	(0.038)	(0.045)	(0.038)	(0.045)	-	-
Corporate Strategy	11.512	12.407	0.017	(0.070)	0.017	(0.070)	-	-
Financial, Legal & Democratic Services	39.312	40.749	0.021	0.322	0.021	0.322	-	-
Clwyd Theatr Cymru Contribution	0.979	0.979	0.371	0.472	0.371	0.472	-	-
<b>Total Services</b>	<b>308.903</b>	<b>313.005</b>	<b>1.551</b>	<b>7.610</b>	<b>1.731</b>	<b>7.917</b>	<b>(0.180)</b>	<b>(0.307)</b>
Central and Corporate Finance	35.454	32.670	(1.188)	1.768	(1.188)	1.768	-	-
<b>Total Expenditure</b>	<b>344.357</b>	<b>345.675</b>	<b>0.363</b>	<b>9.378</b>	<b>0.543</b>	<b>9.685</b>	<b>(0.180)</b>	<b>(0.307)</b>
<b>INCOME</b>								
Direct Services								
Adult Social Care	(11.427)	(11.964)	(1.525)	(1.760)	(1.525)	(1.760)	-	-
Community & Education & Children's Services & Recreation	(17.609)	(17.831)	(0.048)	(0.159)	(0.048)	(0.159)	-	-
Environment and Regeneration	(24.237)	(24.237)	(0.100)	(5.178)	(0.100)	(5.178)	-	-
Support Services								
Chief Executive	(0.009)	(0.027)	-	0.017	-	0.017	-	-
Corporate Strategy	(3.527)	(3.902)	(0.022)	0.084	(0.022)	0.084	-	-
Financial, Legal & Democratic Services	(33.608)	(33.608)	(0.155)	(0.542)	(0.155)	(0.542)	-	-
Clwyd Theatr Cymru Contribution	-	-	(0.371)	(0.472)	(0.371)	(0.472)	-	-
<b>Total Services</b>	<b>(114.723)</b>	<b>(115.875)</b>	<b>(2.172)</b>	<b>(8.196)</b>	<b>(2.172)</b>	<b>(8.196)</b>	-	-
Central and Corporate Finance	(11.013)	(11.179)	(1.998)	(5.295)	(1.998)	(5.295)	-	-
<b>Total Income</b>	<b>(125.736)</b>	<b>(127.054)</b>	<b>(4.170)</b>	<b>(13.491)</b>	<b>(4.170)</b>	<b>(13.491)</b>	-	-
<b>Net Expenditure</b>	<b>218.621</b>	<b>218.621</b>	<b>(3.807)</b>	<b>(4.113)</b>	<b>(3.627)</b>	<b>(3.806)</b>	<b>(0.180)</b>	<b>(0.307)</b>

## ADULT SOCIAL CARE

## APPENDIX 2

Final Outturn 2007/08

### Objective Analysis

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods £000
		Original Budget £000	Revised Budget £000	Final Outturn £000	Variance £000	
	<b>Services for Older People</b>					
(2)	Community Re-enablement	355	353	367	14	16
(97)	Day Services	1,236	1,276	1,195	(81)	16
(40)	Intermediate Care Beds	141	145	100	(45)	(5)
19	Domiciliary Support	6,158	6,171	6,210	39	20
(1)	Meal Services	1	1	-	(1)	-
	- Supporting People Income	(839)	(840)	(1,108)	(268)	(268)
(197)	Residential Services	9,020	9,224	8,961	(263)	(66)
133	Professional Support	2,315	2,329	2,407	78	(55)
<b>(185)</b>	<b>Sub-Total - Services to Older People</b>	<b>18,387</b>	<b>18,659</b>	<b>18,132</b>	<b>(527)</b>	<b>(342)</b>
	<b>Physical Disability &amp; Sensory Impairment</b>					
(14)	Vulnerable Adults	119	103	91	(12)	2
(3)	Day Centres	139	122	117	(5)	(2)
119	Equipment - Stores	316	315	323	8	(111)
38	ESF Transition	-	-	38	38	-
(35)	Domiciliary Support	1,195	1,368	1,329	(39)	(4)
	- Minor Adaptations	124	124	110	(14)	(14)
	- Supporting People Income	(217)	(217)	(383)	(166)	(166)
110	Residential Services	584	600	714	114	4
90	Professional Support	1,125	1,148	1,232	84	(6)
(8)	Visual Impaired	12	12	5	(7)	1
(30)	Supported ABI	36	36	8	(28)	2
<b>267</b>	<b>Sub-Total - PDSI</b>	<b>3,433</b>	<b>3,611</b>	<b>3,584</b>	<b>(27)</b>	<b>(294)</b>
	<b>Learning Disability Services</b>					
(3)	Work Opportunities	1,724	1,722	1,713	(9)	(6)
(365)	Community Living	6,316	6,478	6,225	(253)	112
(24)	Day Services	1,013	983	980	(3)	21
<b>(392)</b>	<b>Sub-Total - Learning Disability Services</b>	<b>9,053</b>	<b>9,183</b>	<b>8,918</b>	<b>(265)</b>	<b>127</b>
	<b>Mental Health Services</b>					
	- Contracts	16	19	19	-	-
	- Day Services	223	232	247	15	15
	- Grants	95	104	105	1	1
(82)	Supported Accommodation	314	168	64	(104)	(22)
12	Supported Living	352	325	346	21	9
	- Supporting People Income	(562)	(562)	(181)	381	381
(92)	Residential Services	445	456	339	(117)	(25)
25	Professional & Support	806	810	840	30	5
(12)	Substance Misuse	217	218	215	(3)	9
(13)	Work Schemes	396	387	372	(15)	(2)
<b>(162)</b>	<b>Sub-Total - Mental Health Services</b>	<b>2,302</b>	<b>2,157</b>	<b>2,366</b>	<b>209</b>	<b>371</b>
	<b>Ringfenced Budgets</b>					
170	Learning Disability	503	520	657	137	(33)
(9)	Mental Health	446	457	428	(29)	(20)
21	Older People	-	-	22	22	1
<b>182</b>	<b>Sub-Total - Ringfenced Budgets</b>	<b>949</b>	<b>977</b>	<b>1,107</b>	<b>130</b>	<b>(52)</b>
	<b>Partnerships and Performance</b>					
(32)	Business Systems and Financial Assessments	1,002	997	1,025	28	60
(352)	Business Services - Income	(2,155)	(2,305)	(2,632)	(327)	25
(46)	Finance	350	348	304	(44)	2
	- Good Health	28	27	28	1	1
138	Management & Support	927	919	1,005	86	(52)
29	Public Information & Planning	446	444	474	30	1
(10)	Training	172	165	164	(1)	9
<b>(273)</b>	<b>Sub-Total - Business Services</b>	<b>770</b>	<b>595</b>	<b>368</b>	<b>(227)</b>	<b>46</b>
	<b>200 Request for Carry Forward - Occupational Therapy</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>200</b>	<b>-</b>
<b>(363)</b>	<b>TOTAL - ADULT SOCIAL CARE</b>	<b>34,894</b>	<b>35,182</b>	<b>34,675</b>	<b>(507)</b>	<b>(144)</b>

## ADULT SOCIAL CARE

### Final Outturn 2007/08

#### Subjective Analysis

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
133	Employees	19,804	20,121	20,199	78	(55)
192	Premises	685	788	1,031	243	51
149	Transport	1,639	1,692	1,854	162	13
624	Supplies and Services	1,203	1,211	1,798	587	(37)
(70)	Third Party Payments	22,410	22,400	22,375	(25)	45
(60)	Transfer Payments	537	697	661	(36)	24
(6)	Support Services	43	-	35	35	41
	- Capital Financing	-	41	50	9	9
(1,525)	Income	(11,427)	(11,768)	(13,528)	(1,760)	(235)
	200 Request for Carry Forward - Occupational Therapy			200	200	-
<b>(363)</b>	<b>TOTAL - ADULT SOCIAL CARE</b>	<b>34,894</b>	<b>35,182</b>	<b>34,675</b>	<b>(507)</b>	<b>(144)</b>

**COMMUNITY & HOUSING**

**APPENDIX 3**

**GENERAL FUND**

**Final Outturn 2007/08**

**Objective Analysis**

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Business &amp; Support - Operational</b>					
9	Cemeteries	465	464	478	14	5
	<b>9 Sub-Total - Business &amp; Support - Operational</b>	<b>465</b>	<b>464</b>	<b>478</b>	<b>14</b>	<b>5</b>
	<b>Customer &amp; Housing Services</b>					
(20)	Community Services	204	195	174	(21)	(1)
(2)	Grants & Contributions	92	92	90	(2)	0
1	Homelessness - Non Ringfenced	271	247	247	-	(1)
(1,205)	Homelessness - Ringfenced	1,361	1,374	172	(1,202)	3
(10)	Housing Grants	(110)	(121)	(137)	(16)	(6)
21	Housing Strategy	7	-	21	21	-
6	Neighbourhood Wardens	208	207	206	(1)	(7)
	<b>(1,209) Sub-Total - Customer &amp; Housing Services</b>	<b>2,033</b>	<b>1,994</b>	<b>773</b>	<b>(1,221)</b>	<b>(12)</b>
	<b>Technical Services - Operational</b>					
(58)	Waste Collection	2,585	2,584	2,522	(62)	(4)
(142)	Waste Disposal	4,277	4,019	4,099	80	222
(27)	Agricultural Estates	(138)	(138)	(170)	(32)	(5)
(5)	Fly Tipping	104	104	96	(8)	(3)
104	Sustainable Waste Management	216	216	417	201	97
21	Markets	(53)	(52)	(36)	16	(5)
107	Property Holdings	(146)	(134)	(8)	126	19
25	Recycling	478	470	493	23	(2)
85	Civic Amenity Sites	1,340	1,540	1,606	66	(19)
12	Public Conveniences	175	174	183	9	(3)
(107)	Industrial Units	(1,719)	(1,719)	(1,882)	(163)	(56)
(3)	Animal & Pest Control	124	123	123	-	3
	<b>12 Sub-Total - Technical Services - Operational</b>	<b>7,243</b>	<b>7,187</b>	<b>7,443</b>	<b>256</b>	<b>244</b>
	<b>Technical Services - Support</b>					
(4)	Administrative Buildings	1,301	1,462	1,447	(15)	(11)
12	Design Services	(9)	(23)	(51)	(28)	(40)
3	Energy Services	190	189	196	7	4
(27)	Risk Management	27	27	-	(27)	-
5	Corporate Property Maintenance	2,063	648	485	(163)	(168)
(63)	Valuation and Estates	514	502	419	(83)	(20)
	<b>(74) Sub-Total - Technical Services - Support</b>	<b>4,086</b>	<b>2,805</b>	<b>2,496</b>	<b>(309)</b>	<b>(235)</b>
	<b>Supporting People</b>					
37	Carelink	150	150	200	50	13
(18)	Community Centres	142	142	113	(29)	(11)
229	General	(1,517)	(1,516)	(1,288)	228	(1)
47	Management & Admin.	177	177	222	45	(2)
11	Relief Wardens	202	202	211	9	(2)
(4)	Tenants Gardens	259	201	207	6	10
17	Resident Wardens	955	955	970	15	(2)
	<b>319 Sub-Total - Supporting People</b>	<b>368</b>	<b>311</b>	<b>635</b>	<b>324</b>	<b>5</b>
	<b>Business Units</b>					
(28)	Waste Collection - Contractor	(91)	(101)	(142)	(41)	(13)
(78)	Administration Support	1,060	1,171	1,083	(88)	(10)
	<b>(106) Sub-Total - Business Units</b>	<b>969</b>	<b>1,070</b>	<b>941</b>	<b>(129)</b>	<b>(23)</b>
	<b>(1,049) TOTAL - COMMUNITY &amp; HOUSING</b>	<b>15,164</b>	<b>13,831</b>	<b>12,766</b>	<b>(1,065)</b>	<b>(16)</b>

## **COMMUNITY & HOUSING**

### **Budget Monitoring Period 10 2007/08**

#### **Subjective Analysis**

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(148)	Employees	9,077	9,731	9,433	(298)	(150)
226	Premises	8,600	7,322	7,384	62	(164)
124	Transport	1,510	1,581	1,697	116	(8)
(1,247)	Supplies and Services	6,957	6,594	5,690	(904)	343
101	Third Party Payments	6,732	6,911	7,000	89	(12)
(13)	Transfer Payments	22	23	119	96	109
15	Support Services	(206)	(231)	(240)	(9)	(24)
(58)	Capital Financing	82	233	175	(58)	-
(49)	Income	(17,610)	(18,333)	(18,492)	(159)	(110)
<b>(1,049)</b>	<b>TOTAL - COMMUNITY &amp; HOUSING</b>	<b>15,164</b>	<b>13,831</b>	<b>12,766</b>	<b>(1,065)</b>	<b>(16)</b>

**EDUCATION , CHILDREN'S SERVICES AND**

**APPENDIX 4**

**Final Outturn 2007/08**

**Objective Analysis**

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Children's Services</b>					
(9)	Children's Training	-	117	77	(40)	(31)
(2)	Family placement	1,359	1,486	1,490	4	6
	- Grants	106	158	165	7	7
6	Family Support	288	283	308	25	19
20	Prevention and Support	84	74	83	9	(11)
(348)	Other Residential	849	841	574	(267)	81
(9)	Professional Support	5,421	5,247	5,210	(37)	(28)
(3)	Youth Offending Team	317	361	356	(5)	(2)
123	Special Investigation	-	37	179	142	19
						-
<b>(222)</b>	<b>Sub-Total - Children's Services</b>	<b>8,424</b>	<b>8,604</b>	<b>8,442</b>	<b>(162)</b>	<b>60</b>
	<b>Out County Pooled Budget</b>					
409	Children's	2,474	2,623	3,100	477	68
434	Special	1,241	1,391	1,679	288	(146)
<b>843</b>	<b>Sub-Total - Out County Pooled Budget</b>	<b>3,715</b>	<b>4,014</b>	<b>4,779</b>	<b>765</b>	<b>(78)</b>
	<b>Libraries, Culture and Heritage</b>					
	- Libraries and Arts	2,424	2,438	2,420	(18)	(18)
59	County Record office and Records Management	414	412	485	73	14
	Museums and Heritage Service	342	366	355	(11)	(11)
	- Schools Library Service	325	325	326	1	1
<b>59</b>	<b>Sub-Total - Libraries,Culture &amp; Heritage</b>	<b>3,505</b>	<b>3,541</b>	<b>3,586</b>	<b>45</b>	<b>(14)</b>
	<b>Leisure Services</b>					
144	Leisure Centres and Pools	2,517	2,507	2,743	236	92
	- Recreational Grounds and Amenities	406	406	419	13	13
5	Leisure services	260	330	338	8	3
	- Play Development	327	326	311	(15)	(15)
<b>149</b>	<b>Sub-Total - Leisure Services</b>	<b>3,510</b>	<b>3,569</b>	<b>3,811</b>	<b>242</b>	<b>93</b>
	<b>Delegated Schools Budgets</b>					
	- Nursery	96	1	11	10	10
	- Primary	35,559	35,679	35,677	(2)	(2)
	- Secondary	31,616	31,617	31,617	-	-
	- Special	2,945	2,944	2,946	2	2
	<b>- Sub-Total - Delegated Schools</b>	<b>70,216</b>	<b>70,241</b>	<b>70,251</b>	<b>10</b>	<b>10</b>
	<b>School Improvement Service</b>					
	- Early Years	-	-	-	-	-
	- Primary - non delegated	956	991	1,034	43	43
	- Secondary non - delegated	1,055	824	882	58	58
(3)	Inclusion	5,542	5,637	5,647	10	13
(26)	School Improvement Service	1,048	1,289	1,044	(245)	(219)
(35)	ICT Unit	1,137	1,135	1,141	6	41
7	Schools Related	566	1,400	1,416	16	9
54	Sports Development	134	133	208	75	21
<b>(3)</b>	<b>Sub-Total - School Improvement</b>	<b>10,438</b>	<b>11,409</b>	<b>11,372</b>	<b>(37)</b>	<b>(34)</b>
	<b>Development and Resources</b>					
	- Youth and Community	1,158	1,273	1,334	61	61
36	Pupil/Student Transport	5,767	5,885	5,884	(1)	(37)
	- Student Finance	106	106	97	(9)	(9)
(48)	Service Units	2,095	2,052	1,989	(63)	(15)
42	Facilities Services	1,203	1,190	1,511	321	279
(2)	Management and Administration	1,176	1,116	1,127	11	13
<b>28</b>	<b>Sub-Total - Development &amp; Resources</b>	<b>11,505</b>	<b>11,622</b>	<b>11,942</b>	<b>320</b>	<b>292</b>
<b>854</b>	<b>TOTAL - E C S and R</b>	<b>111,313</b>	<b>113,000</b>	<b>114,183</b>	<b>1,183</b>	<b>329</b>



## EDUCATION , CHILDREN'S SERVICES AND RECREATION

Final Outturn 2007/08

### Subjective Analysis

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Balances	-	25	(32)	(57)	(57)
292	Employees	102,736	104,119	103,346	(773)	(1,065)
	- Premises	7,237	8,376	8,710	334	334
36	Transport	5,091	5,214	5,684	470	434
31	Supplies and Services	7,261	7,581	8,694	1,113	1,082
495	Third Party Payments	10,481	10,553	12,116	1,563	1,068
	- Transfer Payments	2,029	1,801	1,717	(84)	(84)
	- Support Services	439	447	797	350	350
	- Capital Financing	276	195	292	97	97
	- Income	(24,237)	(25,311)	(27,141)	(1,830)	(1,830)
<b>854</b>	<b>TOTAL - E C S and R</b>	<b>111,313</b>	<b>113,000</b>	<b>114,183</b>	<b>1,183</b>	<b>329</b>

## ENVIRONMENT & REGENERATION

## APPENDIX 5

Final Outturn 2007/08

### Objective Analysis

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Highways &amp; Transportation</b>					
	- Maintenance Works					
	- Structural Maintenance	1,445	1,494	1,494	-	-
	- Routine Maintenance	2,429	2,354	2,354	-	-
	- Environmental Maintenance	2,167	2,096	2,196	100	100
	- Winter Maintenance	498	498	850	352	352
	- Street Lighting	673	739	707	(32)	(32)
	- Structures	36	72	72	-	-
(15)	Maintenance Management	1,242	336	256	(80)	(65)
(20)	Neighbourhood Services	-	990	920	(70)	(50)
18	Highway Services	123	132	162	30	12
	- Traffic Works	165	165	135	(30)	(30)
(50)	Traffic Management	250	249	199	(50)	-
	- Road Safety	260	258	246	(12)	(12)
	- Development Control/public rights of way	369	440	485	45	45
	- Car Parks	59	59	39	(20)	(20)
	- Transportation	1,036	1,035	970	(65)	(65)
	- Concessionary Fares	260	260	215	(45)	(45)
<b>(67)</b>	<b>Sub-Total - Highways &amp; Transportation</b>	<b>11,012</b>	<b>11,177</b>	<b>11,300</b>	<b>123</b>	<b>190</b>
	<b>Engineering Services</b>					
60	Highways & Engineering Design	(72)	(115)	(185)	(70)	(130)
(10)	Technical Services	251	166	186	20	30
40	Land Drainage Works	177	175	205	30	(10)
	- Trunk Road Management Unit	(38)	(38)	(38)	-	-
	- Trading Services					
	- Highways Maintenance	11	-	(69)	(69)	(69)
100	- Environmental Maintenance	3	-	45	45	(55)
25	- Vehicle Maintenance / Management	89	86	122	36	11
<b>215</b>	<b>Sub-Total - Engineering Services</b>	<b>421</b>	<b>274</b>	<b>266</b>	<b>(8)</b>	<b>(223)</b>
	<b>Planning</b>					
(210)	Planning Control	214	160	25	(135)	75
	- Support Services		237	232	(5)	(5)
	- Policy and Implementation	706	703	731	28	28
10	Environment and Conservation	289	286	324	38	28
70	Land Charges	(228)	(228)	(149)	79	9
	- Countryside Service	312	350	350	-	-
<b>(130)</b>	<b>Sub-Total - Planning</b>	<b>1,293</b>	<b>1,508</b>	<b>1,513</b>	<b>5</b>	<b>135</b>
	<b>Public Protection</b>					
9	Pollution Control	237	310	385	75	66
(20)	Environmental Control	335	343	323	(20)	-
	- Food Safety	360	354	357	3	3
(70)	Health & Safety	308	305	167	(138)	(68)
	- Building Control	258	256	261	5	5
	- Building Regulations Charging Account	-	-	-	-	-
	- Trading Standards	620	619	619	-	-
<b>(81)</b>	<b>Sub-Total - Public Protection</b>	<b>2,118</b>	<b>2,187</b>	<b>2,112</b>	<b>(75)</b>	<b>6</b>
	<b>Management Support &amp; Performance</b>					
(60)	Management Support & Performance	1,839	1,523	1,483	(40)	20
	<b>Regeneration</b>					
(30)	Economic Development	510	511	383	(128)	(98)
7	Tourism	130	130	130	-	(7)
	- European Partnership	11	11	11	-	-
260	Flintshire Business Services	204	203	363	160	(100)
	- Communities First	-	-	-	-	-
<b>237</b>	<b>Sub-Total - Regeneration</b>	<b>855</b>	<b>855</b>	<b>887</b>	<b>32</b>	<b>(205)</b>
<b>114</b>	<b>TOTAL - ENVIRONMENT &amp; REGENERATION</b>	<b>17,538</b>	<b>17,524</b>	<b>17,561</b>	<b>37</b>	<b>(77)</b>

## **ENVIRONMENT & REGENERATION**

### **Final Outturn 2007/08**

#### **Subjective Analysis**

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(80)	Employees	17,174	17,135	17,059	(76)	4
-	Premises	1,515	1,578	1,578	-	-
-	Transport	5,209	5,218	5,213	(5)	(5)
145	Supplies and Services	5,093	5,330	5,454	124	(21)
-	Third Party Payments	11,086	9,131	9,436	305	305
-	Transfer Payments	6	6	(19)	(25)	(25)
-	Support Services	1,775	444	344	(100)	(100)
-	Capital Financing	-	-	-	-	-
49	Income	(24,320)	(21,318)	(21,504)	(186)	(235)
<b>114</b>	<b>TOTAL - ENVIRONMENT &amp; REGENERATION</b>	<b>17,538</b>	<b>17,524</b>	<b>17,561</b>	<b>37</b>	<b>(77)</b>

**CHIEF EXECUTIVE****APPENDIX 6****Final Outturn 2007/08****Objective Analysis**

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(8)	Management & Administration	277	487	485	(2)	6
(30)	Corporate Communications	326	481	455	(26)	4
						-
<b>(38)</b>	<b>TOTAL - CHIEF EXECUTIVE</b>	<b>603</b>	<b>968</b>	<b>940</b>	<b>(28)</b>	<b>10</b>

**Subjective Analysis**

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
11	Employees	436	531	542	11	-
(1)	Premises	1	1	1	-	1
1	Transport	3	3	10	7	6
(41)	Supplies and Services	81	382	296	(86)	(45)
-	- Third Party Payments	-	-	12	12	12
-	- Transfer Payments	-	-	-	-	-
(8)	Support Services	91	84	95	11	19
-	- Capital Financing	-	-	-	-	-
-	- Income	(9)	(33)	(16)	17	17
<b>(38)</b>	<b>TOTAL - CHIEF EXECUTIVE</b>	<b>603</b>	<b>968</b>	<b>940</b>	<b>(28)</b>	<b>10</b>

# CORPORATE STRATEGY

# APPENDIX 7

## Final Outturn 2007/08

### Objective Analysis

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Management</b>					
20	Management	319	301	311	10	(10)
20	Sub-Total - Management	319	301	311	10	(10)
	<b>Human Resources &amp; Organisational Development</b>					
	- CRB Checks	90	127	114	(13)	(13)
	- Corporate Training & Development	276	275	269	(6)	(6)
	- Payroll	268	266	267	1	1
	- Human Resources	775	783	806	23	23
	- Job Evaluation	75	75	76	1	1
	- Temporary HR Projects	198	520	520	-	-
	- Sub-Total - HR & Org Development	1,682	2,046	2,052	6	6
	<b>Occupational Health &amp; Safety</b>					
(9)	Occupational Health & Safety	634	672	657	(15)	(6)
3	Counselling Support	-	59	62	3	-
(6)	Sub-Total - Occupational Health & Safety	634	731	719	(12)	(6)
	<b>Policy, Performance &amp; Partnerships</b>					
1	Civil Contingencies	20	19	24	5	4
	- Corporate Facilities	-	-	-	-	-
	- Policy Grants	-	-	-	-	-
(1)	Policy, Performance & Partnerships	1,134	1,225	1,163	(62)	(61)
	- Sub-Total - Policy, Performance & Partnerships	1,154	1,244	1,187	(57)	(57)
	<b>ICT &amp; Customer Services</b>					
(23)	Information Communication Technology	3,511	3,502	3,459	(43)	(20)
4	Customer Services	685	681	699	18	14
	- Design & Print	-	-	92	92	92
(19)	Sub-Total - ICT & Customer Services	4,196	4,183	4,250	67	86
<b>(5)</b>	<b>TOTAL - CORPORATE STRATEGY</b>	<b>7,985</b>	<b>8,505</b>	<b>8,519</b>	<b>14</b>	<b>19</b>

### Subjective Analysis

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(81)	Employees	7,066	7,636	7,522	(114)	(33)
13	Premises	45	64	74	10	(3)
3	Transport	88	97	100	3	-
93	Supplies and Services	3,743	3,870	3,889	19	(74)
	- Third Party Payments	162	237	236	(1)	(1)
	- Transfer Payments	-	-	-	-	-
(11)	Support Services	291	280	311	31	42
	- Capital Financing	117	43	25	(18)	(18)
(22)	Income	(3,527)	(3,722)	(3,638)	84	106
<b>-5</b>	<b>TOTAL - CORPORATE STRATEGY</b>	<b>7,985</b>	<b>8,505</b>	<b>8,519</b>	<b>14</b>	<b>19</b>

# FINANCIAL, LEGAL AND DEMOCRATIC SERVICES

# APPENDIX 8

## Final Outturn 2007/08

### Objective Analysis

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Management &amp; Secretariat</b>					
17	Management & Secretariat	565	562	581	19	2
17	Sub-Total - Management & Secretariat	565	562	581	19	2
	<b>Financial Management &amp; Audit</b>					
(9)	Corporate & Capital Accounting	308	307	297	(10)	(1)
(53)	Financial Planning	191	191	137	(54)	(1)
(27)	Service Accounting	558	556	529	(27)	-
(20)	Internal Audit	569	566	540	(26)	(6)
(109)	Sub-Total - Financial Management & Audit	1,626	1,620	1,503	(117)	(8)
	<b>Funds &amp; Customer Accounts</b>					
(33)	Pensions & Funds	(1)	(1)	(91)	(90)	(57)
4	Procurement & Risk Management	183	182	180	(2)	(6)
97	Customer Accounts	1,141	1,128	1,176	48	(49)
68	Sub-Total - Funds & Customer Accounts	1,323	1,309	1,265	(44)	(112)
	<b>Legal Services</b>					
(19)	Legal Services	834	841	813	(28)	(9)
(19)	Sub-Total - Legal Services	834	841	813	(28)	(9)
	<b>Democratic Services</b>					
(12)	Business Development	78	78	76	(2)	10
(33)	Committee, Member & Electoral Services	588	2,050	2,030	(20)	13
(23)	Administration	509	507	478	(29)	(6)
(23)	Scrutiny	181	174	175	1	24
(91)	Sub-Total - Democratic Services	1,356	2,809	2,759	(50)	41
<b>(134)</b>	<b>TOTAL - FLADS</b>	<b>5,704</b>	<b>7,141</b>	<b>6,921</b>	<b>(220)</b>	<b>(86)</b>

### Subjective Analysis

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(59)	Employees	7,199	7,296	7,313	17	76
1	Premises	23	45	54	9	8
(11)	Transport	86	97	82	(15)	(4)
90	Supplies and Services	664	2,085	2,033	(52)	(142)
	- Third Party Payments	-	-	-	-	-
	- Transfer Payments	31,151	31,151	31,529	378	378
	- Support Services	189	193	178	(15)	(15)
	- Capital Financing	-	-	-	-	-
(155)	Income	(33,608)	(33,726)	(34,268)	(542)	(387)
<b>(134)</b>	<b>TOTAL - FLADS</b>	<b>5,704</b>	<b>7,141</b>	<b>6,921</b>	<b>(220)</b>	<b>(86)</b>

**Final Outturn 2007/08****Objective Analysis**

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Clwyd Theatr Cymru</b>					
(50)	General Administration	(135)	(135)	(179)	(44)	6
(15)	Production Overheads	838	838	797	(41)	(26)
80	Clwyd Theatr Cymru Productions	449	449	555	106	26
(27)	Other Art Forms	(16)	(16)	(70)	(54)	(27)
12	Other Earned Income	(157)	(157)	(126)	31	19
	<b>- TOTAL - CLWYD THEATR CYMRU</b>	<b>979</b>	<b>979</b>	<b>977</b>	<b>(2)</b>	<b>(2)</b>

**Subjective Analysis**

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
50	Employees	2,735	2,735	2,728	(7)	(57)
-	- Premises	261	261	265	4	4
-	- Transport	31	31	33	2	2
321	Supplies and Services	1,666	1,666	2,139	473	152
-	- Third Party Payments	-	-	-	-	-
-	- Transfer Payments	-	-	-	-	-
-	- Support Services	-	-	-	-	-
-	- Capital Financing	-	-	-	-	-
(371)	Income	(3,714)	(3,714)	(4,188)	(474)	(103)
	<b>- TOTAL - CLWYD THEATR CYMRU</b>	<b>979</b>	<b>979</b>	<b>977</b>	<b>(2)</b>	<b>(2)</b>

n.b Any surplus or deficit is transferred to a specific reserve

## CENTRAL & CORPORATE FINANCE

## APPENDIX 10

### Final Outturn 2007/08

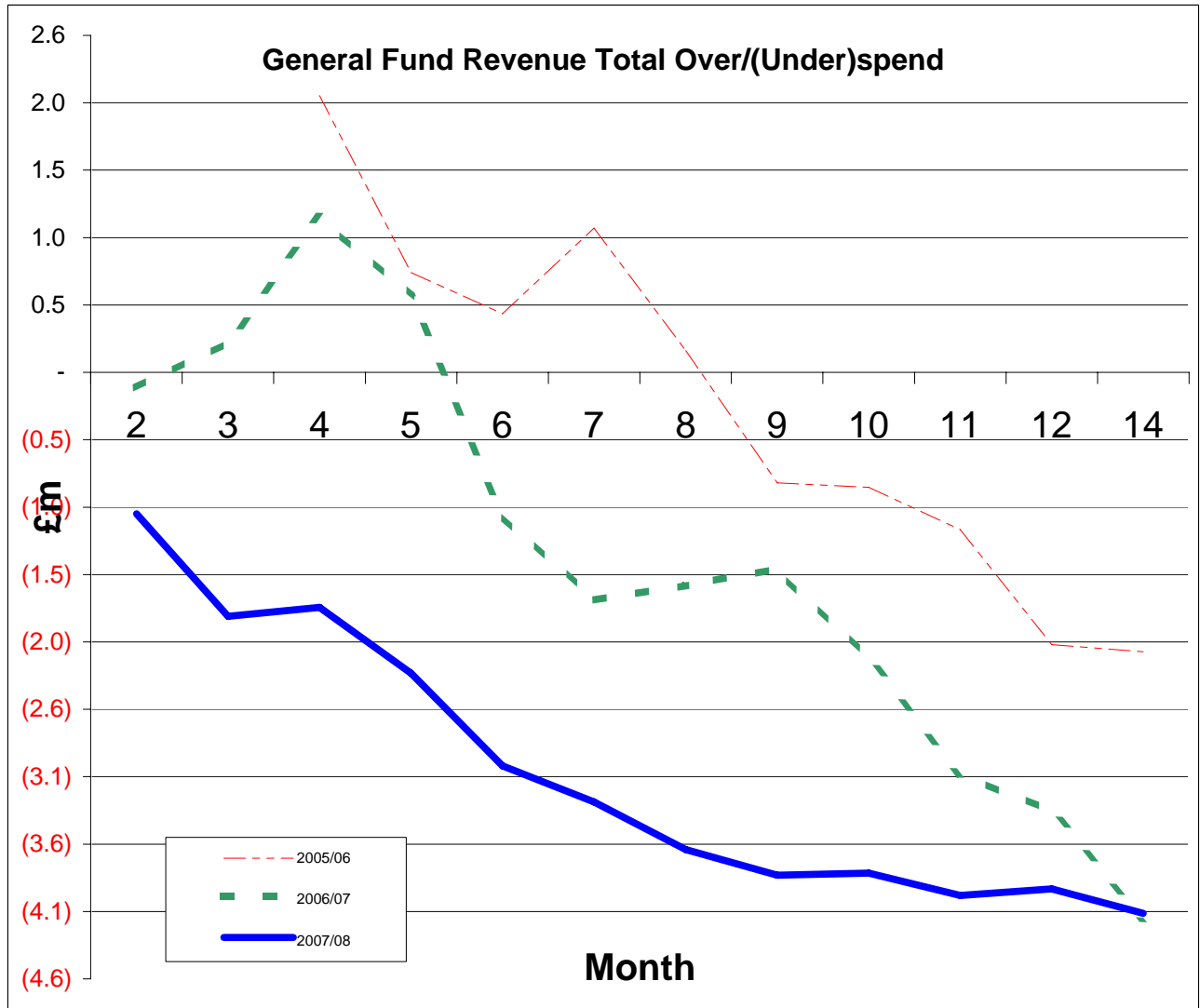
#### Objective Analysis

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Central &amp; Corporate Finance</b>					
	- Members' Allowances	1,412	-	-	-	-
	- Coroners	205	205	163	(42)	(42)
	- Central Services - Other	238	3	2	(1)	(1)
(993)	Central Loans & Investment Account	12,004	12,004	10,830	(1,174)	(181)
(475)	Financing & Funding (insurance, banking etc.)	3,598	3,598	3,024	(574)	(99)
	- Development Grants	284	291	286	(5)	(5)
(43)	Corporate Discretionary Rate Relief	121	121	74	(47)	(4)
(1,346)	Corporate Other	7,274	6,762	5,297	(1,465)	(119)
<b>(2,857)</b>	<b>Sub-Total - Central &amp; Corporate Finance</b>	<b>25,136</b>	<b>22,984</b>	<b>19,676</b>	<b>(3,308)</b>	<b>(451)</b>
	<b>Levying Bodies</b>					
	- North West/Wales Sea Fisheries Committee	25	25	25	-	-
	- Fire Service	6,554	6,554	6,554	-	-
	<b>- Sub-Total - Levying Bodies</b>	<b>6,579</b>	<b>6,579</b>	<b>6,579</b>	<b>-</b>	<b>-</b>
	<b>Other</b>					
	- Central Service Recharges	(1,576)	(1,576)	(1,466)	110	110
	- Performance Improvement Grant	(1,493)	(1,493)	(1,493)	-	-
	- Deprivation Grant	(225)	(225)	(225)	-	-
(329)	Business Growth Incentive Scheme	(581)	(581)	(910)	(329)	-
	- Contribution to / (from) Balances	(3,399)	(4,197)	(4,197)	-	-
<b>(329)</b>	<b>Sub-Total - Other</b>	<b>(7,274)</b>	<b>(8,072)</b>	<b>(8,291)</b>	<b>(219)</b>	<b>110</b>
<b>(3,186)</b>	<b>TOTAL - CENTRAL &amp; CORPORATE FINANCE</b>	<b>24,441</b>	<b>21,491</b>	<b>17,964</b>	<b>(3,527)</b>	<b>(341)</b>

#### Subjective Analysis

Month 10 Variance		2007/08 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(525)	Employees	7,659	7,929	7,387	(542)	(17)
(58)	Premises	36	158	100	(58)	-
	- Transport	11	-	-	-	-
(856)	Supplies and Services	5,970	3,421	3,682	261	1,117
	- Third Party Payments	6,578	6,585	6,539	(46)	(46)
	- Transfer Payments	1	-	-	-	-
	- Support Services	(1,571)	(1,576)	(1,466)	110	110
251	Capital Financing	15,199	15,199	17,242	2,043	1,792
(1,998)	Income	(9,442)	(10,225)	(15,520)	(5,295)	(3,297)
<b>(3,186)</b>	<b>TOTAL - CENTRAL &amp; CORPORATE FINANCE</b>	<b>24,441</b>	<b>21,491</b>	<b>17,964</b>	<b>(3,527)</b>	<b>(341)</b>





**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 12**

**REPORT TO: EXECUTIVE**

**DATE : 05 AUGUST 2008**

**REPORT BY: COUNTY FINANCE OFFICER**

**SUBJECT : HOUSING REVENUE ACCOUNT FINAL OUTTURN 2007/08**

**1.00 PURPOSE OF REPORT**

- 1.01 To inform members of the Housing Revenue Account Final Outturn for 2007/08 (subject to audit) and the impact on the level of HRA balances at 31<sup>st</sup> March 2008. The final outturn is compared to month 10 being the last monitoring report taken to Executive.
- 1.02 To provide members with a review of the year and detail some of the significant variations from the Revised Budget.

**2.00 BACKGROUND**

- 2.01 On 1st March, 2007, the Council approved a Housing Revenue Account budget for 2007/08 of £21.176m.
- 2.02 The budget provided for a closing balance at 31<sup>st</sup> March, 2008 of £1.156m which satisfied the prudent approach of ensuring a minimum level of 3% of gross expenditure plus an additional £0.521m.
- 2.03 As previously reported the closing balance at the end of 2006/07 was £1.347m which was £0.471m higher than the estimate of £0.876m. This had the effect of increasing the opening balance for 2007/08 by the same amount.

**3.00 CONSIDERATIONS**

- 3.01 The final outturn position (subject to audit) resulted in net expenditure being £0.285m more than the budget (£0.114m at month 10). Details of the final position are set out in the table below.

HOUSING REVENUE ACCOUNT	Original Budget	Revised Budget	Projected in-year Outturn		Variance Budget	Variance to Budget
			Mth 10	Final	Mth 10	Final
	£m	£m	£m	£m	£m	£m
<b>Total Income</b>						
Rents (Incl Garages)	(21.261)	(21.261)	(21.177)	(21.143)	0.084	0.118
Capitalised Salaries	(0.186)	(0.420)	(0.415)	(0.419)	0.005	0.001
Interest	(0.008)	(0.008)	(0.004)	(0.005)	0.004	0.003
						-
<b>Total Income</b>	<b>(21.455)</b>	<b>(21.689)</b>	<b>(21.596)</b>	<b>(21.567)</b>	<b>0.093</b>	<b>0.122</b>
<b>Total Expenditure</b>						
Housing Subsidy (Deficit)	6.063	6.063	6.078	6.085	0.015	0.022
less Capital Financing Charges	2.702	2.702	2.751	2.785	0.049	0.083
Net Subsidy	8.765	8.765	8.829	8.870	0.064	0.105
Estate Management	1.018	1.018	0.771	0.767	(0.247)	(0.251)
Home Ownership	(0.055)	(0.055)	(0.005)	(0.004)	0.050	0.051
Allocation & Welfare	0.249	0.249	0.234	0.214	(0.015)	(0.035)
Building Maintenance Trading Account	0.380	0.380	0.067	0.177	(0.313)	(0.203)
Repairs & Maintenance	7.480	7.707	8.010	8.229	0.303	0.522
Capital Expenditure from Revenue Account	0.984	0.984	1.234	1.234	0.250	0.250
Finance & Support	2.024	2.031	1.960	1.755	(0.071)	(0.276)
Supporting People Transitional Cost	0.330	0.330	0.330	0.330	-	-
<b>Total Expenditure</b>	<b>21.175</b>	<b>21.409</b>	<b>21.430</b>	<b>21.572</b>	<b>0.021</b>	<b>0.163</b>
<b>Net Expenditure before use of / contribution to balances</b>	<b>(0.280)</b>	<b>(0.280)</b>	<b>(0.166)</b>	<b>0.005</b>	<b>0.114</b>	<b>0.285</b>
Contribution to / (from) balances	0.280	0.280	0.166	(0.005)	(0.114)	(0.285)
<b>Net Expenditure after use of / contribution to balances</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balances</b>						
Opening Balance	(0.876)	(1.347)	(1.347)	(1.347)	-	-
Contribution (to) / from Balances	(0.280)	(0.280)	(0.166)	0.005	0.114	0.285
<u>Less agreed use of balances</u>						
<b>Closing Balance</b>	<b>(1.156)</b>	<b>(1.627)</b>	<b>(1.513)</b>	<b>(1.342)</b>	<b>0.114</b>	<b>0.285</b>

3.02 The effect of the in-year actual brought forward amount and the final outturn is to produce a HRA closing balance of £1.342m which equates to 6.3% of budgeted expenditure which is well above the recommended level of 3%.

3.03 The closing balance of £1.342m will be carried forward into 2008/09. The budget for 2008/09 estimated that £1.078m would be carried forward from 2007/08 to 2008/09, so the starting position for the HRA in 2008/09 has improved by £0.264m.

3.04 The significant new variances since month 10 are as follows:-

**Building Maintenance Trading Account - Underspend of £0.203m (£0.313m at Month 10)**

a) There have been several variances since month 10, with the final position being a reduction in the underspend of £0.110m as summarised below:-

<u>Increased underspend</u>	£m	£m
Additional Income	(0.147)	
Central Support Costs	<u>(0.097)</u>	
		(0.244)
<u>Increased Overspend</u>		
Sub-Contractor costs	0.133	
Agency Staff Costs	0.037	
Stock Adjustment	0.063	
Direct Materials	0.059	
Stores Income	0.029	
Other Various	<u>0.033</u>	
		<u>0.354</u>
Movement		0.110

**R&M premises account - Overspend of £0.522m (£0.303m at Month 10)**

- b) The final position on R&M is an overspend of £0.522m, which represents an increase of £0.219m on the position reported at month 10. Further costs of £0.231m have been incurred on the R&M premises account as a direct result of increased ticket activity from the BMTA. The outturn projected at period 10 did not reflect a sufficient level of information regarding client commitments to match the associated level of income on the trading account.

**Finance and Support - Underspend of £0.276m (£0.071m at Month 10)**

- c) The main reason for the movement on this account from month 10 is the recharge for central support costs being significantly lower than anticipated, resulting in an underspend of £0.174m. The large movement is as a result of the first stage of corporate review into the process of apportioning central support costs. Other additional savings since month 10 include insurance costs of £0.017m and legal fees of £0.008m.

**4.00 REVIEW OF THE YEAR - SIGNIFICANT VARIANCES**

**Estate Management (Underspend of £0.251m)**

- 4.01 The primary reason for the underspend position is salary savings across the housing area offices and anti social behaviour unit. Additional budget was approved for 2007/08 to create Area Manager positions within the three area offices, however they were not filled due to the uncertainties surrounding the future of the Housing stock, and corporate restructuring of Directorates.

**Building Maintenance Trading Account (Underspend of £0.203m)**

- 4.02 There was a budgeted deficit of £0.380m on the BMTA for 2007/08 with the final deficit being £0.177m. A number of key improvements were made during the year, including significant enhancements to management information. This enabled more robust financial forecasting and improvements to

operational planning and control. Project work was also undertaken during the year to prepare for the implementation of a new schedule of rates and diagnostic reporting software at the start of 2008/09. These initiatives will further enable the trading account to move forward as a modern, efficient and effective service function.

**Repairs and Maintenance (Overspend of £0.522m)**

- 4.03 There were a number of pressures within this service during the year which contributed to the total overspend. The biggest element was the demand for direct repairs which accounted for £0.301m of the total. A further £0.124m of the overspend arose due to salaries realignment following an extensive review of staff salary allocations. Other factors which contributed to the overspend were consultancy fees of £0.081m, and an increase of £0.070m to the bad debt provision relating to rechargeable repairs.

**Capital Expenditure from Revenue Account (Overspend of £0.250m)**

- 4.04 Executive on the 20th November 2007 approved a contribution of £0.250m to support the Housing Grants Capital Programme for mandatory Local Authority Disabled Facilities Grants. The term 'overspend' in this instance is misleading as the additional expenditure was a planned action taking into account the affordability of the HRA and the projected level of HRA balances at the time.

**Finance and Support (Underspend of £0.276m)**

- 4.05 Early in the financial year there were savings of £0.130m identified due to vacancies and underspends on the risk management and stock condition survey budgets. However during the year additional costs needed to be incurred on Locum Solicitor costs, compensation payments, and consultancy costs in respect of the Housing Business Plan. In addition, as detailed in paragraph 3.06c a large proportion of the final underspend is due to the results of Phase 1 of a review of the basis of apportionment of support costs which was implemented as part of the final accounts process.
- 4.06 Attached at Appendix 1 is a graph of the monthly reported projections for the HRA compared to those from 2005/06 and 2006/07. Clearly there are 2 issues to be considered when assessing such data.
- a) Were the monthly projections reasonably accurate? This can be assessed by the angle of the graph and as can be seen the graph for 2007/08 is reasonably horizontal, with the exception of month 3 when there was initial concern regarding the BMTA projections pending more detailed work. Therefore, overall there weren't extremes in the projections across the year indicating more consistency in outturn projections.
  - b) How close to the budget were the projections? This can be assessed by how close the graph is to the £0 line. The graph indicates that projections across the year were closer to budget than previous years which suggests improvements in the budget setting and budget management processes.

**5.00 RECOMMENDATIONS**

5.01 Members are requested to note the report.

**6.00 FINANCIAL IMPLICATIONS**

6.01 The financial implications are as set out in Section 3.00 and 4.00 of the report.

**7.00 POVERTY IMPACT**

7.01 None.

**8.00 ENVIRONMENTAL IMPACT**

8.01 None.

**9.00 EQUALITIES IMPACT**

9.01 None.

**10.00 PERSONNEL IMPLICATIONS**

10.01 None.

**11.00 CONSULTATION REQUIRED/UNDERTAKEN**

11.01 None.

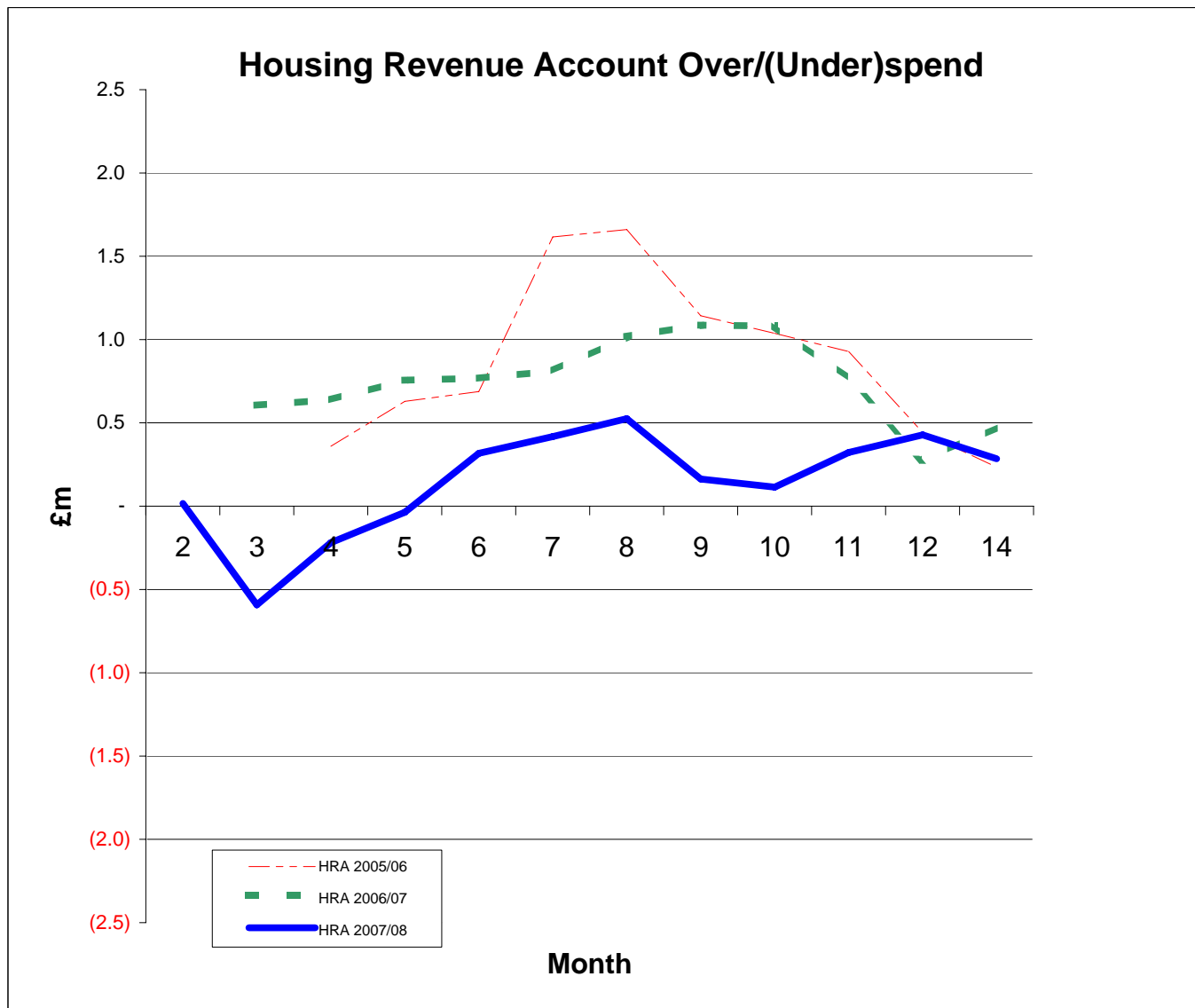
**12.00 APPENDICES**

12.01 Attached

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

Final Outturn Working Papers

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## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: EXECUTIVE

DATE : 05 AUGUST 2008

REPORT BY: COUNTY FINANCE OFFICER

SUBJECT : GENERAL FUND & HOUSING REVENUE ACCOUNT INTERIM  
REVENUE BUDGET MONITORING 2008-09

### **1.00 PURPOSE OF REPORT**

1.01 To provide Members with an interim 2008/09 budget monitoring report for General Fund and Housing Revenue Account (HRA) based on projections as at the end of May 2008.

### **2.00 BACKGROUND**

2.01 The 2008/09 budget was agreed by Council on 4th March 2008.

2.02 In the early part of the financial year 2008/09, resources have again been targeted at the closure of the accounts for 2007/08. Therefore, as in previous years this report will only detail any significant variances to the budget that are being projected to date.

2.03 This report is clearly at an early stage in the financial year. A more detailed report will be made to Executive on 16th September 2008 setting out the position as at the end of June (Month 3) and monthly thereafter. The final outturn for 2007/08 (subject to audit) is also on this agenda.

### **3.00 GENERAL FUND**

#### **Directorate Budgets**

3.01 Whilst detailed budget monitoring has been suspended for final accounts work, staff in Service Accounting continue to liaise with departments to ensure that any significant issues are identified and that corrective action is taken. A number of pressures and savings have been identified across services and, directorates, as required by the Council's Financial Procedure Rules will be trying to manage these within their overall cash limited budgets during the rest of the year.

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Date: 20/08/2008



## **Community & Housing**

### **Property Holdings – Overspend of £0.081m**

- 3.02 The pressure on this account is directly related to payment of NNDR fees for vacant properties awaiting disposal. The two properties are Newtech Square and Buckley Swimming Pool and are reflected as full year charges. In the event that any of the properties are disposed of later in the year, a pro rata refund will be received which will reduce the projected overspend.

### **Civic Amenity Sites – Overspend of £0.088m**

- 3.03 The overspend position on this budget relates to a savings option submitted as part of the 2008/09 budget setting process. It was agreed to close Saltney Managed Bring Site subject to Sandycroft Civic Amenity Site being ready for use by 1st July 2008. The new Sandycroft Civic Amenity Site is not now expected to be ready to open until the first half of the 2009/10 financial year. A report is to be taken to Executive in September seeking approval to take the proposed development forward. The projection reflects the full year effect of the continuing operation of the Saltney managed site throughout 2008/09, although there will also be budgetary implications for 2009/10 in respect of the period for which the Saltney site remains operational.

### **Industrial Units – Underspend of £0.203m**

- 3.04 The underspend on this account relates to backdated rent received for premises on Greenfield Business Park relating to the 2007/08 financial year. There has been an ongoing claim for this additional rent, although it was not considered prudent to include this income in 2007/08 projections until the claim was settled.

### **Supporting People Grant – Overspend of £0.120m**

- 3.05 This pressure is a result of Community and Housing being unable to claim the full value of supporting people grant to the budgeted level, due to restrictions around the housing benefit validation process. This situation has been mitigated by the approval of a £0.176m budget pressure as part of the 2008/09 budget setting process. The services currently placed within the supporting people service block are under evaluation as part of the sheltered housing/supporting people project review.

### **Administration Support – Underspend of £0.066m**

- 3.06 The projected underspend relates to salary savings primarily arising from vacancies within the Senior Management Team. The actual saving has been reduced due to an operational requirement to engage agency staff and a clawback of an element of the budget by the corporate centre.

### **Education, Children's Services & Recreation**

#### **Out of County Placements - Overspend of £0.765m**

- 3.07 The Out of County budget is a volatile budget and each additional/reduced placement can have a large effect on the final outturn. The actual spend at month 2 is £0.850m which is similar to that of 2007/08. Taking account of inflation, and making a number of assumptions regarding the length of existing placements and pupil numbers, the projected outturn is £4.588m. However, detailed work is ongoing analysing the expected costs of new placements and expected termination dates of existing placements on the Out of County and Recoupment services, and more detailed information will be available for the next report to Executive.

### **Environment and Regeneration**

#### **Street Lighting Energy Costs - Overspend of £0.113m**

- 3.08 The Street Lighting Energy Contract with EDF Energy was re-negotiated for 2008/09 and has resulted in a significant year on year increase in costs. The 2008/09 prices have increased by 43% resulting in a projected overspend of £0.182m to the Street Lighting budget which is £0.113m over and above the specific Street Lighting Energy non-standard inflation provision of £0.069m.

#### **Land Charges Income - Overspend of £0.075m**

- 3.09 It is now a requirement that all homeowners in England and Wales wishing to sell their homes have to prepare a Home Information Pack (HIP). In most cases, the HIP will be commissioned by specialist providers and the Association of Home Information Pack Providers (AHIPPS), who represent over 60 providers have stressed the need for searches to be fast, reliable and competitively priced. Unless Local Authorities can respond appropriately – by reducing prices and improving response times, they will continue to lose income and market share to private search companies. The loss of income has been estimated at over £120m pa nationally. In some areas, private search firms account for over 60% of the market and this could rise further. Additionally, Local Authorities are expected to provide sufficient resources to meet increased demand for personal searches, which will worsen the financial impact. Therefore, due to the impact of this, the loss of search fee income for 2008/09 is estimated at £0.075m.

## **General**

### **Fuel Costs**

- 3.10 The cost of bulk vehicle fuel has risen 44% in the last 12 months, and due to the volatile global market it is difficult to predict where fuel costs will be in the future. Although a significant amount of non standard inflation has been included in the budget for increased energy costs, nothing has been included for other fuel related costs. The effect of this increase is likely to have an impact across many services within the council. Areas of particular concern are local bus service contracts, school transport, refuse collection and client contract costs within Adult Social Care. Work is ongoing on assessing the costs implications across the council and these areas continue to be very closely monitored.

### **Summary**

- 3.11 Sections 3.02 - 3.10 identified potential pressures of £1.242m (of which £0.765m relates to out of county placements) and potential savings of £0.269m. This is at a very early stage in the year and whilst there is uncertainty surrounding a number of these pressures and savings there is currently a potential overspend of £0.973m on the general fund (excluding fuel costs). Finance Procedure Rules state that any Directorate overspend may be carried forward as a first call on the following year's budget. However, any out of county overspend would need to be met from the contingency reserve as it is treated as a ringfenced budget. Now that the draft statement of accounts have been completed further detailed work will be done in all areas of the budget and a more robust projection will be available in the next report to Executive.

## **4.00 UNEARMARKED RESERVES**

- 4.01 The 2007/08 final outturn report (subject to audit) elsewhere on this agenda, shows unearmarked reserves at 31<sup>st</sup> March 2008 (above the base level of £4m) of £6.737m. The 2008/09 budget approved the use of £4.013m of these reserves for specific one-off items (£1.901m), additional resources for the capital programme (£1.000m) and an increase to the base level of reserves (£1.112m), leaving an amount of £2.724m available for delegation to Executive.
- 4.02 The final balance of unearmarked reserves is an increase of £0.427m on the £6.310m anticipated when the 2008/09 budget was approved. The reasons for the movement are an increase in the overall underspend of £0.458m, offset by additional net allocations of £0.058m.
- 4.03 Although the projected overspend is at a very early stage in the financial year, it would have the effect of decreasing the amount available from

£2.724m to £1.751m. However, historically the initial projection has tended to be a little pessimistic, with the final outturn showing an improved position.

## **5.00 HOUSING REVENUE ACCOUNT**

### **Rental Income – Overspend of £0.101m**

- 5.01 The variance to budget is primarily due to an increase in the level of rent loss associated with void properties. The budgeted void rent loss of £0.562m allowed for rent loss levels of 2.5% throughout 2008/09. The current anticipated rent loss level as a result of void property levels up to 31 May 2008 is 3%, resulting in a projected outturn of £0.685m. There are various minor underspends that reduce the projected overspend from £0.123m to £0.101m

### **Estate Management – Underspend of £0.167m**

- 5.02 The underspend on this service is mainly due to employee costs, arising from staff vacancies. The majority of the salary saving are related to the three vacant Area Manager positions. It is anticipated that none of these three positions will be filled this financial year.

### **Finance and Support – Underspend of £0.093m**

- 5.03 There are a number of factors which are contributing to the projected underspend. Based on last year's final allocation of central support costs there is an anticipated saving of £0.177m projected for the year. There are also anticipated insurance account savings of £0.020m based on recent historical trends and activity. These savings are being offset by further residual costs and retention monies of £0.036m in relation to the stock condition survey, and additional unbudgeted employee costs of £0.056m arising from project management for the sheltered housing review and specialist housing support.
- 5.04 Taking into account the above projected variances it is anticipated at this early stage that there will an underspend of £0.137m on the Housing Revenue Account.

## **6.00 RECOMMENDATIONS**

- 6.01 Members are requested to note the report.

## **7.00 FINANCIAL IMPLICATIONS**

- 7.01 The financial implications are as set out in Sections 3.00, 4.00 and 5.00 of the report.

**8.00 POVERTY IMPACT**

8.01 None directly as a result of this report.

**9.00 ENVIRONMENTAL IMPACT**

9.01 None directly as a result of this report.

**10.00 EQUALITIES IMPACT**

10.01 None directly as a result of this report.

**11.00 PERSONNEL IMPLICATIONS**

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 : 05 AUGUST 2008**

**REPORT BY: COUNTY FINANCE OFFICER**

**SUBJECT : MINIMUM REVENUE PROVISION 2008/09**

**1.00 PURPOSE OF REPORT**

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

**2.00 BACKGROUND**

2.01 Local authorities are required each year to set aside some of their revenues as provision for the repayment of debt i.e. a provision in respect of capital expenditure financed from borrowing or credit arrangements.

2.02 The calculation of Minimum Revenue Provision (MRP) was set out in former regulations 21 and 22 of the Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003, as amended ('the 2003 Regulations'). The system has now been significantly revised by the Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2008 ('the 2008 Regulations').

2.03 Amendment Regulation 3(1) of the 2008 Regulations has revised the former regulation 22. In the new regulation 22, the detailed rules are replaced with a simple duty for an authority to each year make an amount of MRP which it considers to be 'prudent'. The regulation does not itself define 'prudent provision'. However, the Welsh Assembly Government (WAG) has provided guidance which makes recommendations to authorities on the interpretation of the term.

2.04 The operative date of the change was 31st March 2008, which means that it applies to the financial year 2007/08 and to subsequent years.

2.05 Authorities are required to prepare an annual statement of their policy on making MRP, which mirrors the existing requirements to report on the prudential borrowing limit and investment policy.

### **3.00 CONSIDERATIONS**

#### **3.01 Meaning of 'Prudent Provision'**

- 3.01.1 The main part of the WAG guidance is concerned with recommendations on the interpretation of the term "prudent provision" as used in the amended regulation 22. The guidance proposes a number of options for making 'prudent provision'.

It explains that provision for the borrowing which financed the acquisition of an asset should be made over a period bearing some relation to that over which the asset continues to provide a service. The present system of MRP does not necessarily achieve that result.

#### **3.02 Options for Prudent Provision**

##### **3.02.1 Option 1: Regulatory Method**

For debt which is supported by Revenue Support Grant (RSG), authorities may continue to use the formulae in the current regulations, since the RSG is calculated on that basis. Although the existing regulation 22 is revoked by regulation 3(1) of the 2008 Regulations, authorities will be able to calculate MRP exactly as if it were still in force.

##### **3.02.2 Option 2: CFR Method**

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

##### **3.02.3 Option 3: Asset Life Method**

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

#### 3.02.4 Option 4: Depreciation Method

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

### 3.03 Conditions for Using the Options

3.03.1 The intention is that Options 1 and 2 should be used only for WAG supported borrowing. Options 3 and 4 should be used in relation to all capital expenditure incurred on or after 1st April 2008 which is to be financed by unsupported borrowing or credit arrangements. Transitional measures are provided within the guidance which allow some discretion in the use of the various options for the financial years up to 2009/10.

### 3.04 Capitalised Expenditure

3.04.1 Authorities may borrow to meet expenditure which is treated as capital expenditure by virtue of either a capitalisation direction (section 16(2)(b) of the 2003 Act) or regulation 20(1) of the 2003 Regulations. The guidance recommends that MRP in such cases is determined under Option 3. The basic principle is that, where the capitalised expenditure can be indirectly linked to an asset, the estimated life of that asset should be used. In other cases, 25 years is proposed as a reasonable default. But for the acquisition of share or loan capital (regulation 20(1)(d)), the slightly shorter period of 20 years is specified, because the aim of that regulation is to discourage the use of those particular forms of investment. Similarly, 20 years is specified in the case of expenditure capitalised by direction, since the Government again does not wish to encourage reliance upon that practice.

## 4.00 RECOMMENDATIONS

4.01 That Members approve and recommend to County Council on 25th September 2008 -

(a) Option 1 (Regulatory Method) be used for the calculation of the minimum revenue provision in 2008/09 (and retrospectively 2007/08), for all supported borrowing.

(b) Option 3 (Asset Life Method) be used for the calculation of the minimum revenue provision in 2008/09 (and retrospectively 2007/08) for all unsupported (prudential) borrowing.



## **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The 2008/09 general fund revenue budget provides for the minimum revenue provision in respect of all supported borrowing, on the basis of the Option 1 - Regulatory Method calculation. The 2007/08 budget provided for MRP on the same basis (and the final accounts completed accordingly).
- 5.02 Any planned use of unsupported (prudential) borrowing, will need to take account of the revenue consequences of the Option 3 – Asset Life Method calculation, as part of the overall options appraisal and budget setting processes.

## **6.00 ANTI POVERTY IMPACT**

- 6.01 None.

## **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None.

## **8.00 EQUALITIES IMPACT**

- 8.01 None.

## **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None.

## **10.00 CONSULTATION REQUIRED**

- 10.01 None.

## **11.00 CONSULTATION UNDERTAKEN**

- 11.01 None.

## **12.00 APPENDICES**

- 12.01 None.

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

Various WAG papers

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## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: EXECUTIVE

DATE : 05 AUGUST 2008

REPORT BY: COUNTY FINANCE OFFICER

SUBJECT : PRUDENTIAL INDICATORS - ACTUALS 2007/08

### **1.00 PURPOSE OF REPORT**

1.01 To provide Members with 2007/08 (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 19th February 2008 (subject : Prudential Indicators 2008/09 to 2010/11) 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 (2008/09 to 2011/12 as approved by Council on 4th March 2008), 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

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Date: 20/08/2008

- Attempts to capture the main qualities of sound decision making on capital investment strategies.

### **3.00 CONSIDERATIONS**

3.01 Actual (2007/08) 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 (2006/07) actuals and 2007/08 estimate totals are included for information purposes, together with forward totals for 2008/09 (as previously provided in the report of 19th February 2008).

3.03 Actual (2007/08) capital expenditure for the housing revenue account (HRA) and non-HRA is £28.492m :

<b>CAPITAL EXPENDITURE</b>				
	<b>2006/07</b>	<b>2007/08</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Actual</b>	<b>Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Housing Revenue Account (HRA)	7.314	7.559	7.613	8.274
Non-HRA*	24.025	11.307	20.879	40.316
<b>Total</b>	<b>31.339</b>	<b>18.866</b>	<b>28.492</b>	<b>48.590</b>

\* The non-HRA estimate total for 2007/08 (£11.307m) as included in the table above, is the figure that was originally detailed in the report to Executive 13th February 2007 (Subject: Prudential Indicators), which (at that time) excluded the value of expenditure to be supported by way of new grants and contributions, prudential borrowing, unbudgeted CERA (capital expenditure funded from revenue account) and rolled forward capital receipts/general capital grant. The actual 2007/08 non-HRA total of £20.879m is financed in part by such additional resources amounting to £12.374m.

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 2007/08 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 2007/08 is 13.17% for the HRA and 4.97% for non-HRA :

<b>RATIO OF FINANCING COSTS TO NET REVENUE STREAM</b>				
	<b>2006/07</b>	<b>2007/08</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Actual</b>	<b>Estimate</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
HRA	15.38	12.96	13.17	10.95
Non-HRA	5.39	5.51	4.97	5.42

The HRA net revenue stream is the amount to be met from Welsh Assembly Government (WAG) grants and from rentpayers, and the non-HRA 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 2007/08 actual HRA total (13.17%), as compared with the 2007/08 estimate (at 12.96%) is explained by an increased burden of the total external interest having been borne by the HRA in 2007/08 due to fewer Council dwellings, Right to Buy (RTB) sales than originally budgeted.

3.06 The actual (cumulative) capital financing requirement for 2007/08 is £172.139m, being the measure of the authority's underlying need to borrow for capital purposes as at 31st March 2008 :

<b>CAPITAL FINANCING REQUIREMENT</b>				
	<b>2006/07</b>	<b>2007/08</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Actual</b>	<b>Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
HRA	33.284	30.596	31.818	26.882
Non-HRA	139.652	139.403	140.321	142.262
<b>Total</b>	<b>172.936</b>	<b>169.999</b>	<b>172.139</b>	<b>169.144</b>

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 2007/08 actual HRA capital financing requirement total, which is (resultantly), greater than originally estimated.

- 3.07 The actual authorised limit for external debt for 2007/08 is £176.800m, in line with estimate (and the Council's Treasury Management Policy & Strategy Statement), with separately identified limits for borrowing and other long term liabilities such as finance leases :

<b>AUTHORISED LIMIT FOR EXTERNAL BORROWING</b>				
	<b>2006/07</b>	<b>2007/08</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Actual</b>	<b>Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
All Borrowing (Capital/Revenue)	175.600	175.600	175.600	175.600
Other Long Term Liabilities	1.300	1.200	1.200	1.100
<b>Total</b>	<b>176.900</b>	<b>176.800</b>	<b>176.800</b>	<b>176.700</b>

#### **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 2007/08  
Various WAG and CIPFA papers

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 17**

**REPORT TO:**        **EXECUTIVE**

**DATE :**             **05 AUGUST 2008**

**REPORT BY:**      **CHIEF EXECUTIVE**

**SUBJECT :**         **COUNCIL PERFORMANCE AND TARGET SETTING**

**1.00 PURPOSE OF REPORT**

- 1.01 To provide Members with an overview of the new approach to target setting using performance indicators. A full presentation will be made to the Executive based on this summary report.
- 1.02 Members are requested to endorse the approach for further development and full consultation including Scrutiny Committees and Chairs and Vice Chairs (on 18th August).

**2.00 BACKGROUND**

- 2.01 The Executive at its meeting on 24 June received a full report on the performance of Council services in 2007/08 against performance indicators. The performance indicators are a combination of statutory (national) indicators and discretionary (both national and local indicators). The indicators are all used to measure performance.
- 2.02 The Council has not formally adopted targets for 2008/09 against the performance indicators.

**3.00 CONSIDERATIONS**

- 3.01 Many performance indicators (PIs) can be used to set targets for performance measurable against turnaround for applications (e.g. time taken to process a new housing benefit application or a major or minor planning application), turnaround time for the delivery of a service (e.g. housing repairs), achievement (e.g. school examination and pupil assessment results), the number of clients supported as a proportion of a client base/the population (e.g. supported independent living) and customer satisfaction (e.g. customer satisfaction rates with Council services).
- 3.02 The Council traditionally sets targets on an annual basis. Officers are currently working to achieve various targets (deploying PIs and separately) as part of their service plans. To manage performance across the council

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Date: 20/08/2008



more effectively and to engage members in reviewing and scrutinising performance, it is proposed to adopt a new approach to target setting by :-

- 1. setting both long-term and annual targets against PIs; and
- 2. adopting a more sophisticated way of classifying targets.

3.03 Targets can be set by using four classifications:-

- a **minimum standard** which should be met as an entitlement and the client can expect;
- an **improvement target** to set business objectives to improve performance which is currently unsatisfactory; and
- an **incremental target** where a marginal improvement in performance is sought as a business objective where performance is currently satisfactory; and
- a **maintenance target** where performance is currently good and needs to continue.

3.04 Target setting needs to be a careful process where the Council assesses what should be expected, how current performance occurs, what is possible and what needs to be done in best use of current resources, management practice, business systems and change and leadership. Where a significant change and additional resources are required, whether temporary (e.g. a new software system) or permanent (e.g. additional employees) the case should be developed, tested and heard thereby considering resource allocation against performance objectives, and prioritising accordingly. National guidance and good practice models should be examined and applied where relevant and the resources of national bodies (e.g. regulatory bodies) should be drawn upon.

3.05 Work is being done to:-

- define the performance indicators which matter most and align themselves to local priorities;
- determine which of the four categories those indicators fall in (e.g. a minimum standard);
- commissioning officers to examine performance against those targets and how performance can be sustained or improved; and
- consider the outcomes from 3 and set targets accordingly.

3.06 A presentation will be made at the meeting.

3.07 An absence of formal target setting should not be taken to imply that corrective and improvement work is not being followed through at service level through service business plans. On the contrary, improvement work is on-going across services.

- 3.08 The performance of all Councils in 2007/08 against their performance indicators will be published by the Local Government Data Unit in October 2008 and will be open to government and media scrutiny.
- 3.09 The Welsh Assembly Government is currently considering setting national minimum standards for key public services such as benefits and environmental health.
- 3.10 All Councils will have to agree an Improvement Agreement with the Welsh Assembly Government during 2008/09 over the next 3 months to access the national Performance Improvement Grant. The prospectus for these revised agreements will be made available at the meeting. The Council will need to determine, internally and then in negotiation with the Assembly, which eight key outcomes (i.e. services and outcome targets) should be included in the Agreement.

#### **4.00 RECOMMENDATIONS**

- 4.01 Members are recommended to endorse the approach to target setting for further development and consultation.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None directly.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 None directly.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None directly.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None directly.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None directly.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 The People and Performance and Corporate Management Overview and Scrutiny Committees and the chairs and vice chairs of the other scrutiny committees have been invited to attend a meeting on 18 August at which the new approach to target setting will be presented for discussion.

10.02 The same meeting will also consider the actual targets proposed to be achieved in 2008/09.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Consultation has been undertaken with Directors, Directorate Management Teams and Executive Members.

**12.00 APPENDICES**

12.01 None.

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

As contained in the relevant files.

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 18**

**REPORT TO: EXECUTIVE**

**DATE : 05 AUGUST 2008**

**REPORT BY: INTERIM ASSISTANT DIRECTOR OF HUMAN RESOURCES  
AND ORGANISATIONAL DEVELOPMENT**

**SUBJECT : AGENCY WORKERS**

**1.00 PURPOSE OF REPORT**

1.01 To provide the Executive with an update on the current situation with regards to agency workers.

**2.00 BACKGROUND**

2.01 The Council is committed to reducing the use and level of expenditure associated with engaging agency workers. The following provides a chronology of events which sets out the steps taken to address this important issue.

2.02 In August 2006 the Executive approved the decision to establish a single agency supplier for all agency workers in Flintshire County Council. The need for the provision of full and accurate management information on agency worker usage was highlighted by Internal Audit and People and Performance Overview and Scrutiny Committee.

2.03 In January 2007 an interim manual process was introduced prior to the Single Agency Supplier being appointed to manage and monitor the use of agency workers and provide management information.

2.04 In May 2007 the Managed Agency Staff Solution (MASS) Project Working Group was established to implement the Managed Agency Staff Solution. The Managed Agency Staff Solution is a collaborative project between Denbighshire Council, Wrexham County Borough Council and Flintshire Council.

2.05 The aims of the project are to provide Management Information which gives a clear, accurate and up to date picture of agency worker recruitment; to provide a cost benefit in terms of a reduced, consistent rate paid for each category of job; to ensure continuity of supply of quality agency workers in a timely manner and ensure that all required checks and safeguards are met.

- 2.06 On 1 April 2008, at a meeting of the Executive the selection of a single agency supplier, Matrix, was approved to fulfil the contract for the provision of agency workers to Flintshire County Council in accordance with an agreed implementation plan.
- 2.07 On 21 April 2008, at a meeting of the People and Performance Overview and Scrutiny Committee, a call in had been received regarding the Managed Agency Staff Solution (MASS). At this meeting the Chief Executive referred to previously expressed concerns and indicated that it was not satisfactory to engage so many agency staff and the objective was to reduce the numbers; this project proposed better management by using a central point and facility. He explained that this Committee had received formal reports regarding the project in October 2007, February and March 2008. Reports had been submitted to the Executive in June and November of 2007 and April 2008.

### **3.00 CONSIDERATIONS**

- 3.01 The total cost of agency workers for the period 1 April 2007 to 31 March 2008 was £6,614,730. This information has been drawn from the Council's General Ledger and therefore expenditure each month will vary significantly, depending on when invoices for agency workers are submitted and paid. For this reason, it is not possible to identify trends in relation to the use of agency workers on a month by month basis.
- 3.02 Members will be aware that the Council are engaging a number of additional agency workers and contractors at second tier officer level. These costs will be time limited and will reduce when the recruitment for the senior management team is completed and new employees have been appointed.
- 3.03 The implementation of the Managed Agency Service has already commenced with the full involvement of directorates. The initial proposal was to implement the new arrangements for directorates on a phased basis over a period of time. Following further review, the intention is to implement the arrangements for all directorates simultaneously in order to align directorates in their method of procurement of agency workers at the earliest possible opportunity.
- 3.04 The implementation plan below sets out the key activities leading to the "go live" date of 6 October 2008:

#### **May- June 2008 - activities completed**

- Implementation communication programme launched to each Directorate Management Team
- Site visit to comparable council carried out for information gathering
- Current supplier data gathered

#### **July 2008**

- Confirmation of revised council processes for ordering and managing agency workers in line with establishment control process
- Confirmation of revised timesheeting and invoicing processes
- Confirmation of Management Information reporting requirements and interface to Trent HR MI System
- Implementation communication programme launched to line managers
- Supplier briefing forum to communicate future processes to current suppliers
- Supplier rate data gathering exercise and internal confirmation of these rates
- Matrix negotiates improved rates with suppliers
- Advert for recruitment of shared Contract Manager published

#### **August 2008**

- Negotiated rates for each job approved
- Job Profile including title, qualifications, key skills, experience, checks and safeguards, health & safety requirements agreed for each job approved
- Supplier contract with Matrix confirmed
- System configuration and testing carried out
- Line Manager and Supplier training begins
- Recruitment of shared Contract Manager

#### **September 2008**

- Current assignments loaded onto Matrix system
- Suppliers loaded onto Matrix system
- Line Manager and Supplier training continues
- Provisional start date for shared Contract Manager

#### **October 2008**

- **GO-LIVE ON OCTOBER 6<sup>th</sup>, 2008**
- Matrix provides daily Help Desk report to track and manage issues
- Post go-live review held

#### **November 2008 – January 2009**

- Monthly Management Information Reports produced

#### **February 2009**

- Initial savings report available

3.05 There are considerable benefits to be gained from the introduction of the Managed Agency Service in terms of improved rates. There will be significant improvements in the management information and reporting available which will accurately reflect the numbers of agency workers being used and the expenditure, by directorate.

- 3.06 At the same time, phase 1 of the HRMIS project is coming to fruition, with an anticipated implementation date of September, 2008. As part of this project, the establishment control procedures for the Council have been designed to ensure that any changes to establishment are properly authorised and recorded on the HRMIS system. This will also enable more accurate reporting relating to the use of agency workers, in that reports will be available which indicate which positions on the establishment are filled by agency workers.
- 3.07 Managers procuring agency workers via the Managed Agency Service will be required to justify the need for using an agency worker. The use of agency workers will be carefully monitored and managed to ensure that they are only being used in the appropriate circumstances.

#### **4.00 RECOMMENDATIONS**

- 4.01 That the Executive note the contents of the report.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 It is anticipated that savings will be made in two areas:
- Cashable savings on improved agency rates negotiated by the recommended supplier
  - Non-cashable savings from process efficiencies

Exact figures will be calculated once the phased implementation of the recommended supplier's service commences from April 2008.

#### **Cashable savings**

- 5.02 The cashable savings on agency rates will be achieved via negotiation on the basis of the combined spend from the 3 councils with all existing suppliers. Research has been carried out through the review of published case histories of similar projects and benchmarking of Flintshire County Council's current spend figures with the OGC to project the % savings that can potentially be achieved. These indicate potential gross savings of 3% - 8%.
- 5.03 It is also anticipated that the overall level of spend on agency staff will reduce as the new policy and procedure for agency staff recruitment are communicated and trained to procuring managers. There will be clear guidelines on when it is appropriate to recruit agency staff and a clear, required authorisation and renewal process. This will lead to tighter control on agency staff recruitment and renewal of assignments.
- 5.04 The payment of the supplier will be on the basis of a Service Charge levied as a percentage of the amount spent on agency staff procured.

#### **Non-cashable savings**

5.05 The non-cashable savings can be fully calculated once approval to appoint the recommended supplier has been received and the detail of the new processes to be implemented are over-laid on the current processes. The existing processes in these areas have been mapped and the work to design formulae to cost these and manage the savings achieved is underway in Finance.

5.06 The savings will come from:

A reduction in the number of staff/hours required in the procurement process in each Directorate through:

- a single point of contact leading to less management time spent in sourcing staff and dealing with cold calls from agencies
- an easier and quicker on-line order placement process
- streamlined and automated selection processes working from pre-agreed templates for each job type
- on-line timesheet authorisation & query resolution
- provision of up to date and accurate management information by the recommended supplier.
- a reduction in invoice processing time & cost in Finance due to consolidated invoicing and automated query resolution

## **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**

None

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 19**

**REPORT TO:**        **EXECUTIVE**

**DATE :**            **05 AUGUST 2008**

**REPORT BY:**      **INTERIM ASSISTANT DIRECTOR OF HUMAN RESOURCES  
AND ORGANISATIONAL DEVELOPMENT**

**SUBJECT :**        **DRAFT RECRUITMENT POLICY**

**1.00 PURPOSE OF REPORT**

1.01 To recommend the adoption of a Recruitment Policy for Flintshire County Council.

**2.00 BACKGROUND**

2.01 It is essential that Flintshire County Council has a Recruitment Policy which supports the development of the workforce with the flexibility and potential to meet the future needs of the Council.

2.02 An effective Recruitment Policy will recruit into and from within the Council, people with the required behaviours, knowledge and skills in a fair, professional, timely and cost effective manner and will promote the Council as an employer of choice.

2.03 The policy will ensure that the Council has an objective, fair and transparent recruitment process which will not only protect the Council from claims of illegal discrimination, but will also ensure we select the best candidates for any given position.

2.04 The key objectives of this policy are:

- To create a workforce which reflects the local community
- To provide equality of opportunity
- To select the preferred candidate on merit
- To appoint candidates at the right time
- To ensure a quality induction for all new employees
- To minimise the use of agency workers
- To ensure a consistent approach to recruitment

2.05 The proposed Recruitment Policy incorporates details of how the Managed Service (Matrix) will operate in relation to the procurement of agency workers.

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Date: 20/08/2008

The policy defines the criteria to be applied to ensure agency workers are only used in appropriate circumstances.

- 2.06 The proposed Recruitment Policy has been developed in conjunction with the new HR Management Information System (HRMIS) and the Establishment Control procedure as part of the wider modernisation of HR processes.

### **3.00 CONSIDERATIONS**

- 3.01 The main considerations in developing this policy were:

- Ensuring a process based on merit and free from any form of potential discrimination
- Reducing the time taken to fill a vacancy
- Increasing web based and online recruitment

### **4.00 RECOMMENDATIONS**

- 4.01 To adopt the proposed Recruitment policy which includes:

- an objective assessment and selection process
- a competency based approach to interviewing
- Welsh language skills assessment for positions
- Psychometric testing for recruitment of positions above M3
- a six month probationary period
- pre-employment checks e.g Criminal Records Bureau, eligibility to work in the UK.

### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 Costs associated with training line managers to use the new policy effectively which will be borne by the Corporate Training Department.
- 5.02 The cost of qualifying Human Resources (HR) managers/advisers to interpret Psychometric tests has already been met by the HR Department. Costs of testing will be borne by the recruiting directorate within their overall recruitment budget for the individual post.

### **6.00 ANTI POVERTY IMPACT**

- 6.01 Consideration of part time or job share may remove barriers to employment for groups with caring or other responsibilities, allowing them to access employment.

### **7.00 ENVIRONMENTAL IMPACT**

7.01 Minimal.

## **8.00 EQUALITIES IMPACT**

8.01 An emphasis on potential and competence of candidates rather than years of experience will help prevent age discrimination.

8.02 Provision will be made to allow reasonable adjustments for candidates/employees with a disability to ensure they are not disadvantaged during any part of the selection process.

8.03 The Equalities Impact Assessment (Appendix A) provides more details on identification of impacts and measures to minimise any detriment to disadvantaged groups.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 The removal of the requirement for an HR representative to sit on every selection / interview panel will release HR resource to concentrate on more pro-active HR advice support for their directorates.

## **10.00 CONSULTATION REQUIRED**

10.01 None

## **11.00 CONSULTATION UNDERTAKEN**

11.01 The initial draft was developed in conjunction with the HR department.

11.02 This draft was then sent to all the identified stakeholders including the Corporate Management Team (CMT), Flintshire Joint Trade Union Committee [FJTUC], Education, Legal Services, Corporate Training, Occupational Health, Welsh Language and Equalities Officer. Feedback was considered and taken into account to create the Final version, which is attached at Appendix B.

## **12.00 APPENDICES**

Appendix A – Equalities Impact Assessment.

Appendix B - Draft Recruitment Policy (17b).

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

None

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(DRAFT RCT 17B)

# FLINTSHIRE COUNTY COUNCIL

(Excluding staff employed by School  
Governing Bodies)

## Recruitment Policy



Author: [Ian Warren]

FJTUC Consultation Completed: [21/07/08]

Date Approved by CMT/Council: [Insert Date]

Date Implemented: [Insert Date]

## **1. POLICY STATEMENT**

Flintshire County Council (FCC) recognises employees are vital in delivering the Councils Corporate Plan. Our Recruitment Policy will support the development of a workforce capable of meeting current needs and with the flexibility and potential to meet the future needs of the organisation.

## **2. AIM**

To recruit into and from within the Council, people with the required behaviours, knowledge and skills in a fair, professional, timely and cost effective manner and to promote the Council as an employer of choice.

## **3. SCOPE**

This policy will apply to all recruitment in Flintshire County Council, with the exception of positions advertised by School Governing Bodies, this policy is commended to them as good practice. This policy also covers the engagement of agency workers to provide temporary cover when required,(see Appendix D6 for operational guidance).

## **4. OBJECTIVES**

The Recruitment Policy will:

- Support working towards a diverse workforce that reflects the local community
- attract high quality candidates for positions from within as well as outside the Council
- provide equality of opportunity
- enable the selection of candidates objectively based on merit using appropriate assessment
- ensure the appointment of candidates at the right time
- ensure a quality induction for all new employees
- help minimise the use of agency workers
- help to make the best recruitment decisions and therefore contribute to a reduction in labour turnover
- introduce and ensure consistent recruitment training for managers

## **5. RESPONSIBILITIES**

5.1 Managers have a responsibility to ensure that all recruitment activity is carried out in accordance with this policy. For details on roles see Operational Procedure, Appendix A.

5.2 HR has a responsibility to act in an advisory capacity and to offer coaching/ advice to managers as required at any stage of the process. The HR Service Centre will manage the administration of the process.

## **6. CORE PRINCIPLES**

Flintshire will apply the following principles in the application of this policy:

- Managers will review their departmental structure / working patterns and decide if the vacancy is required as part of their establishment or not, in order to review the necessity for recruitment on each occasion.
- The use of Agency workers will be minimised through effective workforce planning and the mandated use of the appointed managing agency.
- Opportunities will be actively promoted to internal candidates to support career development while still reserving the right to seek external candidates where appropriate.
- Where it is possible for the position to be filled effectively on a part time, job share or other flexible working pattern basis this will always be considered.
- Managers will always use the corporate advertising agency to place external advertisements and follow corporate guidelines on house style.
- The recruiting manager will always offer structured post interview feedback to both internal and external candidates short listed for interview in order to support their career development.
- The appropriate pre appointment checks will be always be carried out prior to employment commencing e.g. references, qualifications, medical clearances, CRB checks, right to work in the UK etc.
- Legislation and national best practice guidance advocate the involvement of service users in the recruitment process. For every appointment we make, where the post has a direct impact on, or contact with service users, we will consider the appropriateness and level at which service users should be involved in the selection process.

## **7. EQUALITY**

- 7.1 Flintshire County Council is committed to ensuring that all recruitment in the Council is free from any form of discrimination on the grounds of: sex, race, age, disability, religious belief, sexual orientation, language, transgender or nationality.
- 7.2 Where appropriate, the Council may decide to take positive action to target the recruitment of under represented groups. Any action taken will be carefully monitored to assess the impact. Any positive action



proposed will be authorised by the Corporate Equalities Review team or CMT.

- 7.3 The Council operates the “Two Ticks” scheme and will therefore guarantee all disabled candidates who meet the minimum essential criteria an interview.
- 7.4 Reasonable adjustments will be made for candidates who have a disability e.g. visual or hearing impairment; or for whom English is not their first language. Recruiting managers will ascertain if special arrangements or adjustments are appropriate at any stage of the recruitment process. Examples include identifying ground floor locations for interviews, perhaps with wheelchair access, sign language interpreter etc. All applicants will be informed in advance of any tests/ assessments to ensure time for adjustments to be requested.

A completed Equalities Impact Assessment for this policy is attached at Appendix E.

## **8. WELSH LANGUAGE**

8.1 The Welsh Language Act 1993 ensures equality of opportunity for Welsh speakers by ensuring provision of information and communication in the applicants preferred language.

8.2 All recruitment advertising will comply with the Councils Welsh language scheme. All positions are subject to a formal Welsh language skills assessment to determine the level of Welsh language skills required. Job application forms, information and correspondence will be available in English or Welsh language.

## **9. ESTABLISHMENT CONTROL**

9.1 The Establishment Control Process is designed to ensure that every position in FCC is accounted for and recorded accurately on the HRMIS system. If a manager is recruiting for a newly created or re-designed position, it is essential that they first complete the Establishment Control Procedure.

9.2 The organisational structure and all positions (vacant or filled) within Flintshire County Council will be monitored and managed by the Establishment Control Process. There are two categories of positions:

- Core Establishment – All permanent positions which are funded permanently from FCC base budget.
- Non Core Establishment – includes temporary fixed term, seasonal fixed term and relief positions only, which are funded temporarily, often from an external funding stream.

9.3 All positions must be on the approved Core Establishment or Non Core Establishment structure prior to recruitment activity commencing. Further guidance is contained in the Establishment Control procedure.

9.4 Prior to recruitment activity commencing the recruiting manager will need to enter the details of the vacancy onto the recruitment management system to seek authorisation and begin the recruitment procedure.

9.5 If a vacant position on the establishment has not been filled within 12 months, it will be removed from the establishment, unless an appropriate business case can be presented.

9.6 If the recruitment is linked to wider organisational change, the Organisational Design policy must be followed prior to recruitment activity commencing.

## **10. MANAGED AGENCY STAFF SOLUTION (MASS)**

10.1 If the position under consideration is of a temporary nature, the use of Agency workers may be considered only where no other solution is practicable. Consideration must first be given to options such as using a fixed term contract or a secondment to cover maternity leave or sharing duties among a team to cover a short term absence. Effective succession planning and staff development can reduce the need for Agency workers.

10.2 All recruitment of Agency Workers must be sourced using the Managed Agency Staff Solution contract (MASS). Flintshire County Council has appointed Matrix through a competitive tender process to manage all agency worker resourcing within the Council.

10.3 Agency recruitment can be used to fill a core Establishment or Non-Core Establishment position. All agency positions will be authorised for a maximum of 6 months, then new approval will be required. Agency workers will not be used for longer than 12 months. Any existing agency workers identified as having more than 12 months continuous service will be reviewed by managers with advice from HR and appropriate action taken. See appendix D6 for operational details of the using the Managed Agency contract.

10.4 Managers will be able to seek authorisation and source agency workers by entering their requirements onto the Matrix system.

10.5 Authorisation for "urgent" agency workers will be defined according to the needs of each service, see appendix D6 for further guidance.

### **Managing Agency Workers**

10.6 Agency Workers are employed by the Agency, not Flintshire County Council (FCC). To avoid any possibility of an implied employment relationship with FCC, managers must ensure the following principles are adhered to:

- Flintshire must not specify a particular individual, either in writing or verbally.
- The Agency (not FCC) must take responsibility for absence, disciplinary matters, holiday, sick pay and payment of wages – if there are any issues with the Agency Worker the line manager must raise these with the Agency and not directly with the worker. It is the responsibility of the Agency to resolve issues with the worker or organise a replacement.
- The manager must regularly review the requirement for the Agency Worker and be sure that the original justification for not filling the position through other means is still valid.
- It is the responsibility of an Agency to conduct an appropriate level of CRB check for any workers covering a position where this is a requirement. The recruiting line manager must specify this requirement to the agency and receive written notification from the agency that a satisfactory CRB check has been completed.

## **11. POSITION LEVEL**

11.1 All recruitment of positions graded SO1 and above will have a member of HR on the selection and interview panel.

11.2 For recruitment of positions graded below SO1, managers may complete the short listing and interview process without HR representation, ensuring they follow the procedure at Appendix A. All managers must have completed the Recruitment and Selection training and badged as an “accredited recruiter” in order to participate in recruitment.

## **12. EXIT INTERVIEWS**

Exit interviews must be conducted for every leaver. Information from them may inform changes to the Job Description or Person Specification and can aid improvements in job design. Exit interviews must be conducted by the line manager for every employee who resigns or retires.

## **13. PENSION TRANSFERS**

Any transfer of pension funds from a previous employer will be only be permitted within 12 months of starting employment with the Council.

## **14. PRIOR CONSIDERATION**

14.1 Employees who are on a temporary or fixed term contract, or who have covered a position for 12 months or more, will be given prior consideration if the position subsequently becomes available on a permanent basis.

14.2 Other individuals who are “at risk” of redundancy, or who are to be redeployed on medical grounds, may also be considered for the position

provided there is a skills match. Prior consideration enables these individuals to be considered before advertising. There will be a requirement to attend an interview and undergo any appropriate selection tests to ensure they have the required skills and experience for the permanent position.

## **15. PROBATION**

All new appointment, will be required to serve a 6 month Probationary period, which may be extended or ended earlier if there are serious concerns regarding an employees performance or conduct. Detailed guidance is included in Appendix D4.

## **16. RECORD KEEPING**

The HR Service Centre will keep a recruitment file for each vacancy which will clearly document the progress of the recruitment and selection process and contain details and justifications of all selection decisions made. See paragraph 10.1, Appendix A of the Operational Procedure for details. Unsuccessful applicant information will be stored securely for 6 months and then destroyed. Successful candidate's information will be incorporated into their personal file. The HRMIS system will capture and record key recruitment information. All information will be managed, stored and processed in accordance with the Data Protection Act 1984.

## **17. SELECTION**

Flintshire is developing a competence framework to underpin all recruitment and development activities. Competencies are observable behaviours and characteristics. Flintshire will actively seek candidates with the potential to grow and develop within the organisation. A variety of methods may be used to establish competencies of candidates during the selection process e.g. interview, presentation, psychometric testing, behavioural event interviews.

### **17.1 Shortlisting**

Candidates will be short listed objectively based on essential criteria for the advertised position. The scoring allows for the consideration of candidates who demonstrate the potential to meet criteria with future training or experience. Managers with advice from HR must ensure the essential and desirable criteria laid out in the Person Specification are up to date and accurately reflect the requirements of the position. For detailed guidance see section 3 of the Operational Procedure at Appendix A.

### **17.2 Interview**

Questions will be competency based and seek evidence to illustrate how the applicant measures against the essential and desirable criteria. Guidance is available from HR on developing competency based interview questions.

### **17.3 Psychometric Testing**

Psychometric testing will form part of the standard selection process for positions graded M3 and above. Guidance is available in the Psychometric Testing policy.

### **18. TIMESCALES**

To avoid any adverse impacts on Council services, it is essential that vacancies are filled in a timely manner. It is the responsibility of recruiting managers to plan adequate timescales ensuring vacancies are filled at the right time.

### **19. TRAINING & SUPPORT**

- 19.1 All managers with recruitment responsibilities will be required to attend the “Accredited Recruiter” training course organised through the Corporate Training Department to ensure competent and consistent application of this policy. Managers will not be able to recruit to positions without this badge of competence.
- 19.2 A rolling programme of Joint County Council / Trade Union training on this policy & procedure will be facilitated by the Corporate Training Department. It will be amended and revised from time to time.
- 19.3 Support and guidance in the implementation of this policy and associated procedures will be provided by the HR Operations Team.

### **20. COMMUNICATION & IMPLEMENTATION**

The policy will be communicated through the following media:

- a. Team Brief
- b. Workforce News articles and the infonet
- c. Flintshire Focus
- d. HR Managers briefings to Directorates

### **21. REVIEW OF POLICY AND PRACTICE**

- 21.1 Planned monitoring by the HR Operations Team will be carried out on Short listing procedures and Interviews, to evaluate procedures and support a consistent high standard.
- 21.2 Recruitment statistics including cost per hire and average time taken to fill vacancies, along with analysis of responses to adverts placed in different media will be developed as part of the new HR Management information System. This data will be used annually to assess the impact of this policy and to inform future development.

- 21.3 This policy and procedure will be reviewed by the Senior HR Adviser (Policy Development) and amended in light of emerging employment legislation / best practice.

## **22. APPENDICES**

- A-** Operational Procedure
- B -** Procedural Flowchart
- C1 –** Short listing & Selection Criteria Matrix
- C2 –** Short listing Matrix
- D1 –** Interview Scoring Matrix
- D2 –** Interview Notes
- D3 –** Recruitment Decision Form
- D4 –** Probationary Procedure
- D5 –** Probationary Report
- D6 –** Managed Agency Worker Procedure
- E –** Equality Impact Assessment

**Chief Executive  
Flintshire County Council**

**Date: [Insert Date]**

## Appendix A – Operational Procedure

### OPERATIONAL PROCEDURE

Prior to any recruitment activity commencing the line manager with advice from HR if required must consider any alternatives to recruitment, e.g. Re-structure, change in working patterns etc.

If the position under consideration is of a temporary nature, the use of Agency workers can only be considered where no other solution is practicable. Consideration must first be given to options such as using a fixed term contract or a secondment to cover maternity leave or sharing duties among a team to cover a short term absence. Effective succession planning and staff development can reduce the need for Agency workers.

If, after due consideration, there is a need to source an Agency worker the procedure at Appendix D5 must be followed. For recruitment of all other forms of recruitment see below:

#### 1. Step 1 – Establishment Control / Vacancy Authorisation – (Step 1)

1.1 For new positions not already on the establishment, the establishment control process must be completed prior to recruitment activity commencing.

1.2 The recruiting manager will enter details of the vacancy to be filled on the Recruitment Management System (RMS).

1.2 The HR Service Centre will send an e mail stating who the allocated HR contact is and suggesting a meeting time or telephone discussion to plan the recruitment.

#### 2. Step 2 – Planning and Going to Advert (Internal and external)

2.1 The recruiting manager and HR contact discuss the campaign.(This may be in person or by phone as practicable). Consideration must be given to:

- The “At Risk” list of suitable candidates for redeployment.
- Internal or external advertising required and justification.
- Consider if the position requires welsh language skills by undertaking a welsh language skills assessment. Plan in time for Translation if applicable.
- Undertake an assessment of the appropriateness and level of service user involvement in the selection process.
- Review and update the Job Description and Person Specification to ensure they are correctly formatted and represent a true and accurate reflection of the vacant position. Ensure any essential criteria are justifiable and fair. Consideration must be given to someone with the potential to fill the post, this should this be reflected in the person specification.
- Agree the short listing criteria, consider if recruiting for attitude and potential is more important than a skill which may be easily acquired? – See Appendix C1.

- Any additional requirements e.g. CRB check.
- Agree dates for recruitment: Closing date, Short listing date, Interview date, estimated start date.
- Agree who will complete the short listing and sit on the Interview panel, (minimum of 2 managers). All appointments of SO1 and above will have HR representation on the panel.
- Agree selection methods to be used e.g. Psychometrics, Presentation, Welsh language test, etc.
- Agree media choice considering how best to target potential candidates with the required knowledge, attitude and skills.
- The most cost effective method of advertising for the position.
- Are there any “At Risk” employees who may be considered for the position.

2.2 If the position is to be advertised externally, the recruiting manager and HR contact will liaise with the appointed advertising agency and plan the advertising campaign. The recruiting manager must sign off the advert to check the details are correct before publication. If Internal, the recruiting manager checks the adverts details before the advert is distributed.

2.3 All candidates must apply by completing the Flintshire County Council Application form, available in the following formats:

- Downloadable Application form from the website
- Complete application form online on the website
- Paper Application form sent from the HR Service Centre

All formats are available in English or Welsh.

2.4 All applications received electronically will receive an automated e mail response confirming receipt. Paper copies received will only receive confirmation of receipt if a stamped addressed envelope is provided.

### **3. Step 3 – Short Listing Process to Select Candidates for Interview**

3.1 All application forms will be collated by the HR Service Centre and prepared for short listing. The recruiting manager and other appointed manager will complete the short listing exercise using the Matrix at Appendix C2. The criteria for short listing will have been agreed in discussion with the appointed HR contact in Step 2. Care must be taken to ensure compliance with the “Two Ticks” scheme, which states that all disabled candidates meeting the minimum essential criteria will be offered an interview.

3.2 The recruiting manager will draw up a shortlist of selected candidates for interview and inform the HR Service Centre of their decision. The HR Service Centre will send regret letters to all unsuccessful candidates. Any candidates identified as disabled will be given the opportunity to receive feedback on why they were not selected for interview.



3.4 Short listed candidates will be written to by the HR Service Centre and invited for interview and will be informed of any other selection methods that will be used as part of the process.

#### **4. Step 4 - Interview and Selection of Preferred Candidate**

4.1 The recruiting manager will draw up their list of questions prior to the Interview and share these in advance with other members of the agreed Interview panel. The questions must focus on the key competencies required, related back to the Job Description and Person Specification. If required HR is available to give advice on the questions and format of the interview. The mandatory training course for recruiters will cover competency based questions and provide a standard set of competency based questions as a template for guidance. It is essential that the questions draw out of candidates the required evidence upon which to base selection decisions. It is acceptable to ask candidates during the interview to expand on their answers or to explore issues raised.

4.2 If the post requires the ability to speak Welsh, this should be verified during the interview.

4.3 All members of the Interview Panel will individually complete the scoring matrix at Appendix D1 to record the candidate's performance during the interview.

4.4 Scoring and recording for any other selection methods used will be agreed in advance by the recruiting manager and HR. All parts of the selection process will be applied consistently to each candidate. Evidence collated from Psychometric testing will be interpreted by a suitably qualified member of the HR team and detailed feedback will be given to the Interview panel and the candidate.

4.5. The panel will openly discuss their individual assessments to reach a consensus on the final selection decision. The recruiting manager informs the HR Service centre of their decision by phone and completing the Recruitment Decision form at Appendix A and sending or e mailing it to the HR Service Centre.

#### **5. Step 5 – Negotiation, Conditional Offer and Acceptance**

5.1 The successful candidate will be informed as soon as possible by the recruiting manager, usually by phone and a conditional offer of employment made.

5.2 The starting salary offered must be at the starting point for the position. In exceptional circumstances a higher point may be offered subject to written justification by the recruiting manager and agreed with the director. Any justification may take into account the following factors:

- a. existing salary of the applicant
- b. relevant skills and experience
- c. Market conditions for similar positions

If the offer is accepted the HR Service Centre will send a Conditional Offer letter within 3 working days.

5.3 The offer is conditional on receipt of satisfactory references which must be current and relevant, completion of medical form, CRB check if applicable and any other evidence required specific to the position e.g. qualification certificates, work permits / evidence of right to work in the UK.

5.4 Only after verbal or written acceptance of the conditional offer from the 1<sup>st</sup> choice candidate has been received will the HR Service Centre send out regret letters to all unsuccessful candidates. Consideration will be given to whether unsuccessful candidates may be suitable for other advertised positions either currently or in the future and their details kept for future consideration.

## **6.0 Step 6 - References and Qualifications Check**

6.1 The HR Service Centre will request business references:

- a written reference from the current or most recent employer
- a verbal reference from the previous employer
- Personal references will not be accepted

6.2 For internal candidates a telephone reference will be taken by the HR Service Centre.

6.3 No formal offer of employment will be made to any candidate until the HR Service Centre has satisfactory receipt of all required references, medical clearances, qualifications, or if applicable CRB checks and /or proof of eligibility to work in the UK.

## **7. Step 7 - Formal Offer and Acceptance**

Upon receipt of satisfactory references, or if applicable CRB checks, a formal letter of appointment and contract with a start date agreed by the recruiting manager, will be issued by the HR Service Centre.

## **8.0 Step 8 - Induction**

8.1 All new starters will receive a 2 hour induction from the HR Team on their first day with Flintshire County Council. Where this is not possible it will be booked for the earliest possible date after commencing the position.

8.2 The HR Service Centre will book a 2 day Corporate Induction Programme for all new starters, who will be required to attend this course as the soon as possible.

8.3 The line manager is responsible for planning and implementing a site specific induction and putting in place regular reviews over the initial weeks of employment.

## **9. Step 9 - Probationary Period**

All new appointments, whether internal or from another Local Authority will be required to serve a 6 month Probationary period. Please refer to Appendix D4. This may be extended at the managers discretion.

## **10. Record Keeping and Data Protection**

10.1 The HR Service Centre will keep a comprehensive recruitment file for each vacancy which will clearly document the progress of the recruitment and selection process and contain details of all selection decisions made.

10.2 The recruitment file will contain the following documents as a minimum:

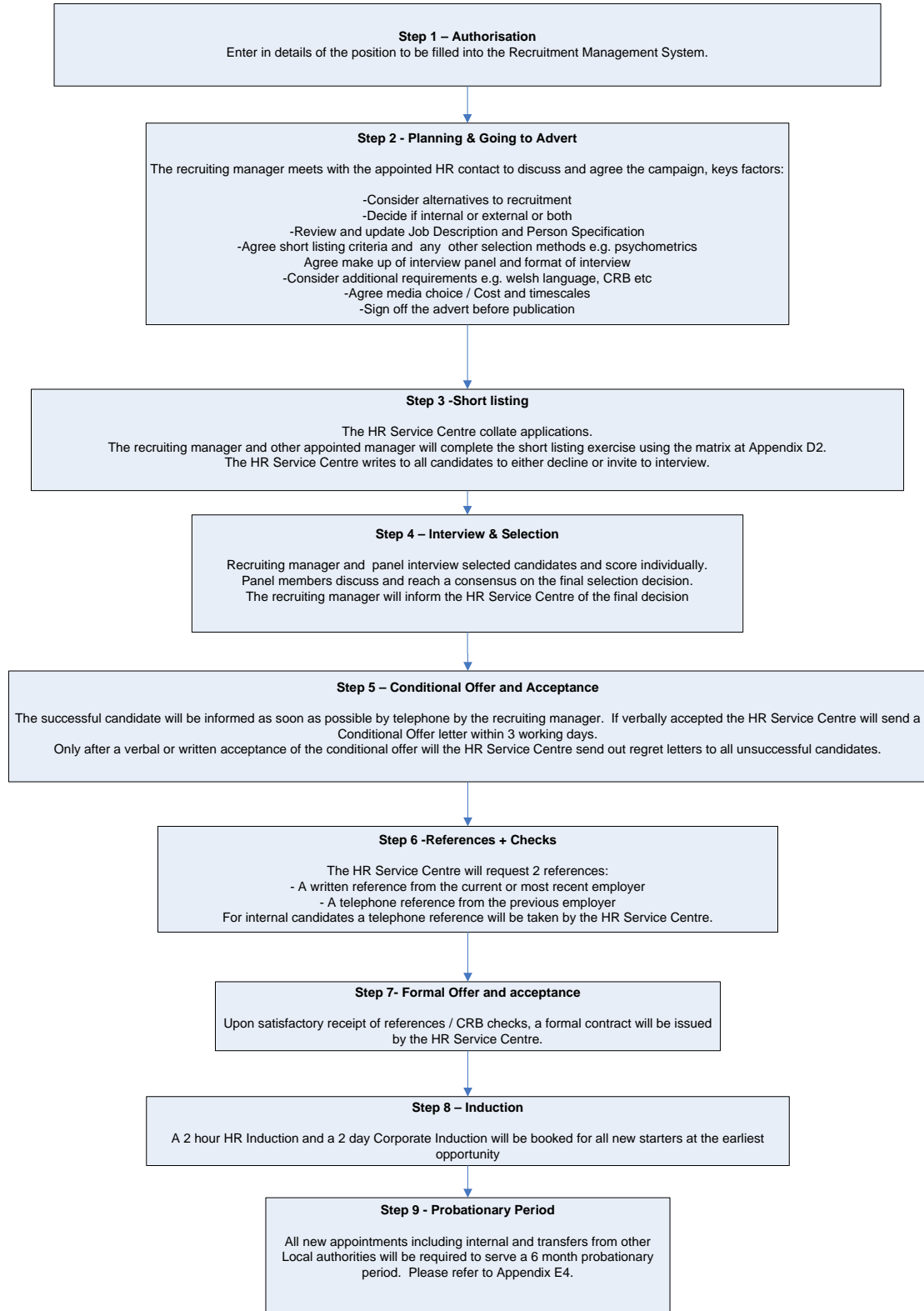
- Job Description and Person Specification
- Welsh Language Skills Assessment
- Recruitment Advert
- Recruitment information pack
- Application and short listing scoring matrices
- Interview questions, scoring matrices and selection test results
- References

Recruitment information will be securely retained for a period of 6 months after which it will be shredded. Any CRB information will be handled according to Flintshire's CRB policy.

10.3 The HR MIS/ Payroll system will record responses to adverts placed in different media to build up data to inform future recruitment campaigns.

## Appendix B – Procedural Flowchart

### Complete Establishment Control Process prior to Step 1



## SHORTLISTING & SELECTION CRITERIA

The Recruiting Manager and appointed HR contact must review the essential and desirable criteria from the person specification and ensure it is updated and amended to accurately reflect the position and agree on how this can be evidenced. Use the template below:

*	<b>Essential Criteria (From Person Specification) (Include Welsh language and level if a requirement)</b>	<b>Evidence from Application Form (AF), Interview (I), Test (T), Presentation (P) or other (O).</b>
1		
2		
3		
4		
5		
*	<b>Desirable Criteria (From Person Specification) Not to be used for short listing, to be evidenced at interview.</b>	
6		
7		
8		
9		

\*Only essential criteria which can be evidenced from the application form can be used on the short listing matrix at Appendix D2. Interview questions and relevant tests e.g. Psychometrics will provide evidence for any criteria which cannot be found from the application form for those short listed for interview.

## Appendix C2

**SHORT LISTING MATRIX**

**Directorate:**  
**Title:**

**Position****Panel Member:****Date:**

Criteria:	Essential					Total Score	Comment	Selected Y/N
	1	2	3	4	5			
<b>Candidate:</b>								
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								
13.								
14.								
15.								

**Key**

**2** –Strong evidence of meeting the criterion in full

**1** –Some evidence and demonstrates potential to meet the criterion in full with limited training or future experience or through evidenced transferable skills

**0** – Does not provide evidence of meeting the criterion

**Short listing Principles**

- To be short listed for interview, candidates must score at least a 1 in all the essential criteria.
- Then, candidates scoring the highest points will be selected for interview
- No candidate scoring less than 50% of the total available score will be short listed

**Appendix D1 – Interview Scoring Matrix**

**Directorate:**

**Position Title:**

**Panel Member:**

**Date:**

Essential and Desirable Criteria from Person Spec.		CANDIDATE:					
		1	2	3	4	5	6
1							
2							
3							
4							
5							
6							
7							
8							
9							
<b>TOTAL SCORE</b>							

N.B. Questions will be competency based and seek evidence to illustrate how the applicant measures against the essential and desirable criteria

**Scoring Key:**

- 1 = Poor – showed sufficient negative evidence to be judged lacking in the knowledge/ skills/ competence
- 2 = Marginal - showed clear negative evidence and a little positive evidence
- 3 = Average – showed a balance of positive and negative evidence
- 4 = Good – showed clear evidence and little negative evidence
- 5 = Excellent – showed multiple clear evidence and no negative evidence

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**Appendix D2 – Interview Notes**

<b>Directorate</b>	
<b>Position Title:</b>	
<b>Date:</b>	
<b>Time:</b>	
<b>Candidates Name:</b>	
<b>Panel Members Name:</b>	



Recruitment Decision Form

<b>DIRECTORATE:</b>	
<b>POSITION:</b>	
<b>DATE:</b>	

<b>SUCCESSFUL CANDIDATE:</b>	
<b>REASONS FOR APPOINTMENT:</b>	
<p>Starting Salary £                      Justification:</p>	

<b>UNSUCCESSFUL CANDIDATE:</b>	
<b>REASONS FOR NON APPOINTMENT:</b>	

<b>UNSUCCESSFUL CANDIDATE:</b>	
<b>REASONS FOR NON APPOINTMENT:</b>	

**Panel Members**  
**Names(PRINT)**.....  
.....  
.....

**Panel Members Signatures**  
.....  
.....  
.....

## **Probationary Procedure**

### **1. Rationale**

Regular assessment during the probationary period is an important element of the Induction process of a new employee. It ensures that the employee knows how they are progressing and provides the manager with the opportunity to point out any areas of performance or conduct where improvement, development or training is required.

### **2. Length and scope of Probationary Period**

All new appointments will be subject to a 26 week probationary period. This includes employees moving from other public sector organisations. It is possible to extend the probationary period for a short timeframe e.g. 6 weeks, to allow additional time for an employee to meet the minimum performance standards.

### **3. Regular Review**

3.1 A review meeting will take place at weeks 6, 12 and 20 weeks.

3.2 The Probationary Report form (Appendix E5) must be completed ensuring the judgements made are objective and measured against the requirements of the job description, person specification and expected standards of conduct.

3.3 The form is made up of a number of tick boxes against measurable standards. These boxes should be completed by the manager at each of the review meetings identifying at each stage whether performance / conduct is satisfactory, improvement required, or is unacceptable.

3.3 The employee must be informed of any shortfalls in their performance or conduct and advised of the improvements that are required with timescales. The discussion and agreed actions during the meeting will be recorded on the report form, signed and dated by both the manager and the employee.

3.4 At the 20 week Probationary Review Meeting, if the employee's performance or conduct is still not acceptable, the employee should be notified in advance (minimum 48 hours notice) of the meeting that their permanent employment may not be confirmed. At the meeting, the concerns regarding their performance or conduct will be discussed in detail and the employee will have the opportunity to respond. The employee will have the right to be accompanied by a work based colleague or Trade Union representative and the manager must ensure a HR representative is in attendance.

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3.5 At the conclusion of the meeting, after consideration of all the facts and gaining approval from the Head of Service, the manager may decide to issue notice to terminate\* their employment at the end of the 26 week probationary period, or sooner with the agreement of all parties. The employee will have the right to appeal against the decision.

3.6 Where the employee has met the required standards of performance and conduct, the manager will confirm at the 20 week Review Meeting that their probationary period has been successful and they will receive formal notification that their permanent employment has been confirmed at the 26 week stage.

3.7 The manager must ensure the tear off slip at the bottom of the Probationary Report is completed at the 20 week stage, which informs HR of the outcome of the probationary period, see Appendix E5.

\* The manager must ensure they confirm the notice of termination in writing and that any contractual periods of notice are given.

Name of Employee.....

Position:.....

Directorate:.....

Date:.....

**6/12/20 WEEK PROBATIONARY REPORT**

Standards	Meets Requirements	Requires Improvement	Unacceptable
1. Attendance			
2. Conduct			
2. Punctuality / Timekeeping			
3. Productivity			
4. Working relationships			
6. <i>Insert key criteria from JD and PS</i>			
7. “ “			
8. “ “			
9. “ “			
10. “ “			

**Areas for Improvement / Training / Development:**

- 1.
- 2.
- 3.

**Comments/ Actions:**

Date of Interview \_\_\_\_\_

Signed (Employee) \_\_\_\_\_

Signed (Manager) \_\_\_\_\_

**For use at 20 Week Review Only:**

To: HR Service Centre

From: *[Insert managers name, position and Directorate]*

**REFERENCE APPOINTMENT OF: *[Insert employees name and Position]***

I can confirm the permanent appointment of *[employees name]* in the position of *[insert position title]* effective from *[insert date]*.

**OR**

I can confirm that *[Employees name]* has not met the required performance standards and the following action will be taken *[insert action to be taken]* effective from *[insert date]*.

Signed.....

Date:.....

**Managed Agency Worker Procedure**

***TO BE COMPLETED***

Equalities Impact Assessment

*DOCUMENT TO BE ADDED*

**EQUALITIES RISK ASSESSMENT**

**EQUALITY IMPACT ASSESSMENT TOOL KIT**

Directorate: Corporate Strategy

Service: HR

Lead Officer: Ian Warren

Position: Senior Hr Adviser (Policy)

Policy/Service Title: Recruitment New/Existing Policy/Decision  
(Delete as appropriate)

**1. Policy/service Aims**

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

Aim:

To recruit into and from within the Council, people with the required behaviours, knowledge and skills in a fair, professional, timely and cost effective manner and will promote the Council as an employer of choice.

The key objectives of this policy are:

- To create a workforce which reflects the local community
- To provide equality of opportunity
- To select the preferred candidate on merit
- To appoint candidates at the right time
- To ensure a quality induction for all new employees
- To minimise the use of agency workers
- To ensure a consistent approach to recruitment

Who should benefit from the policy/service?

Prospective employees, managers, existing employees and the Council as a whole.

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

Yes, they will improve the ability to make informed recruitment decisions

based on merit and suitability for the post, free from any form of discrimination.

## 2. Consideration of available data and research

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

No, although training will be required to ensure line managers understand the new policy and procedure, along with the underlying principles.

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

We have no useful data on the validity of our current recruitment decisions as a whole. Research conducted by the Chartered Institute of Personnel and Development suggests that Competency based interviews can be one of the most reliable forms of assessment.

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

That its adoption could lead to more objective recruitment decision making leading to a reduced risk of prejudice being a factor in decisions.

d) Is further information or research needed?

No

## 3. Assessment of impact

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

Women are under represented at a Senior management level.

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



The new recruitment policy should reduce barriers to employment for groups whose out of work commitments may make working full time difficult. The policy will encourage positions to consider on a part time or job share basis where practicable.

Access or other issues for disabled applicants / employees. Reasonable adjustment will be made to ensure individuals needs are met. e.g. use of a screen reader for those with visual impairment. Again monitoring will be put in place to identify any potential risk.

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

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

N/A

#### 5. Consultation

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

Self organised Group of Disabled employees  
FJTUC  
Corporate Training department  
HR Managers and Senior Managers  
Equality officer / Welsh language officer  
HR Team  
Corporate Communications

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

Concern over Welsh language considerations not being highlighted in the 1<sup>st</sup> draft of the policy. – From the Welsh Language Officer.

The need to involve service users in the recruitment process for posts where the post holder may have a direct impact e.g. in the recent recruitment for a Head Teacher, schoolchildren were involved in the design of the assessment techniques.

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

A Welsh language heading and paragraph was inserted in the policy and reference made in the operational procedure to ensuring a Welsh language skills assessment is considered for each position.

After discussion with Gill Watkins (Corporate Communications) the need to involve service users for key positions with a direct impact on service users was added to the key principles section of the policy.

## 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:.....



**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 20**

**REPORT TO: EXECUTIVE**

**DATE : 05 AUGUST 2008**

**REPORT BY: ASSISTANT DIRECTOR OF ICT AND CUSTOMER SERVICES**

**SUBJECT : COUNCILLOR WARD GRANTS SCHEMES**

**1.00 PURPOSE OF REPORT**

1.01 The purpose of this report is to provide members with information on Councillor Ward Grants Schemes in place at a number of councils across England and Wales. The report also highlights some of the issues and considerations that would need addressing should such a scheme be implemented in Flintshire.

**2.00 BACKGROUND**

2.01 Councillor ward grants are a way of enhancing the role of ward members as Community Champions, providing support to local community groups and voluntary organisations that provide services within the council wards.

2.02 Research has been undertaken in to schemes at the following councils:

- North Devon District Council
- Lancashire County Council
- East Lindsey District Council
- South Somerset District Council
- Hampshire County Council
- Spelthorne Borough Council
- Denbighshire County Council

2.03 The schemes researched vary in scale, focus and operation; details of each of the schemes that formed part of the research are attached at Appendix 1.

**3.00 CONSIDERATIONS**

3.01 Below is a summary of some of the key characteristics of the schemes that were researched. These will need further consideration should such a scheme be introduced in Flintshire:-

- Generally schemes provide each member with a budget to spend on community projects which are of benefit to residents within their wards. Of the majority of councils researched funding available ranged from £1000 -

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Date: 20/08/2008

£2500, the exceptions being Hampshire and Denbighshire where the amount is considerably higher at £10,000.

- In some authorities grants can be pooled by up to 10 Councillors for projects that span more than one ward.
- The findings of the research show that in general the award of the grant will be either:-
  - To fund projects and initiatives that are specifically of benefit to the ward or community
  - To fund projects that demonstrate the project/initiative contributes to the council's corporate priorities.
- In some councils the grants are aimed at providing an accessible funding stream to "kick start" local projects. It enables projects to secure funding which would not meet the criteria of other funding streams such as voluntary sector grants.
- Generally grants are only awarded to voluntary and community not for profit organisations operating within a council ward. They do not have to be a registered charity.
- Grants are normally "one off" and non-recurring.
- Organisations benefiting from the grant along with ward councillors are expected to provide evidence of how the funding has benefited the community.
- In the schemes researched grants were not awarded in the following circumstances:
  - Repeat funding for the same project/initiative
  - Retrospective funding
  - Projects which did not complement the Council's priorities
  - Activities for which the Council has no legal powers
  - Grants to statutory bodies
  - Grants to trading/profit-making organisations
  - Activities promoting specific religious or political beliefs

3.02 The application process used by the councils researched varied, but in all cases grant applicants must complete an application form which must also be signed by the local councillor(s) for the ward.

3.03 In all cases the administration of the scheme is managed by one department. The sponsoring councillor(s) liaises with the department in monitoring delivery of the projects/initiatives and appropriate use of the funding. The department is also responsible for marketing the scheme to councillors and community organisations.

3.04 Unlike in England, individual councillors in Wales have not yet been given the powers to determine grant applications. Therefore, if we were to introduce a grants scheme, the grants would be made under the delegated authority of an officer in consultation with the member(s) based on their recommendations/preferences.

- 3.05 Any scheme would require a simple audit trail with proof of expenditure. In addition as with the schemes researched there will need to be recommended financial limits per grant. The scheme will also need to be advertised to mitigate the risks of any allegations or perceptions of favouritism.
- 3.06 The schemes researched are generally available throughout the year rather than being constrained by financial year. Based on the total funding made available to the grant schemes appropriate minimum and maximum grants will need to be determined.
- 3.07 Feedback on some of the schemes showed that when introduced officer time in managing and administering the schemes was underestimated.
- 3.08 Consideration will have to be given as to whether each councillor is entitled to a grant or whether it should be on a ward basis. If every councillor was entitled to an individual grant 13 wards in Flintshire would qualify for double the maximum grant amount. Another option would be to allocate grants on a per capita basis based on ward population.
- 3.09 Other funding schemes are available in Flintshire that provide relatively small amounts of funding for community organisations:
- o The Welsh Church Act Fund
  - o Flintshire Community Chest
  - o Flintshire Sports Council Community Chest Fund

If a Councillor Ward Grant Scheme were to be introduced these other schemes would need to be reviewed, we will need to ensure that any grant awards would not duplicate these other funding schemes where possible.

#### **4.00 RECOMMENDATIONS**

- 4.01 Executive consider supporting a ward grants scheme for Flintshire Councillors.
- 4.02 If Executive support the implementation of a ward grants scheme a consultation exercise is undertaken with all County Councillors over the considerations set out in section 3 of this report.
- 4.03 Following consultation a further detailed report is presented to Executive.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The introduction of such a scheme will have budgetary implications which will vary in scale depending on the size of grant and whether grants are provided on a councillor or ward basis. If we were to provide £5,000 per member the total funding required would be £350,000, on a ward basis this would be reduced to £285,000.

- 5.02 If the scheme was agreed we could either introduce it from 2009/10 as a budget growth bid, alternatively if we wished to introduce it either fully or in part in 2008/09 funding would be either from in-year underspends or from the contingency reserve.

**6.00 ANTI POVERTY IMPACT**

- 6.01 Ward Grants could be used to fund projects and initiatives designed to address poverty and deprivation within communities.

**7.00 ENVIRONMENTAL IMPACT**

- 7.01 Ward Grants could be used to fund projects and initiatives designed for environmental improvements within a community.

**8.00 EQUALITIES IMPACT**

- 8.01 A ward grants scheme would give community groups an opportunity to secure funding for projects and initiatives which would not meet the criteria of other funding streams available such as voluntary sector grants.

**9.00 PERSONNEL IMPLICATIONS**

- 9.01 None

**10.00 CONSULTATION REQUIRED**

- 10.01 All Flintshire County Council members.

**11.00 CONSULTATION UNDERTAKEN**

- 11.01 None

**12.00 APPENDICES**

- 12.01 Appendix 1 - Research Results

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

None

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E-Mail: chris\_guest@flintshire.gov.uk



## Community Councillor Grants

<b>Council</b>	<b>North Devon</b> Grants and Sports Development Officer North Devon Council Civic Centre Barnstaple EX31 1EA Tel: 01271 388433  Email: <a href="mailto:communitydevelopment@northdevon.gov.uk">communitydevelopment@northdevon.gov.uk</a>	Amount of funding per councillor  £1500
<b>Councillor Grant Scheme</b>	£1500 per county councillor to be used within the council ward	
<b>Who can apply?</b>	Grants are awarded to voluntary and community organisations with not for profit aims	
<b>How are funds provided?</b>	Direct benefit to the people, the environment and the community; <ul style="list-style-type: none"> <li>• Sports</li> <li>• Culture and Heritage</li> <li>• Environment and Sustainability</li> <li>• Social Welfare</li> <li>• Community</li> </ul>	
<b>Additional information</b>	To apply for a grant you will need to submit an <a href="#">application form</a>  .	

## Community Councillor Grants

	<p>contact us on 01271 388433, or <a href="#">email us</a> your details.</p> <p>The grant application form sets out grant guidelines and answers questions on the following:</p> <ul style="list-style-type: none"><li>• The scheme</li><li>• Who can apply for a grant?</li><li>• How much can we apply for?</li><li>• When the grants are awarded?</li><li>• Applying for a Community Councillor Grant</li><li>• Your organisation's Constitution/Memorandum &amp; Articles of Association (or the equivalent)</li><li>• Your organisation's latest accounts (these must be independently signed)</li><li>• Your organisation's Equal Opportunities Policy</li><li>• A list of your organisation's Trustees and Officers</li><li>• Quotation</li></ul> <p>Please note that funding for the following will <b>not</b> be considered:</p> <ul style="list-style-type: none"><li>• donations</li><li>• projects which cover an area which is the primary responsibility of another funding agency</li></ul>	
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## Community Councillor Grants

	<ul style="list-style-type: none"><li>• double funding from NDDC sources</li><li>• out of area activities</li><li>• fundraising events</li><li>• projects which promote religious belief</li><li>• twinning</li><li>• civic events</li><li>• memorials</li><li>• retrospective funding</li></ul>	
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## Community Councillor Grants

<b>Council</b>	<b>Lancashire County Council</b>  Mark Waddington: Telephone : 01772 537697 Email: <a href="mailto:mark.waddington@css.lancscc.gov.uk">mark.waddington@css.lancscc.gov.uk</a>	Amount of funding per councillor  £1,250
<b>Councillor Grant Scheme</b>	Lancashire County Council Local Grants Scheme - To be used within the council ward	Per annum
<b>Who can apply?</b>	Projects that benefit the local community  Projects / initiatives that will enhance the well-being of people who live in county councillor area (division).	
<b>How are funds provided?</b>	Ongoing no specific closing dates within the year	
<b>Additional information</b>	If the local county councillor agrees to recommend an application it will be submitted to the relevant Lancashire Local Committee for a decision.  Potential applicants need to ensure the proposal meets the criteria of the scheme and discuss their proposal with their county councillor to see if they are happy to support it.	

## Community Councillor Grants

<b>Council</b>	<p><b>East Lindsey District Council, Lincolnshire</b></p> <p>John Makinson-Sanders</p> <p>Member Development Officer ,Member Services</p> <p>01507 601111 Ext 396</p> <p>E-mail: John.Makinson-Sanders@e-lindsey.gov.uk</p>	<p>Amount of funding per councillor</p> <p>£2,000 - 2007 /08</p>
<b>Councillor Grant Scheme</b>	<p>COUNCILLORS' COMMUNITY INITIATIVE SCHEME</p> <p>£2000 per County Councillor to be used within the Council Ward – Introduced in 2007.</p> <p>Councillors are expected to monitor delivery to ensure money is used for the purpose specified.</p>	
<b>Who can apply?</b>	<p>Grants are awarded to voluntary and community organisations with not for profit aims</p> <p>Must be of Benefit to local community</p>	
<b>How are funds provided?</b>	<p>No specific themes / time frame allocation , anytime through out the year – 160 applications in first year , expecting many more in 2008/09</p> <p>May be used to procure a service currently provided by the Council as a one off, e.g additional street cleaning</p>	

## Community Councillor Grants

<b>Additional information</b>	<p>Review taking place –</p> <p>Hidden cost officer time – administration / advice</p> <p>Quarterly spread sheets sent to all councillors</p> <p>Councillors may combine funds within the same ward</p> <p>Councillors may combine allocations provided that clear evidence that residents from each ward will benefit.</p>	

## Community Councillor Grants

<b>Council</b>	<p><b>South Somerset District Council</b></p> <p>Tim Cook Community Development Officer - East South Somerset DC Council Offices Churchfield Wincanton BA9 9AG</p> <p>Tel. (01963) 435088</p> <p>tim.cook@southsomerset.gov.uk www.southsomerset.gov.uk/community</p>	<p><b>Beacon status for <i>Neighbourhood &amp; Community Champions: The Role of the Elected Member.</i></b></p> <p>South Somerset's members: *are powerful advocates of their ward * make a difference to their locality * make decisions that improve people's lives</p>
<b>Councillor Grant Scheme</b>	<p>Pilot scheme 2007 /08 - £2500 per County Councillor - 60 councillors Allocated from revenue balances and capital funds.</p> <ul style="list-style-type: none"> <li>• up to <b>£2,500</b> and not normally less than <b>£250</b></li> </ul> <p>Guidelines for the scheme were developed through consultation with members at Area workshops during early 2007</p>	
<b>Who can apply?</b>	<ul style="list-style-type: none"> <li>• Any group based within the ward, or beyond the ward where their activities benefit the residents of that ward, eg. voluntary and community groups, schools, clubs, Parish Councils</li> <li>• The group does not have to be a registered charity but will need to have a bank account (or identify another organisation who can act as banker for funds)</li> <li>• Grants are not available to individuals or to Ward member's relatives</li> </ul>	

## Community Councillor Grants

	<ul style="list-style-type: none"> <li>Members will be required to give notice of any personal or prejudicial interests when submitting an application. Your Head of Area Development will discuss the extent of any such interest prior to signing off the grant</li> </ul>	
<b>How are funds provided?</b>	<ul style="list-style-type: none"> <li>Projects and activities that benefit the residents of your ward</li> <li>One-off items of revenue or capital expenditure</li> </ul>	
<b>Additional information</b>	<p>Member and Gap analysis was carried out in order to evaluate the scheme.</p> <p><b>OFFICER time – Capacity.</b></p> <p>Officers were also consulted about the administration of the scheme and suggested a number of improvements if the scheme is to continue. The original proposal suggested the scheme could be administered in approx 2 hrs per week per area. Results show that Area Community Development and Regeneration Officers spent generally approx 1 hr pw on the scheme. The Voluntary Sector Development Officer spent an average of 1-2 hrs pw on the scheme. However, area admin staff spent anything from 3-10hrs pw on a regular basis, with some staff spending 15 pw during concentrated periods. In Feb/March, 3 area admin staff were working full time on the scheme as many applications came in during these months.</p> <p>Many councillors have received positive feedback from community groups receiving grants. Officers dealing with the grants, had positive feedback and suggestions about how the scheme could be improved. Groups indicated that it was useful to have a simple, quick process to access funding for their</p>	



## Community Councillor Grants

	<p>project. In addition, evaluation forms will be returned to councillors at the end of each project.</p> <p><b>Consultation process</b></p> <p>A brief for the a review was signed off by the Leader of the council :</p> <ul style="list-style-type: none"><li>• Overall analysis of grants awarded, by councillor</li><li>• Total project costs and types/themes of projects supported</li><li>• Questionnaire survey to all Members</li><li>• Questionnaire survey to Area Development &amp; Admin staff involved in the scheme</li><li>• Informal feedback collected at Member workshops etc.</li><li>• Analysis of potential gaps filled by the scheme</li></ul>	
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## Community Councillor Grants

<b>Council</b>	<b>Hampshire County Council</b>	Amount of funding per councillor £10,000 per annum
<b>Councillor Grant Scheme</b>	- To be used within the council divisional area  Minor Capital or revenue ( one off )	
<b>Who can apply?</b>	Community groups/ vols orgs, within the county providing community benefit.  Must demonstrate that the project / initiative contributes to one or more of the county councils corporate priorities  * Hampshire safer and more secure for all * Maximising wellbeing * Enhancing Quality of Place	
<b>How are funds provided?</b>		
<b>Additional information</b>	Clear role for each councillor  Maximum of £10k per project  Minimum of £100 , grant payments one off  No contribution towards annual running cost.  Treasurers dept administer the scheme	

## Community Councillor Grants

<b>Council</b>	<b>Spelthorne Borough Council</b>	Amount of funding per councillor £1,000 per annum
<b>Councillor Grant Scheme</b>	Better Neighbourhoods Grant 2007-08	
<b>Who can apply?</b>	<p>Local voluntary and community groups who contribute to an improved quality of life in the Borough.</p> <p>Councils priorities Engaging younger people Making Spelthorne safer Making Spelthorne a better place , Improving customer satisfaction</p> <p><b>Community Plan themes</b> Young People's Spelthorne Safer Spelthorne, Getting Around Spelthorne Spelthorne, Healthy Spelthorne Thriving Spelthorne Learning Spelthorne</p>	<div style="border: 1px solid red; border-radius: 5px; padding: 2px; display: inline-block;"> <span style="color: red;">← - - -</span> <b>Formatted:</b> Bullets and Numbering         </div>
<b>How are funds provided?</b>		
<b>Additional information</b>		

## Community Councillor Grants

<b>Council</b>	<b>Denbighshire County Council</b> David Davies (initial contact) Tel. 01824 706000	Amount of funding per councillor £10,000 per annum (47 councillors)
<b>Councillor Grant Scheme</b>	Scheme operated during 2006/07 and 2007/08.  Most schemes targeted at capital projects. Many of these were environmental projects.  Grants were allowed to be 'pooled'  Provided greater opportunity for match-funding.	
<b>Who can apply?</b>	Voluntary organisations  Schemes were not permitted where revenue budgetary implications may result.	
<b>How are funds provided?</b>	Funds can also be allocated through a third party eg. Town and Community Councils.	
<b>Additional information</b>	Decision not yet been made as to if scheme is to continue during 2008/09.  Scheme administered by Head of Highways.  Further information to be received.	

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 21**

**REPORT TO:**        **EXECUTIVE**

**DATE :**            **05 AUGUST 2008**

**REPORT BY:**      **CHIEF EXECUTIVE**

**SUBJECT :**        **FORWARD WORK PROGRAMME**

**1.00 PURPOSE OF REPORT**

1.01 To receive a presentation on the proposed approach and draft content of the Forward Work Plan for the period commencing September 2008.

**2.00 BACKGROUND**

2.01 Flintshire County Council is required, under the legislation for Council governance and constitutional practice, to publish a forward work programme. The forward work programme sets out the important business that the County Council and Executive intends to deal with over a fixed period against its pre-set meeting schedule.

2.02 The Constitution states that the forward work programme will be prepared to cover a period of six months and will be updated six monthly on a rolling basis to maximise the opportunity for consultation and dialogue.

2.03 Following consideration by the Executive, the forward work programme will be published in at least one newspaper circulated in the area, stating that the forward work programme has been approved and where a copy can be obtained.

**3.00 CONSIDERATIONS**

3.01 The forward work programme alerts interested parties to the intentions of the Council and allows them to monitor reports, debate and decisions.

3.02 The forward work programme also enables the Overview and Scrutiny function to plan its work in the interests of dual reporting, scrutiny and accountability.

3.03 A forward work programme is not intended to be an exhaustive list of all policy and operational issues the Executive will be expected to deal with over a given period. It is meant to be a statement of intent of planned work and known issues.

3.04 A forward work programme can be conveniently developed around the following areas:

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Date: 20/08/2008

- The budget cycle
- The governance cycle
- The regulatory cycle
- Periodic operational performance reporting
- Periodic partnership performance reporting
- Stated political priorities
- Planned and periodic policy reviews
- Periodic reporting on change and improvement projects as per the Council Plan and Assessment of Strategic Risks and Challenges
- National consultations and policy reviews

#### **4.00 RECOMMENDATIONS**

- 4.01 That Members consider the proposed approach and draft content of the Forward Work Plan for the period commencing September 2008.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 There are no financial implications specific to the development of the forward work programme.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 There are no financial impacts specific to the development of the forward work programme.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 There are no environmental impacts specific to the development of the forward work programme.

#### **8.00 EQUALITIES IMPACT**

- 8.01 There are no equalities impacts specific to the development of the forward work programme.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 There are no personnel implications specific to the development of the forward work programme.

#### **10.00 CONSULTATION REQUIRED**

10.01 The forward work programme is informed by Directorates.

**11.00 CONSULTATION UNDERTAKEN**

11.01 All Directors and the Head of Overview and Scrutiny have been consulted and have provided details contained within the appendices.

**12.00 APPENDICES**

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

None.

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**FLINTSHIRE COUNTY COUNCIL**

**EXEMPT INFORMATION SHEET**

COMMITTEE: Executive

DATE: 05 August 2008

AGENDA ITEM NO: 23


REPORT OF: (Director of originating Department)

Chief Executive

SUBJECT:

SUPPORT FOR THE VOLUNTARY SECTOR - DECOMMISSIONING OF  
TY'R BINWYDDEN

**The report on this item is NOT FOR PUBLICATION because it is considered to be exempt information in accordance with the following paragraph(s) of Schedule 12A to the Local Government Act 1972.**

	<u>Para</u>	
Information relating to a particular individual *	12	
Information likely to reveal the identity of an individual *	13	
Information relating to financial/business affairs of a particular person * See Note 1	14	
Information relating to consultations/negotiations on labour relations matter *	15	
Legal professional privilege	16	
Information revealing the authority proposes to:	17	
(a) give a statutory notice or		
(b) make a statutory order/direction *		
Information on prevention/investigation/prosecution of crime *	18	
<u>For Standards Committee meetings only:</u>	Sec.	
Information subject to obligations of confidentiality	18a	
Information relating to national security	18b	
The deliberations of a Standards Committee in reaching a finding	18c	
<u>Confidential</u> matters which the County Council is not permitted to disclose	Sec. 100A(3)	



**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972  
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

**REPORT:** SUPPORT FOR THE VOLUNTARY  
SECTOR - DECOMMISSIONING OF TY'R  
BINWYDDEN  
**AUTHOR:** Chief Executive  
**MEETING AND DATE** Executive on 05 August 2008  
**OF MEETING:**

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

**Exemptions applying to the report:**

Paragraph 14 due to the business/financial affairs FLVC.

**Factors in favour of disclosure:**

Transparency in decision making.

**Prejudice which would result if the information were disclosed:**

The organisation would have been reluctant to provide the confidential information needed by the Executive to consider the request.

**My view on the public interest test is as follows:**

The arguments against disclosure prevail.

**Recommended decision on exemption from disclosure:**

That the report be exempt but that Members not on the Executive be invited to remain during the discussion of the item and receive copies of the Report and Appendix. The press and public should be entitled to a copy of the Report but not the Appendix after the meeting.

**Date:** 28/07/2008

**Signed:**



**Post:** County Legal and Democratic Services Officer

I accept the recommendation made above.



Proper Officer

Date: 28/07/2008