

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

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

Your Ref /  
Eich Cyf

ur Ref / Ein Cyf <sup>ST 0</sup>

Date / Dyddiad 13/10/2010

Ask for / Gofynner am Nicola Gittins

Direct Dial / Rhif Union 01352 702345

Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD** on **TUESDAY, 19 OCTOBER 2010** at **09:30** to consider the following items.

Yours faithfully



Democracy and Governance Manager

### **A G E N D A**

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meetings held on 7 September and 21 September 2010 (copies enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

**STRATEGIC REPORTS**

4. **RISK MANAGEMENT STRATEGY**

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

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County Hall, Mold. CH7 6NA  
Tel. 01352 702400 DX 708591 Mold 4  
[www.flintshire.gov.uk](http://www.flintshire.gov.uk)  
Neuadd y Sir, Yr Wyddgrug. CH7 6NR  
Ffôn 01352 702400 DX 708591 Mold 4  
[www.siryfflint.gov.uk](http://www.siryfflint.gov.uk)

5. TRENT IMPROVEMENT PROGRAMME AND SALARY OVERPAYMENTS  
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Management
6. TRANSFORMING EDUCATION: NORTH WALES REGIONAL COLLABORATION PROJECT FOR THE PROVISION OF SCHOOL IMPROVEMENT SERVICES  
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education
7. BETSI CADWALADR UNIVERSITY HEALTH BOARD - POSITION STATEMENT  
Report of the Chief Executive - Portfolio of the Executive Member for Social Services

### **OPERATIONAL REPORTS**

8. ANNUAL PERFORMANCE REPORT 2009/10  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management. The appendix to this report is contained within the paperwork for the County Council meeting, and in the Members' Library
9. LOCAL GOVERNMENT DATA UNIT ANNUAL PERFORMANCE BULLETIN 2009/10  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
10. CAPITAL PROGRAMME 2010/11 (MONTH 4)  
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
11. REVENUE BUDGET MONITORING 2010/11 (MONTH 5)  
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
12. TREASURY MANAGEMENT MID YEAR REPORT 2010/11  
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
13. SCHOOL ADMISSIONS POLICY  
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education
14. BUCKLEY COMMON BYE-LAWS  
Report of the Head of Legal and Democratic Services - Portfolio of the Leader of the Council
15. EXERCISE OF DELEGATED DECISIONS  
Report of the Chief Executive enclosed
16. FORWARD WORK PROGRAMME - FOR INFORMATION  
A copy of the Executive Forward Work Programme (months 05/10 to 10/10) together with an update are enclosed for information

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

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

**STRATEGIC REPORTS**

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

17. PROPOSED REGIONAL TELECARE MONITORING CENTRE  
Report of the Director of Community Services - Portfolio of the Executive Member for Housing

**OPERATIONAL REPORTS**

The following item is considered to be exempt by virtue of Paragraph(s) 12, 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

18. LEISURE SERVICES ACTION PLAN  
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education

**EXECUTIVE**  
**7 SEPTEMBER 2010**

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 7 September 2010.

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

Councillors: H. Brown, H. D. Hutchinson, N. M. Matthews, N. Steele-Mortimer and M. G. Wright

**ALSO PRESENT:**

Councillors: A. Aldridge, K. Armstrong-Braun and J. B. Attridge

**IN ATTENDANCE:**

Chief Executive, Head of Legal & Democratic Services, Head of Finance, Director of Environment, Director of Lifelong Learning, Head of Human Resources and Organisational Development, Head of ICT & Customer Services, Head of Development & Resources, Team Manager – Member Engagement and Team Manager – Committee Services

**APOLOGIES:**

Councillors: C. A. Ellis, N. Phillips and A. Woolley.

**81. DECLARATIONS OF INTEREST**

None were received.

**82. CONSIDERATION OF A MATTER REFERRED BACK TO THE EXECUTIVE PURSUANT TO THE CALL IN ARRANGEMENTS**

The Team Manager – Member Engagement explained that the decision of the Executive on 10 August 2010 on the Review of the Caretaking/Security Service had been called in. Following consideration of the item, the Lifelong Learning Overview and Scrutiny Committee resolved on 1 September 2010 to refer the item back to Executive. In line with the Constitution, a meeting of the Executive was required to be held within five working days of the decision of the Overview and Scrutiny Committee.

**RESOLVED**

That the item be reconsidered following the call in meeting of the Lifelong Learning Overview and Scrutiny Committee on 1 September 2010.

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

**RESOLVED**

That the press and public be excluded from the remainder of the meeting for the following item by virtue of exempt information under paragraphs 12 and 15 of Schedule 12A of the Local Government Act 1972 (as amended).

**84. REVIEW OF THE CARETAKING/SECURITY SERVICE**

The Team Manager – Member Engagement provided a synopsis of the call in meeting of the Lifelong Learning Overview and Scrutiny Committee which had taken place on 1 September 2010. This included Member comments and officer responses.

The Executive Member for Education referred to the information sheet which had been distributed, which in particular addressed the concerns raised at the call in meeting on the security of IT data systems and manual records. The Head of ICT and Customer Services also responded to those concerns.

The Executive Member for Education also referred to consultation which had taken place, lone working arrangements, the insurance premium, the cost of redundancies, the cost and effectiveness of the improved CCTV coverage and the arrangements for essential access out of hours.

Following a discussion, the Vice-Chairman thanked the Lifelong Learning Overview and Scrutiny Committee for their comments on this item.

**RESOLVED**

That the recommendation of 10 August 2010, at detailed below, be implemented:

‘That approval for four full time equivalent (FTE) Caretaking and Security Attendant posts be deleted through redundancies or early retirement on ground of redundancy’.

**85. DURATION OF MEETING**

The meeting commenced at 11.00 a.m. and ended at 11.20 a.m.

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

There were no members of the press in attendance.

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**Chairman**

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

<b>EXECUTIVE</b>	<b>DATE: 7 SEPTEMBER 2010</b>
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<b>MEMBER</b>	<b>ITEM</b>	<b>MIN. NO. REFERS</b>
	NONE	

**EXECUTIVE**  
**21 SEPTEMBER 2010**

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 21 September 2010.

**PRESENT: Councillor A. Woolley (Chairman)**

Councillors: H. Brown, C. Ellis, H. D. Hutchinson, N. M. Matthews, N. Steele-Mortimer and M. G. Wright

**ALSO PRESENT:**

Councillors: K. Armstrong-Braun, J. B. Attridge, R. Baker, R. G. Hampson, P. G. Heesom, D. I. Mackie, A. P. Shotton and C. A. Thomas

**IN ATTENDANCE:**

Chief Executive, Director of Environment, Director of Lifelong Learning, Head of Legal & Democratic Services, Interim Corporate Finance Manager (Financial Control), Head of Human Resources and Organisational Development, Head of ICT & Customer Services, Head of Housing, Head of Pensions and Funds and Team Manager – Committee Services

**APOLOGIES:**

Councillors: N. Phillips and L. A. Sharps

**87. MINUTES**

The minutes of the meeting of the Executive held on 10 August 2010 were confirmed as a correct record.

**88. DECLARATIONS OF INTEREST**

None were received.

**89. NORTH WALES FIRE AND RESCUE AUTHORITY – ANNUAL PUBLIC CONSULTATION ON THE IMPROVEMENT AND RISK REDUCTION OBJECTIVES**

The Chief Executive introduced the report on the North Wales Fire and Rescue Authority's consultation document which invited comments on improvement objectives and risk reduction proposals.

The North Wales Fire and Rescue Authority had agreed an extension to the deadline for comments to 22 September 2010. This was to allow the Executive and the joint meeting of Corporate Management and People and Performance Overview and Scrutiny Committee which had taken place on 9 September 2010 to consider and comment on the improvement objectives and risk reduction proposals. Six Flintshire County Councillors were serving members of the North Wales Fire and Rescue Authority and had been involved in the development of the consultation document in that role.

The Executive Member for Leisure Services and Public Protection paid tribute to the excellent work carried out by the Fire Service at the recent fire on Spencer Industrial Estate in Buckley.

## **RESOLVED**

That the improvement objectives and risk reduction proposals be agreed.

### **90. PRELIMINARY CORPORATE ASSESSMENT – REPORT BY THE AUDITOR GENERAL FOR WALES**

The Chief Executive explained that the Auditor General was required to undertake an annual Improvement Assessment for each improvement authority in Wales - local councils, national parks and fire and rescue authorities. The requirement was fulfilled by a Corporate Assessment and a Performance Assessment. Taken together, the two assessments would form the basis of the Annual Improvement Report which would be published in November.

As this was the first year of the new approach to the Corporate Assessment, the Chief Executive explained that this was a first and preliminary one.

The Chief Executive welcomed Mr Steve Martin from the Wales Audit Office to the meeting and invited him to deliver the preliminary Corporate Assessment to the Committee.

Mr Martin explained that the Report by the Auditor General for Wales followed the same format for each improvement authority in Wales.

The conclusion arising from the first Corporate Assessment was that Flintshire County Council was actively promoting improvement whilst some arrangements were not yet fully developed. Four areas of improvement had been identified:

- Review arrangements to ensure that appropriate behaviour standards of Councillors were maintained
- Complete work on the Council (Governance) Plan Framework
- Develop the process to enable the allocation of resources to priorities
- Complete the People Strategy 2009-2012 and action plan

Progress would be reviewed in November and the suggested areas for improvement would be confirmed or amended.

The Chief Executive said the Assessment was an important periodic “health check” which he felt provided a fair and balanced representation of the Authority. He commented on three of the four areas identified for improvement, (1) complete work on the Council (Governance) Plan Framework, (2) develop the process to enable the allocation of resources to



priorities and (3) complete the People Strategy 2009-2012 and action plan, all of which the Authority was addressing.

The Chief Executive added that data was due to be received in the coming weeks on Performance Indicators in Wales and Flintshire County Council would be reported as one of the top Authorities for improved performance.

### **RESOLVED**

That the contents of the Preliminary Corporate Assessment recently provided by the Auditor General for Wales be noted.

## **91. BENEFIT TAKE UP STRATEGY**

The Interim Corporate Finance Manager (Financial Control) introduced the report which sought Member endorsement of the Benefit Take Up Strategy 2010.

The Housing Benefit and Council Tax Benefits were administered on behalf of the Department of Work and Pensions. Activities were principally governed by the Social Security Act 1998, which encompassed an obligation on Flintshire County Council to promote and maximise benefit take up. The Welsh Assembly Government (WAG) provided annual funding specifically to support benefit take up activities throughout Wales.

The Strategy aimed to maximise Housing Benefit and Council Tax Benefit for eligible households, contributing and supporting the key aims and objectives in Flintshire County Council's Community Strategy in relation to Community Inclusion, Reducing Poverty and Supportive Places.

### **RESOLVED**

That the proposed Benefit Take Up Strategy outlined in Appendix A be endorsed.

## **92. INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) STRATEGY - UPDATE**

The Head of ICT and Customer Services provided Members with an update on progress with the implementation of the corporate Information and Communications Technology (ICT) Strategy.

The Council's ICT Strategy was a four year strategy which defined the use of ICT to support the Council's priorities and services and it was supported by an Action Plan with key milestones.

The Strategy Action Plan had been reviewed and the 2010 plan was attached as an appendix to the report. The plan took account of work undertaken with directorates to identify their ICT priorities and also key enablers for change and modernisation. As the Flintshire Futures programme

developed and service reviews were completed, the action plan would need to be revisited to take account of new and revised priorities.

### **RESOLVED**

That the progress being made in the implementation of the Council's ICT Strategy be noted, and the ICT Strategy Action Plan outlined in Appendix 1 be endorsed.

## **93. TOURISM STRATEGY NORTH WALES – 2010-2015**

The Executive Member for Regeneration presented the Tourism Strategy North Wales 2010-2015 which had been commissioned by Tourism Partnership North Wales (TPNW).

Marketing the region as a destination was an important element of the Strategy but Destination Management was also key to improving the visitor appeal of places within the region. The Strategy suggested that 'tourism hubs' should be defined within each county which would act as focal points for visitors.

The Chief Executive added that a useful meeting had recently taken place with himself, the Leader, the Executive Member for Regeneration, Flintshire County Council's Chief Regeneration Officer and Dewi Davies, the Regional Strategy Director of the Tourism Partnership, North Wales on Destination Management.

### **RESOLVED**

That the Tourism Strategy North Wales 2010-2015 be endorsed.

## **94. QUARTER 1 PERFORMANCE REVIEW 2010/2011**

The Chief Executive presented the 2010/11 Quarter 1 performance reports which had been produced at the Head of Service/Divisional level under the adopted business model of the Council. The update of the Strategic Assessment of Risks and Challenges (SARC) summary was contained within the performance reports.

Appendix 1 of the report contained a scheduled of all of the Improvement Targets which were reported on a quarterly basis. This was in line with the revised list of Improvement Targets endorsed by Executive on 5 January 2010. A Member Workshop was scheduled to take place to consider whether a number of similar task based activities could be merged under one risk heading to simplify reporting and aid tracking of progress.

### **RESOLVED**

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

**95. WELSH LANGUAGE SCHEME MONITORING REPORT 2009-10**

The Chief Executive presented the Council's Welsh Language Scheme Annual Monitoring Report 2009-2010 which sought agreement for formal submission of the report to the Welsh Language Board (WLB).

Following last year's Monitoring Report, the WLB met with the Council to discuss and agree a range of Scheme commitments that required prioritised attention. As a result, Task and Finish Groups were being established to develop detailed improvement plans for a range of areas which were detailed in the report.

The Chief Executive congratulated all senior officers who had passed their Welsh examinations earlier in the year as a mark of commitment. The Executive Member for Leisure Services and Public Protection suggested that all Members should be invited to learn the Welsh language.

**RESOLVED**

That the report be noted and formal submission of the report to the Welsh Language Board be approved.

**96. REVENUE BUDGET MONITORING 2010/11 (MONTH 3)**

The Interim Corporate Finance Manager (Financial Control) introduced the report which provided the most up to date revenue budget monitoring information (Month 3) for the General Fund and the Housing Revenue Account in 2010/11.

There was projected in-year overspend of £2.006M which was made up of £2.914M on services offset by a contribution of £0.908M from Corporate Services. The Out of County Placement budget overspend formed a large part of Community Services and Lifelong Learning's total overspend (£0.914M and £0.915M respectively) and was the largest area of overspend across the total budget.

The Chief Executive said it was a concerning position to be in but he emphasised that the position would change throughout the year. Demand led services, such as Out of County Placements, had the biggest impact on the budget as specialist services had to be provided and variations in numbers could have an adverse effect on the projected outturn. However, the strategy was to remain within the total budget for the remainder of the year. A report would be submitted to a future meeting of the Executive and also to the appropriate Overview and Scrutiny Committee on Out of County Placements. In addition, the Director of Lifelong Learning was leading on complex Out of County Placement work which would have a positive impact. In addition, he said there had been a shortfall of income for Design Consultancy.

He commented on the ability to react to change, economic impacts and external Local Government Policy and Legislation.

On Out of County Placements, the Director of Lifelong Learning said that provision needed to be allocated and resources dedicated to people whilst being as efficient as possible. A number of things were being considered, such as possible discounts from providers and spend to save initiatives.

The Executive Member for Social Services said the Authority was duty bound to provide Out of County Placements and the situation could not be easily controlled. She felt the Welsh Assembly Government should review the budget situation as the problems were on a national level.

The Director of Environment commented on the shortfall of income for Design Services. A detailed review of projects had been commissioned and further projects were planned which would have a positive impact on the service. The projected capital programme figures for the future would be incorporated into the organisational review being undertaken.

**RESOLVED**

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

**97. ANNUAL TREASURY MANAGEMENT REPORT 2009/10**

The Head of Pensions and Funds presented the Annual Treasury Management Report for 2009/10 and a minor change was recommended to the wording of the Council's Treasury Management Policy and Strategy Statement 2010/11.

The Treasury Management Annual Report for 2009/10 was attached as an appendix and a number of key points were detailed in paragraph 3.01 of the report. An additional sentence was recommended within paragraph 3.3.4 of the Policy Statement to state that 'where investment limits re expressed as a percentage these will apply at the time the investment is made'.

**RESOLVED**

That the following be recommended to County Council:

- The Treasury Management Annual Report for 2009/10
- The additional sentence within the Treasury Management Policy and Strategy Statement as outlined in paragraph 3.02 of the report

**98. MAKING THE CONNECTIONS – MAKING THE MOST OF OUR RESOURCES**

The Interim Corporate Finance Manager (Financial Control) provided details of the efficiency gains achieved in 2009/10, as set out in the 'Making the Connections' Agenda.

The target set for the Authority was £2.150M per annum and was based on the Authority's share of the Standard Spending Assessment. As the target was cumulative, the total efficiency gains to be achieved by the Authority over the five year period were £32.250M.

The value of efficiency gains achieved in 2009/10 was £10.698M. Whilst this was £0.052M below the Year 5 target, the cumulative actual for the five year period, £32.598M, was £0.348M over target. The declared efficiency gains included items relating to the HRA, General Fund Capital Programme and Pension Fund.

**RESOLVED**

That the efficiency gains achieved by the Authority be noted.

**99. APPROVAL OF THE EIGHTH ANNUAL REPORT OF THE FLINTSHIRE LOCAL ACCESS FORUM**

The Head of Legal and Democratic Services presented the eighth annual report of the Flintshire Local Access Forum for approval.

The Annual Report had been completed in accordance with guidance issues by the Countryside Council for Wales. Once approved, a copy of the Annual Report would be sent to the Countryside Council for Wales for it to be placed on their central records of Annual Reports of all the Local Access Forums in Wales.

The Executive Member for Regeneration said the Local Access Forum had been supportive of the Heather and Hillforts Project and reminded Members that a presentation on that project was being delivered at Clwyd Theatr Cymru at 3pm that day.

**RESOLVED**

That the eighth annual report of the Flintshire Local Access Forum for the period 1 April 2009 to 31 March 2010 be approved and submitted to the Countryside Council for Wales for their records.

**100. WORKFORCE INFORMATION REPORT**

The Head of Human Resources and Organisational Development presented an update for the first quarter Workforce Information Report of 2010/11.

Two key areas of information were sickness absence figures and staff turnover.

On the sickness absence figures, the quarterly figures for 2009/10 showed a consistent reduction compared to 2008/09. The figure for Quarter 1 2010/11 was likely to reduce from 2.53 days when reported in the Quarter 2 report. This reduction was owing to the delay encountered in the return of some sickness forms.

On turnover, the number of leavers was reported as 344 but within the breakdown by directorate, it was reported as 346. This was consistent with previous reports where employees held multiple employments.

Work was ongoing to increase the number of exit interviews in an effort to improve the analysis of the reasons for leaving and to identify remedial actions for implementation.

The Head of Human Resources and Organisational Development said that work was on-going to cleanse the data held on the Midland Trent system. The Chief Executive added that there was a high level Improvement Group to oversee the Midland Trent system improvement plan and a report would be presented to Executive and Overview and Scrutiny in October on those issues, and how they were being managed.

The Chairman said he was pleased to read that the concept of recognising employees who had an excellent attendance record was also being explored. The Chief Executive added that this would need to be done sensitively.

### **RESOLVED**

That the Workforce Information Report for the first quarter of 2010/11 be noted.

## **101. BUDGET REALIGNMENT – CHILDREN’S SERVICES**

The Chief Executive presented the report which outlined the proposed budget realignment within services to children which reflected undertakings previously given to the foster care population.

Children’s Services wished to realign the budget to reflect the position for 2010/11 and utilise the funds released to cover the increased costs of the Emergency Duty Team and pressures upon the Family Support Team budget. This was due to increased numbers of children subject to care proceedings and the costs associated with court directed contact arrangements.

The Executive Member for Social Services took the opportunity to remind Members of the second Pride of Flintshire Awards Ceremony that was taking place the following evening. She encouraged attendance at this popular event which was an awards ceremony for looked after children in Flintshire.

## **RESOLVED**

That the realignment of the Children's Services budget through the virement as outlined in paragraph 3.05 of the report be approved.

### **102. GLAN Y MORFA COURT – PHASE 2**

The Executive Member for Housing presented the report which sought approval for a proposed second phase of improvement works to Glan y Morfa Court, Connah's Quay.

A consultation event had taken place on 15 June 2010 to which all of the tenants of Glan y Morfa Court had been invited to along with local Members. At the event, a presentation was given outlining proposals for a phase 2 and possible phase 3 of remodelling works. The overall feedback was very positive and tenants seemed particularly pleased that they were given the opportunity to raise their concerns and that their views would be taken into account as firm proposals were developed.

The Head of Housing added that following the feedback, officers and local Members considered what options were available. The favoured options that best met residents wishes and addressed the issue of unpopular outdated stock was to remodel phase 2 from 16 bedsits into 8 one-bedroom flats and to not proceed with a phase 3 at the moment. This would mean that 16 of the current bedsits within the scheme would remain at Glan y Morfa Court for the near future.

## **RESOLVED**

- (a) That a phase 2 remodelling of Glan y Morfa Court be approved;
- (b) That approval be given that the letting of flats that would be affected by a phase 2 remodelling of Glan y Morfa be stopped; and
- (c) That approval be given that the properties that would be remodelled in phase 2 be removed from the rental debit (once vacant), until the scheme is completed.

### **103. RIVERSIDE CARAVAN SITE**

The Head of Housing presented the report which sought approval to enable the conclusion of the agreement for the management of the Riverside Gypsy site with the National Gypsy Council (NGC).

The site, which was owned by the Council, was occupied under a management agreement dated 21 December 1997 with the NGC and a named manager. A revised agreement had been agreed with the NGC and the current site manager. This agreement had not been formally completed as the extent of officer authority was unclear.

## **RESOLVED**

- (a) That approval be given that responsibility for the site will rest with Community Services (Housing); and
- (b) That the Head of Housing be given authority to approve any necessary future amendments to the management agreement to reflect any operational changes to the management of the site, including the identity of the site manager and authority be given to enter into any future agreement for the management of the site in the event of the NGC ceasing to be the site manager (whether by agreement or otherwise).

### **104. THE BUILDING (LOCAL AUTHORITY CHARGES) REGULATIONS 2010**

The Director of Environment presented the report which sought approval to replace the Authority's existing Scheme for the Recovery of Building Regulation Charges and Associated Matters with the scheme set out in Appendix A, with effect from 1 October 2010.

A scheme of charges had been in place since 1 April 1999 based on The Building (Local Authority Charges) Regulations 1998. This scheme had been updated annually with the last changes made on 1 April 2010.

New Regulations approved by the Secretary of State in February 2010 required all Local Authorities to approve a new scheme of charges to come into force by 1 October 2010. The new Regulations provided more flexibility for Local Authorities in setting their charges and relating the charge to the amount of time spent on each individual project. The new charges were a combination of standardised charges and individually determined charges for the more complex schemes.

## **RESOLVED**

- (a) That adoption of the new Flintshire Scheme for the Recovery of Building Regulation Costs and associated Matters, with effect from 1 October 2010, be approved; and
- (b) That delegated authority be given to the Director of Environment to amend or replace the scheme of charges as and when required, following consultation with the Executive Member for Leisure Services and Public Protection.

### **105. GREENFIELD VALLEY TRUST LTD – ACCOUNTS FOR 2009**

The Director of Lifelong Learning presented the accounts of the Greenfield Valley Trust Ltd. For the period 1 January – 31 December 2009.

## **RESOLVED**

That the report be received.



#### **106. EXERCISE OF DELEGATED DECISIONS**

An information report on the actions taken under delegated powers was submitted.

The actions taken were as set out below:-

##### Finance

- Write off of Council Tax and Business Rates in accordance with Financial Procedure Rules
- Housing Benefit Overpayment
- Application for Hardship Rate Relief

##### Environment

- Release of Restrictive Covenant at 28 Kynaston Drive, Saltney Ferry

##### Lifelong Learning

- Disposal of Bailey Hill Lodge, Mold

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

##### **RESOLVED:**

That the press and public be excluded from the remainder of the meeting for the following items by virtue of exempt information under the paragraphs indicated of Schedule 12A of the Local Government Act 1972 (as amended).

Minute 108 – Paragraph 14

Minute 109 – Paragraphs 14 & 15

Minute 110 – Paragraphs 12, 13 & 15

Minute 111 – Paragraphs 13 & 15

#### **108. INTRODUCING A NEIGHBOURHOOD OPTIONS APPRAISAL SYSTEM**

The Head of Housing introduced the report which sought approval for:

- the adoption of a Neighbourhood Options Appraisal System
- utilisation of the adopted Neighbourhood Options Appraisal System, for an assessment encompassing 2 Mold Road, Connah's Quay and 149-159 High Street, Connah's Quay
- entering into negotiations for the acquisition of 149 High Street, Connah's Quay
- compensation payments to be made available for property within Area 1 on the map attached to the report, where a voluntary acquisition occurred. The arrangements were in compliance with the new Private Sector Housing Renewal and Improvement Policy

## **RESOLVED**

- (a) That the use of a Neighbourhood Options Appraisal system as detailed within the report and Appendix 1 be approved;
- (b) That the use of the system to determine the future of 2 Mold Road, Connah's Quay and 149-159 High Street, Connah's Quay, be approved; and
- (c) That the commencement of negotiations with the owner of 149 High Street, Connah's Quay, in an attempt to acquire the property, be approved.

### **109. SCHOOL MODERNISATION STRATEGY – REVIEW OF YSGOL RHES Y CAE**

The Executive Member for Education introduced the report which sought approval for the process of consultation on options with relevant groups as required in the School Modernisation Strategy.

## **RESOLVED**

That the consultation process with the relevant groups be approved.

### **110. DELIVERY OF SHARED SERVICE FOR MINERALS AND WASTE PLANNING IN NORTH WALES**

The Director of Environment introduced the report which informed Members of progress on the development and implementation of the shared service.

The Chief Executive said this was a good example of collaborative working.

## **RESOLVED**

That the report be noted and the establishment and development of a shared Minerals and Waste Planning Service be supported.

### **111. ORGANISATION REDESIGN – CULTURE AND LEISURE**

The Director of Lifelong Learning introduced the report which updated Members on progress with organisational redesign in Culture and Leisure and sought approval for the specific proposals in relation to the Head of Culture and Leisure and Public Open Space Manager.

## **RESOLVED**

- (a) That the deletion of the two posts of Leisure Services Manager and Libraries, Arts & Culture Manager, with the creation of one new post of Head of Culture & Leisure be approved; and

- (b) That the deletion of the two posts of School Amenities Officer and the Head of Play Unit, with the creation of one new post of Public Open Space Manager, and the redesign of the existing vacant Technical Officer post as detailed in paragraph 3.09 of the report be approved.

**112. DURATION OF MEETING**

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

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

There were 2 members of the press in attendance.

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**Chairman**

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

<b>EXECUTIVE</b>	<b>DATE: 21 SEPTEMBER 2010</b>
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<b>MEMBER</b>	<b>ITEM</b>	<b>MIN. NO. REFERS</b>
	NONE	

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 4**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **19 OCTOBER 2010**  
**REPORT BY:**      **CHIEF EXECUTIVE**  
**SUBJECT :**         **RISK MANAGEMENT STRATEGY**

### **1.00 PURPOSE OF REPORT**

- 1.01 To provide the Executive with a copy of the complete revision of the Risk Management Strategy as presented to the Audit Committee, for endorsement, at their meeting on 29th September 2010.

### **2.00 BACKGROUND**

- 2.01 The current Risk Management Strategy was written in 2006 with later amendments. The Council's approach to Risk Management has matured considerably during the past two - three years. Corporate Management Team and the Policy, Performance and Partnerships Unit have continued to develop and refine risk management to integrate it into performance management systems and business planning processes. The Strategic Assessment of Risks and Challenges (SARC) has developed and become part of the business language of the Council. It has therefore become necessary to completely revise the Risk Management Strategy.

### **3.00 CONSIDERATIONS**

- 3.01 The revision has taken into account:
- o the matured approach to risk management
  - o the development of the SARC
  - o the business planning process
  - o the development of the business continuity process
  - o the Council's Governance Framework
  - o the development of the Strategic Partnership Governance Framework
  - o the adoption of a refined Risk Matrix (Likelihood and Impact)
- 3.02 The new risk matrix is a more sophisticated version of the 3 x 3 matrix currently used, having been reworked to include a minimal risk score (dark green) and a critical risk score (dark red). Likelihood and impact criteria have been developed for the new bandings to help with evaluation and improve consistency.

#### **4.00 RECOMMENDATIONS**

4.01 That Executive note the complete revision of the Risk Management Strategy.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 Financial implications will be assessed with each individual risk.

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

6.01 Disadvantaged communities will be protected by the risk assessment.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 Any environmental impact will be minimised from mitigating actions relating to the risk.

#### **8.00 EQUALITIES IMPACT**

8.01 Disadvantaged communities will be protected by the risk assessment.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 Flexibility of staff will be required to deliver the mitigating actions from the SARC

#### **10.00 CONSULTATION REQUIRED**

10.01 Corporate Management Team, Audit Committee

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Corporate Management Team, Audit Committee

#### **12.00 APPENDICES**

12.01 Appendix 1 Risk Management Strategy (complete revision)

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

Risk Management Strategy 2006

Contact Officer: Victoria Woolf  
Telephone: 01352 702249  
E-Mail: victoria\_woolf@flintshire.gov.uk



## **FLINTSHIRE COUNTY COUNCIL**

### **RISK MANAGEMENT STRATEGY 2010**

**MANAGING RISK CORPORATELY**

JULY 10  
(COMPLETE REVISION)



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## 1.0 INTRODUCTION

### 1.1 By definition, Risk Management is:

*'The process of identifying risks, evaluating their potential consequences (IMPACT) and determining the most effective methods of controlling them or responding to them. The aim is to reduce the frequency (LIKELIHOOD) of risk events occurring (wherever this is possible) and minimise the severity of their consequences (IMPACT) if they occur.'*

**Risks can threaten the assets, the earnings, the reputation and the personnel of the Council and can impact on the Council's ability to deliver its priorities and objectives.**

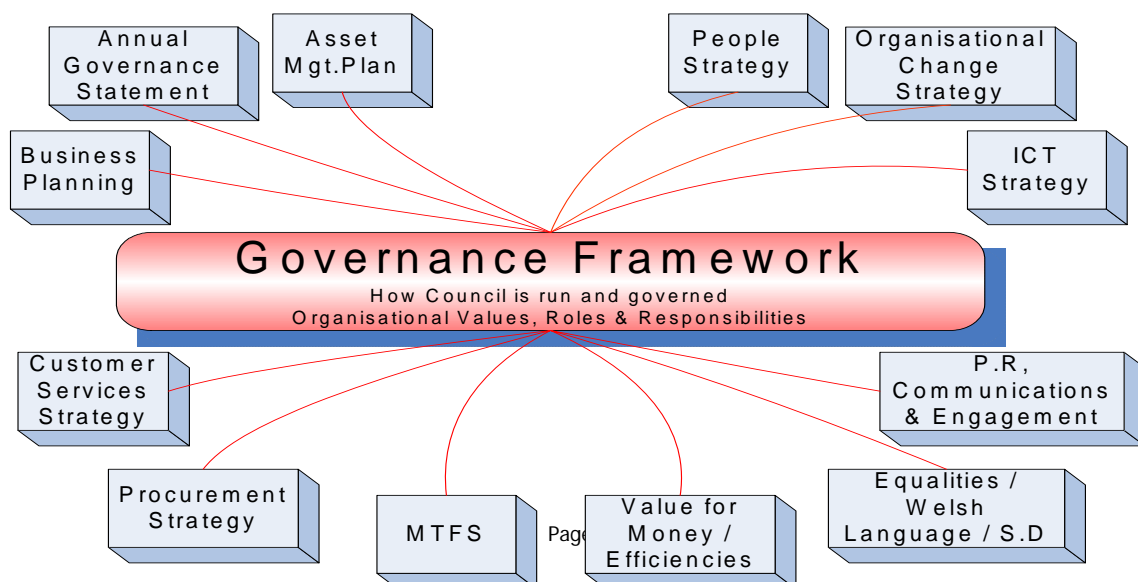
1.2 It is not possible to eliminate all risk but it is vital that risks are recognized and recorded and that their potential to cause loss is fully understood. Based on this information, action can be taken to direct appropriate levels of resource at controlling the risk or minimising the effect of potential loss.

1.3 Many people see risk management as an inherently negative process. Risk management should be seen as a process that allows us to take risk but in a calculated and controlled manner.

## 2.0 RISK AS PART OF THE GOVERNANCE FRAMEWORK

2.1 Corporate Governance is the system by which local authorities direct and control their functions and relate to their communities. It is founded on the principles of openness and inclusiveness, integrity and accountability together with the overarching concept of leadership. It is an interrelated system that brings together the underlying set of legislative requirements, governance principles and management processes.

2.2 Risk Management is an integral part of the Council's Governance Framework and Internal Control and aids informed and transparent decisions by ensuring that risk management is embedded into the culture of the Council, with Members and managers at all levels recognising that risk management is part of their everyday job.



- 2.3 Internal controls are those elements of an organisation (including resources, systems, processes, culture, structure and tasks) that, taken together, support people in the achievement of objectives. Internal financial control systems form part of the wider system of internal controls.

The Council's system of internal control is part of its risk management process and has a key role to play in the management of significant risks to the fulfilment of its business objectives.

### **3.0 WHY MANAGE RISKS – THE BENEFITS**

- 3.1 Effective Risk Management will deliver a number of tangible and intangible benefits to individual services and to the Council as a whole. These can vary in their nature and extent from service to service. However, they will be important to the Council's reputation and to its ability to deliver continuous improvement.

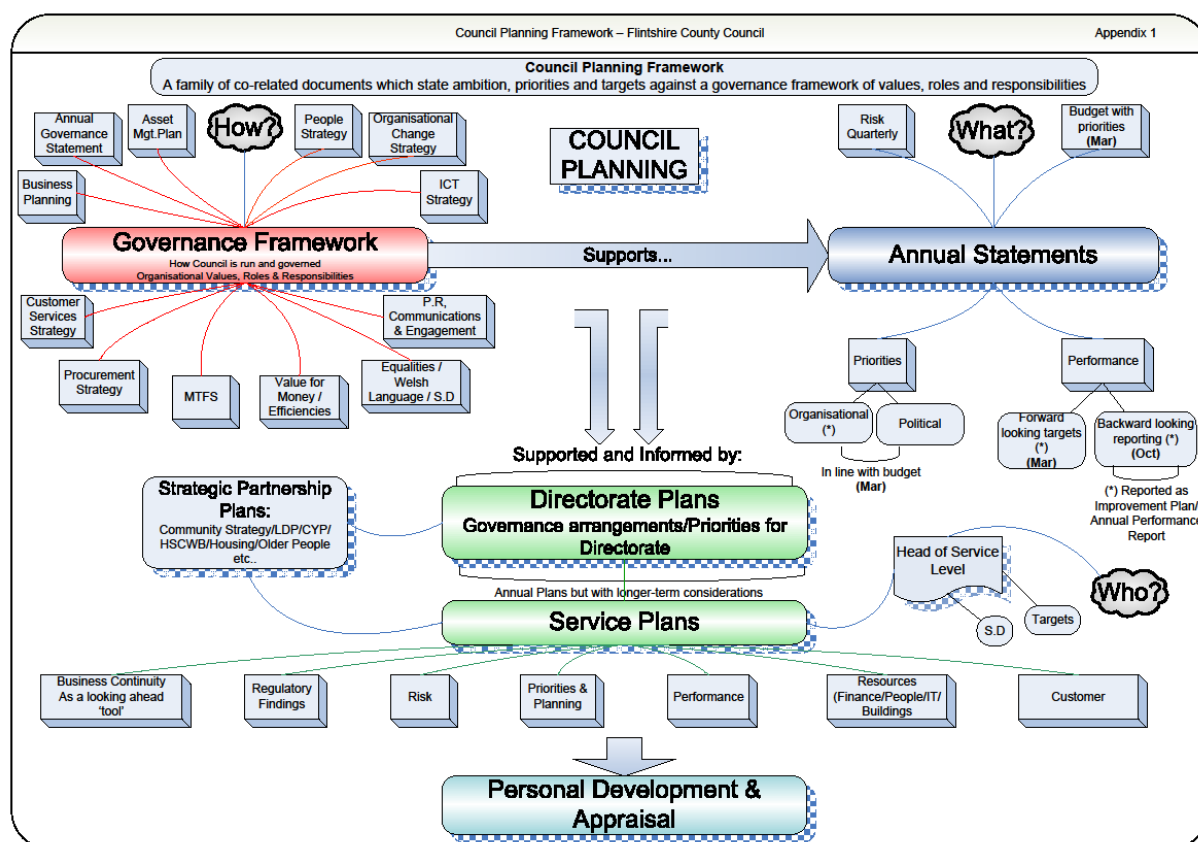
- 3.2 Benefits of managing risk effectively include:

- Improved strategic management.
- Improved business planning.
- Improved operational management.
- Improved financial management.
- Improved customer service.
- Improved corporate governance and control systems.
- Effective performance and achievement of objectives.
- Increased support and justification for the decision making process
- Enhanced reputation and public confidence.
- Prioritisation of resources

- 3.3 The Risk Management Strategy will assist in linking risk management, service planning (including business continuity planning), performance management and resource allocation.

## 4.0 HOW RISK FITS – BUSINESS PLANNING

- 4.1 The council produces annual plans which are reviewed and refreshed periodically throughout the year; at least quarterly to inform on-going budget planning.
- 4.2 The purpose of these plans is to provide clarity on the priorities for the service in line with the Directorate priorities to:
- Incorporate governance and accountability arrangements within the Service.
  - Contribute to Directorate and Partnership priorities.
- 4.3 Predominately the focus is what needs to be achieved in-year, however plans increasingly will have longer term considerations when considering financial impacts, sustainable services, business continuity and longer term performance and improvement commitments.



- 4.3 The core components of business planning are:

- **Customers** – Who are they and what are their expectations?
- **Performance** – How has the service performed in the last year? Where should improvements be concentrated?
- **Risk** – What are the risks to service delivery and how will these be mitigated?

- **Regulatory Findings** – What have regulators/inspections revealed about the service and how are negative findings to be remedied?
- **Priorities & Planning** – What are the priorities for the service and how will they be delivered?
- **Resources** – What resource is available to the service and how are these best deployed to deliver the service objectives/priorities?
- **Business Continuity** – Which elements of the service are critical and must be continued in the event of an emergency?

## 5.0 TYPES OF RISK

5.1 Risks can be classified into various types but it is important to recognise that, for all categories, the direct financial losses may have less impact than the indirect costs consequences such as the impact on the Council's ability to deliver its priorities and objectives, the disruption of normal working and adverse staff morale. The examples below are not exhaustive.

### 5.2 Strategic Risk

Risks that have the potential to impact the ambitions of the Council or those of the Community Strategy.

The council has identified, assessed and evaluated its strategic risks and these are incorporated into a document known as the Strategic Assessment of Risks and Challenges. This document provides the foundation for both the Council Plan and Regulatory Plan. It defines and details the priorities for change and improvement and is supported by our business planning processes and disciplines of service planning, risk management, business continuity and financial monitoring and review. The Strategic Assessment of Risks and Challenges (SARC) is divided into 3 sections:

Community Leadership – critical local issues which cannot be solely delivered by the Council (e.g. affordable housing, Community Strategy review)

Council Delivery - public service issues which are largely within the control and responsibility of the Council (e.g. housing, school buildings, waste management)

Council Governance – issues of organisational governance and management (e.g. finance, human resources, information and communications technology)

5.3 The SARC should be considered a live resource that is updated quarterly to reflect:

- Emerging risks.
- Reviewing of new business risks, external threats and opportunities.

- Consideration of existing risks and changes in priority.

#### Operational/Service Risk

- 5.4 Risks that affect the successful delivery of individual service objectives. They are often built into service planning and managers and staff will encounter them in the daily course of their work, e.g. malfunctioning equipment, hazards to service users, the general public or staff, damage to property etc. Operational risk also includes insurance claims and higher insurance premiums,
- 5.5 Not all these risks are insurable and for some the premiums may not be cost-effective. Even where insurance is available, money may not be an adequate recompense. The emphasis should always be on eliminating or minimising risk, before costly steps to transfer risk to another party (insurance) are considered.
- 5.6 Risk is not restricted to potential threats but can be connected with opportunities. Good Risk Management can facilitate proactive, rather than merely defensive, responses.
- 5.7 It should be noted that some risk is unavoidable and it is not within the ability of the organisation to completely mitigate it – for example a risk arising from terrorist activity. In such cases the organisation needs to make contingency plans.

#### Business Continuity

- 5.8 The Civil Contingencies Act requires Category 1 responders, which Flintshire County Council is one; to maintain plans to ensure that they can continue to perform their functions in the event of an emergency.
- 5.9 Business Continuity Management (BCM) is a planned process aimed at managing the many varied operational risks inherent in the day to day activities involved in the delivery of service.
- 5.10 The Council had identified 23 mission critical services and plans are in place to ensure these services can still be delivered in the event of an emergency.
- 5.11 The Council has developed a Corporate Business Continuity Plan to provide an overall framework within which the Mission Critical Plans operate. They have been developed to complement the overall risk arrangements, help maintain critical services during and after any major emergency and promote recovery. Overall strategic responsibility for ensuring that services are maintained is the responsibility of the Council's Corporate Management Team.
- 5.12 Continuity risks that are identified in risk assessments should be, if appropriate, incorporated into relevant Business Continuity Plans and should be managed within the risk management process.

### Project Risk

- 5.12 Some amount of risk taking is inevitable if a project is to achieve its objectives. The aim is to manage that exposure by taking action to keep exposure to an acceptable level in a cost effective way.
- 5.13 The Project Manager is responsible for ensuring that risks are identified, recorded and regularly reviewed and should modify plans to include agreed actions to avoid or reduce the impact of risk. Risk should be reported to the Project Board who in turn should present this information to CMT.
- 5.14 Every project is subject to constant change in its business and wider environment. The risk environment is constantly changing too. The project's priorities and relative importance of risks will shift and change. Assumptions about risk have to be regularly revisited and reconsidered, for example at each milestone/phase.

### Partnership Risk

- 5.15 Partnerships can bring significant benefits, but can also bring risks. Working across organisational boundaries brings complexity and ambiguity that can generate confusion and weaken accountability.
- 5.16 Good risk management is a key tool in delivering successful partnerships. Partnerships should achieve a common understanding of the potential risk associated with achieving partnership objectives, their relative seriousness and how they can be managed. Partnership working is often about accepting higher risks and sharing risks as part of developing new ways of working. This needs to be balanced against the organisations acceptable levels of risk.
- 5.17 Partnership boards should ensure that effective risk assessment is undertaken in all key decision making processes, and where necessary, the partnership implements risk management plans to alleviate these identified risks, setting clear deadlines and allocating responsible individuals for particular tasks.

## **6.0 TREATING RISK**

- 6.1 Most risks cannot be eliminated altogether and risk management involves making judgements about what level of risk is acceptable. There are four categories of response to risks – treat, tolerate, transfer, terminate – known as the Four T's.
- 6.2 The following table provides details of each response.

Response	Description
Treat	Some risks will need additional <b>treatment</b> to reduce their likelihood or impact. This response is most likely for risks where the likelihood or impact is identified as a high (red) or medium (amber).

Tolerate	This response will be appropriate where you judge that the control measures in place are sufficient to reduce the likelihood and impact of risk to a <b>tolerable</b> level and there is no added value in doing more. It should be accepted that risks with a predictive medium (amber) status could be within the accepted risk tolerance of the Council and for that risk to achieve a low (green) status would be very unlikely, very costly and of no added benefit.
Transfer	Some risks can be <b>transferred</b> via contract i.e. to an insurer for insurable risks or to a contractor through contractual terms. Some risks cannot be transferred e.g. reputational risks.
Terminate	In some instances, a risk could be so serious that there is no other option but to <b>terminate</b> the activity that is generating the risk. This response is most likely for risks that fall in the critical (dark red) status.

## 7.0 **ACCOUNTABILITY FOR RISK**

7.1 The basic requirements of a Risk Management structure are:

- Corporate Management Team leading the process.
- Ownership at every level and by every employee.
- Strong reporting lines.
- Risk identification evaluation and assessment.
- Mechanism for prioritisation.
- Defined allocation of responsibilities.
- Active involvement of the Councillors.
- A monitoring role.

7.2 Corporate Management Team is responsible for:

- Setting strategic risk management initiatives/projects
- Discussing the appropriate level of risk for the Council
- Challenging the outcomes of risk management
- Monitoring and reviewing the Strategic Assessment of Risk and Challenges (SARC)



7.3 Audit Committee is responsible for:

- Reviewing the effectiveness of the Council's Risk Management processes and systems.

7.4 Scrutiny Committees are responsible for:

- Challenging the detail either via the SARC document or the quarterly performance reports.

7.5 It is the responsibility of Heads of Service and Directorate Performance Leads to ensure that Risk Management is implemented effectively in their areas.

Specific responsibilities are:

- Implementation of Risk Management Strategy and related policies.
- Ensuring that continuous risk identification and assessment takes place and that action plans are developed, implemented and subjected to regular monitoring and review.
- Ensuring that the Strategic Assessment of Risks and Challenges are updated accordingly either via the direct entry or quarterly performance report.

7.5 Service Managers are responsible for:

- Assisting Heads of Service to complete the Strategic Assessment of Risks and Challenges document/ quarterly performance report.
- Sharing relevant information with colleagues in other service areas.
- Providing feedback on their experience of strategy implementation and perceptions of strategy effectiveness to the departmental management team.

7.6 All staff have a responsibility to:

- Maintain an awareness of risk factors in their workplace
- Comply with Council policies and procedures
- Notify their line manager of identified risk and suggested solutions
- Report all incidents to their manager

## **8.0 INTERNAL AUDIT**

8.1 It is the responsibility of Internal Audit to:

- Develop an annual risk based plan.
- Assess the effectiveness of Risk Management within the Council with a view to delivering reasonable assurance as to the adequacy of the design of the internal control system and its application in practice.

## **9.0 IMPROVEMENT FUND**

9.1 The Council will maintain a Risk Management Improvement Fund (RMIF) which will provide a limited source of finance to fund Risk Management initiatives which are deemed to be of benefit to the Council. The RMIF will be held centrally by the Head of Finance as part of the Council's Internal Insurance Fund.

9.2 In addition to being subject to the 50% matched funding principle all RMIF funding should satisfy the following criteria (funding for up to 100% will be considered in exceptional circumstances):

- The initiative should raise the awareness of Risk Management.

and/or

- The initiative should help to reduce the level and cost of insurance claims against the Council and protect the Council's Internal Insurance Fund.

9.3 The general principle of RMIF funding is that it will only be made available for the cost of "one off" initiatives and is not intended to be used to fund routine maintenance or supplement budget shortfalls.

## **10.00 LIKELIHOOD AND IMPACT MATRIX**

10.1 To evaluate identified risks, the Council uses a 3x3 matrix to plot the likelihood score against the impact score. The matrix has nine bandings ranging from critical (dark red) through to high (red), medium (amber) low (green) and minimal (dark green). The Likelihood and Impact Matrix is shown overleaf.

10.2 Where likelihood and impact cross determines the risk level. For example a risk assessed as high likelihood and high impact equates to a dark red risk (critical) denoting that this is the highest ranked risk that the Council can have. A risk assessed as medium likelihood and low impact equates to a green (low) risk etc.

10.3 Criteria for assessing likelihood and impact are included to help promote consistent risk evaluation across the Council.

- 10.4 A checklist for identification is also included which gives categories of possible risks along with examples, it should however be noted that this list is not exhaustive and should be used to promote discussion and to aid risk identification.

#### Likelihood and Impact Matrix

<b>I M P A C T</b>	<b>High</b>	<b>Amber</b>	<b>Red</b>	<b>Red</b>
	<b>Medium</b>	<b>Green</b>	<b>Amber</b>	<b>Red</b>
	<b>Low</b>	<b>Green</b>	<b>Green</b>	<b>Amber</b>
		<b>Low</b>	<b>Medium</b>	<b>High</b>
		<b>LIKELIHOOD</b>		

#### Criteria for assessing likelihood

##### Likelihood

<b>Description</b>	<b>Example Detail</b>
<b>Critical</b>	Happening constantly. No degree of control.
<b>High / Red</b>	Is happening currently or is expected to happen in the current/next year. Low degree of control.
<b>Medium / Amber</b>	Has recently happened or is expected to happen in the next 2-5 years with moderate degree of control.
<b>Low / Green</b>	Is not expected to happen for 5 years or more. High degree of control.
<b>Minimal</b>	Not happened for 5 years or more. Very high degree of control.

### Criteria for assessing Impact

Description	Examples
<b>Critical</b>	<ul style="list-style-type: none"> <li>- Critical Council failure.</li> <li>- Formal WAG intervention/ exercise their powers of direction.</li> <li>- Critical financial impact on budget and reserves</li> <li>- Critical failure to deliver County Vision</li> <li>- No confidence in Senior Management/Leadership</li> </ul>
<b>High / Red</b>	<ul style="list-style-type: none"> <li>- Complete service failure</li> <li>- Negative <i>national</i> publicity</li> <li>- Serious impact on staff across more than one Directorate</li> <li>- Legal action almost certain and difficult to defend</li> <li>- Serious financial impact to budget, not manageable within existing funds</li> <li>- Non-compliance with law resulting in imprisonment</li> <li>- Negative external regulatory reports impacting on Corporate Governance</li> <li>- Multiple fatalities</li> <li>- Limited confidence in Senior Management/Leadership</li> </ul>
<b>Medium / Amber</b>	<ul style="list-style-type: none"> <li>- Serious impact on staff across in one Directorate</li> <li>- Significant service failure/under performance</li> <li>- Negative <i>local</i> publicity</li> <li>- Expected impact on staff, but manageable within Directorate contingency arrangements</li> <li>- Legal action expected</li> <li>- Expected financial impact to budget, manageable within Directorate</li> <li>- Non-compliance with law resulting in fines</li> <li>- Negative external regulatory reports</li> <li>- Extensive, permanent/long term injury or long term sick</li> </ul>
<b>Low / Green</b>	<ul style="list-style-type: none"> <li>- Some risk to normal service delivery but manageable within contingency arrangements</li> <li>- Legal action possible but unlikely and defensible</li> <li>- Possible financial impact to budget, manageable within service</li> <li>- Non-compliance with regulations / standards or local procedures resulting in disciplinary action</li> <li>- First Aid or medical treatment required</li> </ul>
<b>Minimal</b>	<ul style="list-style-type: none"> <li>- blow)No risk to normal service delivery</li> <li>- No impact on budget</li> <li>- Previous risk mitigated by completed action plan</li> </ul>

## Checklist for Risk Identification

		Examples
<b>P</b>	<b>Political</b>	<ul style="list-style-type: none"> <li>- Member support</li> <li>- Local/General election changes</li> <li>- Community Leadership</li> <li>- Democratic Governance/Management</li> <li>- National Policy change</li> </ul>
<b>E</b>	<b>Environmental</b>	<ul style="list-style-type: none"> <li>- Recycling / Green issues</li> <li>- Energy efficiency, Pollution, Carbon emissions</li> <li>- Climate Change; flooding and adaptation</li> <li>- Land use</li> <li>- Waste Strategy</li> </ul>
<b>R</b>	<b>Regulatory / Legislative</b>	<ul style="list-style-type: none"> <li>- Non-compliance with legislation</li> <li>- Data Protection/Freedom of Information Acts/ Human rights,</li> <li>- TUPE regulations</li> <li>- Health &amp; Safety</li> <li>- Legal challenges</li> <li>- Corporate Governance</li> </ul>
<b>F</b>	<b>Financial</b>	<ul style="list-style-type: none"> <li>- Financial performance and management</li> <li>- Efficiencies</li> <li>- Financial procedural rules</li> <li>- Ability to meet financial commitments, including internal budgetary pressures</li> <li>- Insurance cover/claims</li> <li>- Procurement</li> <li>- Contract standing orders</li> </ul>
<b>O</b>	<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Council priorities for change and improvement (SARC)</li> </ul>
<b>R</b>	<b>Reputational</b>	<ul style="list-style-type: none"> <li>- Negative publicity</li> <li>- Legal challenges</li> <li>- Project failure</li> <li>- External regulatory reports</li> </ul>
<b>M</b>	<b>Management</b>	<ul style="list-style-type: none"> <li>- Strategic – Corporate and resource management</li> <li>- Operational – Management skills to include Performance, Risk, Finance HR etc</li> <li>- Collaborative working/partnerships</li> <li>- Emergency Planning</li> </ul>
<b>A</b>	<b>Assets</b>	<ul style="list-style-type: none"> <li>- Land, property, equipment, technology, information, employees</li> </ul>
<b>N</b>	<b>Not covered elsewhere</b>	<ul style="list-style-type: none"> <li>- Risks that do not fit into any other defined category</li> </ul>
<b>C</b>	<b>Customer and Communities</b>	<ul style="list-style-type: none"> <li>- Impact on customer</li> <li>- Consultation/engagement/communication</li> <li>- Customer Feedback</li> <li>- Current and changing needs and expectations of customers and citizens</li> <li>- Demographics; Migration and immigration</li> <li>- Community cohesion</li> <li>- Community Strategy</li> <li>- Business Continuity Management (including disaster recovery arrangements)</li> </ul>
<b>E</b>	<b>Equalities</b>	<ul style="list-style-type: none"> <li>- Welsh Language</li> <li>- Social Justice</li> <li>- Disability Discrimination Act</li> <li>- Race Relations</li> <li>- Age and Gender</li> <li>- Equality Impact assessments</li> </ul>
<b>S</b>	<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- Maintaining and improving Flintshire as a place to live, work and visit now and in the future.</li> </ul>

## 11.00 FFYNNON

- 11.01 Ffynnon is a pan-Wales performance and risk management system, commissioned by WAG to assist stakeholders with the move from performance measurement to performance management.
- 11.02 Ffynnon is the software tool used by the Council to monitor and report on risk.
- 11.03 All risks in the Ffynnon system have an updater, escalator and owner. The owner has ultimate responsibility for the risk; however it is the responsibility of the updater, with information supplied by the owner, to update the risk as required by predetermined criteria.
- 11.04 Each action associated with the risk allows for a RAG status to be input against the progress for each action. The owner should also reflect upon the status of the whole risk and assign a RAG status.
- 11.05 Emerging strategic risks should be discussed with Policy & Performance who will provide guidance and advice, before referring any potential strategic risks to CMT.

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 5**

**REPORT TO:** **EXECUTIVE**  
**DATE :** **19 OCTOBER 2010**  
**REPORT BY:** **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL  
DEVELOPMENT**  
**SUBJECT :** **TRENT IMPROVEMENT PROGRAMME AND SALARY  
OVERPAYMENTS**

### **1.00 PURPOSE OF REPORT**

- 1.01 To advise Members of progress made in relation to the Trent Improvement Programme and the approach being undertaken for managing the salary overpayments to employees which have been identified as a result of the Trent Improvement Programme work.
- 1.02 To advise Members of the necessity of this work, to provide a factual and balanced overview of the issues identified and the handling strategies for addressing these issues.

### **2.00 BACKGROUND**

- 2.01 Following the implementation of the Midland Trent System in November 2008, work has been in progress to ensure that the payroll data held on employees, posts occupied and pay is accurate. Since January 2010, the Trent Improvement Programme has been established to systematically review the data held on the system and to audit the system's calculations for pay, tax and national insurance, maternity pay, sick pay, and pension contributions.
- 2.02 The Project Board overseeing this work comprises the Heads of HR & OD, Finance and ICT and Customer Services. As this work has progressed, it has been possible to determine the extent of the issues, targeting gaps in standards, protocols and controls and to identify solutions and improvements to mitigate and manage associated risks.
- 2.03 It has become apparent that significant amounts of data that were migrated (transferred) from the former in-house Payroll system prior to the implementation did not transfer accurately to the new Midland Trent system. Unfortunately, this was not detected until sometime after the implementation of the new system but has created some additional challenges and risks in paying employees accurately and has contributed to the number of errors made in relation to pay.
- 2.04 Members will also be aware from the quarterly Workforce Information reports that there are gaps in the data and inaccuracies in relation to headcount,

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**Date: 13/10/2010**

establishment details and so on, which must be rectified to support the effective delivery of strategic organisational projects including Single Status and the Flintshire Futures Programme. The Trent Improvement Programme is supporting these strategic projects by ensuring that the organisation has fuller and more accurate data held on the Midland Trent system.

- 2.05 In highlighting these issues, consideration has been given to the difficulties this programme would create (i.e. identifying errors which must then be addressed), which has inevitably had an impact on credibility and has increased the reputational and financial liability risk with our stakeholders (employees, members, Pension providers, Trade Unions, HMRC and other Local Authorities). These issues and risks are being addressed through clear communication with the interested parties and where appropriate, with the sharing of our action plans for how we are effectively managing and mitigating risks.
- 2.06 Whilst this improvement work will lead to improved functionality of the Midland Trent system and accuracy and reliability of data held on the system, it has inevitably resulted in the identification of an increased number of salary overpayments to employees. We are managing the recovery of overpayments directly with affected employees in a fair and consistent way and are committed to handling such matters as sensitively as possible. At the same time, employees do need to understand that they too have a responsibility to check their payslips and to detect any errors in their pay and report this to the Payroll team so that the error can be rectified at an early stage. This responsibility for employees is being included in new contracts of employment and has been highlighted in communications to the workforce.
- 2.07 Recent adverse media coverage on the salary overpayments has prompted the need to report more widely on the work of the Trent Improvement Programme, potential impacts and our plans for addressing and recovering the situation so that Members and other interested parties understand the context and background to this work have a clearer understanding of the issues.

### **3.00 CONSIDERATIONS**

#### **Current Midland Trent Issues and Actions Planned / Undertaken**

- 3.01 The following provides an overview of the work being undertaken as part of the Trent Improvement Programme, the underlying causes and actions being undertaken to address the issues and mitigate risks.
- 3.02 **Overpayments to employees**

**Issue:** Over the last eight months, there has been a significant increase in the numbers of overpayments, with a large proportion of these being identified as



a result of the Trent Improvement Programme work. In 2009, following the implementation of the Midland Trent system, there were 62 instances of overpayments at a value of £53,390 (this rate was lower than the two previous years). In contrast, this has increased to 156 instances at a value of £155,131 from January 2010 to the present time.

The recovery of these overpayments is being carefully managed whilst recognising that measures for improvement must be implemented to avoid further errors being made. The higher number of overpayments may have an impact upon the provision for Bad Debt (when a debt becomes unrecoverable).

**Cause:** For the overpayments made in 2010, 42% of overpayments have been as a result of receiving late notification of changes from departments, 6% have been because of employees failing to notify Payroll of changes, 4% have been input errors and 48% have been system / Payroll issues. 37% of the number of overpayments were as a result of the Payroll cleansing exercise.

**Action:** The provision of training & written guidance for HR & Payroll staff is ongoing. For all overpayments identified, appropriate measures, procedures and controls have been implemented to avoid repetition of errors at the time of the identification of the cause. Managers have been reminded of the importance of providing information regarding changes promptly and the impact of late notification to Payroll. We are working closely with management teams to identify how procedures can be improved within directorates to avoid late notification of changes. Reports are to be developed for confirmation of establishment lists, payments & allowances to ensure that all payments being made are correct.

Further work has been undertaken to ensure that the Overpayments Procedure is properly documented and that all key stakeholders understand how this will be applied in the future. Whilst every effort must be made to recover all overpayments, the Heads of HR & OD and Finance have reviewed roles and responsibilities of the Payroll Team and Corporate Debt Team to ensure that a proportionate and consistent approach is taken in relation to recovering debt / overpayments.

### **3.03 NI & Pension Adjustments**

**Issue:** Incorrect National Insurance categories and pension status applied to employee positions.

**Cause:** A combination of migration and training issues.

**Action:** All instances have been rectified upon Trent and regular monitoring is in place.

### 3.04 **Unison Subscriptions**

**Issue:** Following the annual Unison rebanding process the Project Team identified incorrect amounts of Unison deductions being taken from employees resulting in under and overpayments of employees and under deduction of subscriptions to Unison (in excess of £500 per month).

**Cause:** Data missing from calculation programme (Not Trent).

**Action:** A complete review of the method of assessment has been undertaken. Employee records have been updated and procedures implemented to prevent reoccurrence are in place.

### 3.05 **Contract Hours Dates**

**Issue:** Incorrect contract hour details for a part-time member of staff were notified to the Project Team. This does not affect employees salaries as it relates solely to employees service history.

**Cause:** Further investigation by the Project Manager highlighted that Local Government Service dates and not the change of hours date had been loaded during implementation.

**Action:** Currently seeking advice from Midlandhr (the system provider).

### 3.06 **Inheritance**

**Issue:** Pensions history from previous post occupant can transfer to subsequent occupant, resulting in pensionable service history for new employees & transfers upon the system being incorrect.

**Cause:** A system problem within Trent, possibly backdating to migration from Pro IV has resulted in pensionable service history for some new employees & transfers upon the system being incorrect.

**Action:** Incorrect records have been amended; however this is an ongoing issue requiring a software update from Midlandhr.

### 3.07 **Local Government Pension Scheme bandings**

**Issue:** Items included in calculation questioned by Project Team with System Administration manager. Some employees were found not to have had the correct percentage applied resulting in over and under deduction of employee contributions affecting payment to Clwyd Pensions.

**Cause:** The programme written for calculation for use within Trent has been investigated by the System Administration team with assistance from Midlandhr.

**Action:** Suggested remedial action from Midlandhr currently being tested by System Administration Manager.

- 3.08 The Programme Board are closely monitoring progress in relation to the risks identified and the actions being taken to mitigate these. Whilst we are addressing errors and overpayments that have been identified, our approach to managing the recovery of overpayments will be closely managed to ensure that we are dealing with all recovery issues fairly, appropriately and consistently. Currently, overpayments of £500 or more are referred to our Corporate Debt Team. We are further reviewing our procedures and practice to identify whether additional improvements may be made.
- 3.09 The Programme Board will continue to act as sponsors for the Trent Improvement Programme over the coming months, until there is sufficient satisfaction that all appropriate controls and procedures are in place. Further reports and information on the progress of the Trent Improvement Programme will be provided to Executive and Overview and Scrutiny Committees on a regular basis, including information on the impact of the work (for example, salary overpayments) until such time as risks are being mitigated and managed to a tolerable level.

#### **4.00 RECOMMENDATIONS**

- 4.01 That members note and endorse the work being undertaken as part of the Trent Improvement Programme and the measures and actions being implemented to address the identified issues and risks.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 As set out above.

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

- 6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 The approach and procedures for managing any impact on employees, for

example where salary overpayments have been made, are being monitored and improved as appropriate.

**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

Contact Officer: Helen Stappleton  
Telephone: 01352 702720  
E-Mail: helen\_stappleton@flintshire.gov.uk

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 6**

**REPORT TO:** **EXECUTIVE**  
**DATE :** **19 OCTOBER 2010**  
**REPORT BY:** **DIRECTOR OF LIFELONG LEARNING**  
**SUBJECT :** **TRANSFORMING EDUCATION: NORTH WALES REGIONAL  
COLLABORATION PROJECT FOR THE PROVISION OF  
SCHOOL IMPROVEMENT SERVICES**

### **1.00 PURPOSE OF REPORT**

- 1.01 To note the progress made to date with the implementation of the North Wales Regional School Improvement Service project.

### **2.00 BACKGROUND**

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

### **3.00 CONSIDERATIONS**

#### **3.01 Drivers for Change**

Whilst the main driver for change has been the need to plan for substantial efficiency savings within a defined time frame and in particular for the large spending services such as education to contribute to these savings, the Consortium has also recognised and is keen to respond to additional drivers for change which run parallel to the need to make efficiency savings. Three such drivers are:

1. **The School Effectiveness Framework (SEF)** - As outlined at the last Scrutiny Meeting, this is the new emerging Welsh Assembly Government policy which establishes a framework for the development of local authorities and school within the context of raising standards, improving performance and reducing variation within schools. Within this framework, due emphasis has been placed on collaboration and capacity building for the future.
2. **The new Estyn Common Inspection Framework (CIF)** - This new framework for schools and local authorities is being implemented from September 2010. It raises expectations in respect of the role of the local authorities in raising standards and improving performance and outcomes.
3. **The Education Funding Review (EFR)** - Commissioned by the Minister for Children, Education, Lifelong Learning and skills, this review aims to refocus education spending so that a greater proportion of it reaches the 'frontline'.

These new drivers for change offer substantial challenges to individual local authorities in a period of stringent efficiency savings. These challenges are coupled with those in relation to the recruitment and retention of a skilled workforce with a required high level of expertise to provide the effective support and challenge to schools.

Due to the scale of this project across six local authorities, officers recommended that the scope of the project was initially confined to School Improvement Services which provide curriculum and management support to schools. This includes specialist advisory functions, continuous professional development and support with performance data and the statutory monitoring and challenging functions of local authorities including intervention, where necessary, in under performing schools. Additional Learning Needs and aspects of Inclusion will be considered where relevant, but will not feature prominently in the first phase of this development.

### 3.02 **GOVERNANCE**

In order to secure sound governance arrangements for this project, it was decided to set up a Regional Project Board comprising of :

- o the six Lead Members for Education
- o the Project Sponsor (Chief Executive of Denbighshire County Council)
- o the six Directors of Education; and
- o representation from the WLGA (National and Regional)

The Board has met on two occasions and has signed a concordat (see Appendix 1), that will define the agreement that has been established

between the six Local Authorities. Below Board level, the six Directors of Education form an executive group that strategically and operationally drive the project forward. The Executive Group has established six Task Groups, comprising of officers from across the six Authorities. The purpose of these groups, which are led by a service Director, is to audit the degree of commonality in current provision and costs, examine the differences in provision patterns across the region, identify the matters to be addressed in order to align the activity area in a better way, and developing proposals to meet the wider aims and objectives of the project.

The specific Task Group are as follows:

- o Finance
- o Staffing Structures
- o Data
- o Continuous Professional Development & Training
- o Bilingual Education
- o ICT

### 3.03 **TIMESCALES**

The approximate timescales for the project are outlined in the table below:

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

<b>January 2014</b>	recommendations for adjustments as necessary.
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These objectives of the project will be tested against key aims:

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

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

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

#### **4.00 RECOMMENDATIONS**

- 4.01 Elected members are requested to consider progress with the School Improvement Service project.

#### **5.00 FINANCIAL IMPLICATIONS**

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

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

- 6.01 None at this stage.

#### **7.00 ENVIRONMENTAL IMPACT**



7.01 None at this stage.

## **8.00 EQUALITIES IMPACT**

8.01 None at this stage.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 Overall, this project will lead to the need for fewer officers employed within the council and it is envisaged that some officers will transfer to the regional service. Details around line management arrangements need to be considered where transfer is appropriate. Where a reduction in staff numbers occur, every effort will be made to minimise compulsory redundancies and redeployment opportunities will be considered across the region.

## **10.00 CONSULTATION REQUIRED**

10.01 The project plan will involve considerable consultation with staff and service users over the next six months of project development.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 The project proposals have been shared with officers within Lifelong Learning and with school leaders. Consultations have also been undertaken with WAG and WLGA officers. Further consultations will take place with all key stakeholders as the project develops.

## **12.00 APPENDICES**

12.01 None.

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

None

Contact Officer: Ian Budd  
Telephone: 01352 704010  
E-Mail: [ian\\_budd@flintshire.gov.uk](mailto:ian_budd@flintshire.gov.uk)

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 7**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **19 OCTOBER 2010**  
**REPORT BY:**      **CHIEF EXECUTIVE**  
**SUBJECT :**         **BETSI CADWALADR UNIVERSITY HEALTH BOARD -**  
                             **POSITION STATEMENT**

### **1.00 PURPOSE OF REPORT**

- 1.01 To present the five year plan of the Betsi Cadwaladr University Health Board, and supporting information, as the first in a series of position statements to inform the Council of the strategies and plans of the Board.

### **2.00 BACKGROUND**

- 2.01 The Betsi Cadwaladr University Health Board was formed in 2009 as part of the restructuring of the National Health Service in Wales. The Board covers the six councils of North Wales and combines the services of the predecessor local health boards and health trusts. The Board is one of the largest health organisations in Europe.

### **3.00 CONSIDERATIONS**

- 3.01 Earlier this year the Board published the five year strategy for the period to 2015. The strategy is attached.
- 3.02 The Board is consulting stakeholders on a series of planned changes and improvements to its acute, community and primary, and specialist services through a series of strategies and proposals.
- 3.03 The Board has consulted all six Councils on a framework for locality planning and, following informal consultation with the Council, has decided to retain the three localities of Deeside; Mold, Buckley and Caergwrle; Flint and Holywell. Localities are intended to be a geographical and professional base for service planning and integration amongst partners both health and other partners such as local authorities. The principles of locality working are:-
- Locality boundaries will be clearly defined, agreed and signed up to by social care health and take account of natural boundaries;
  - Localities are defined by populations of between 30,000 and 50,000 although this may vary due both to rural and urban issues;
  - Localities will work together to ensure cross boundary working and planning where appropriate;

- The core membership of the Locality Leadership Teams will be a GP Clinical Lead, Locality Lead Nurse (role to be determined), Community Nurse Manager, Therapy Lead, Voluntary sector and Local Authority Representative, Social Services Manager and Pharmacy Lead. Once new Locality Leadership Teams are established it may be that over time the nominal 'Lead' will alter from one agency and/or discipline to another and this will need to be decided upon and agreed within the Team;
- Non-core membership will be extended to include other representatives deemed appropriate but may also include, for example, Care home providers, domiciliary care home providers, opticians and dental practices;
- Integrated community services will work together to deliver integrated care out of hospital services;
- Care planning and prioritisation will be based on local need with service developments in line with BCUHB and Local Authority corporate objectives, Health Social Care and Well-being priorities as well as national strategic direction;
- Services will be person-centred with formal mechanisms for service user and public involvement;
- There will be clear lines of accountability and responsibility with and between organisations;
- Common service protocols and information sharing will underpin traditional community services both within core hours and the out of hours period;
- Ability to utilise full community based resource responding to local needs and where appropriate create truly integrated multi-professional teams across community services;
- In time to have clearly specified budgets and resource availability and move towards joint accountability for performance and resource utilisation;
- Lines of accountability and reporting structures will be need to be agreed for each Locality Team.

3.04 The Health Board is broadening the extent of local government involvement in its governance and planning frameworks with, for example, professional officers invited to participate in the relevant clinical governance boards and elected members invited to 'stakeholder group' meetings. However, both the Board and councils need to improve further their communication with each other and arrangements are being made for bi-annual attendance at scrutiny committees in each council, more frequent written briefings for elected members and direct communication with councils when consulting on key strategies - respecting the public interest role of Councils as democratically elected representative bodies.

- 3.05 The Board is charged with modernising its services by the Minister whilst meeting a financial deficit. The deficit is a combination of the closing deficits of the predecessor organisations and an in-year operating deficit.
- 3.06 Key issues for Flintshire where assurances have been sought over service resilience and continuity include:-
- the in-county community hospital network
  - the future of Flint Hospital
  - the continuation of the primary health care centre strategy
  - access to English Border hospitals and a limit to the repatriation of funds where alternative services of quality and accessibility cannot be guaranteed
  - fulfilling the commitments of the legacy statement of the former Flintshire Local Health Board
- 3.07 More general issues where local government is seeking assurances include:-
- consultation and accountability on major reconfigurations of services
  - maintenance of joint funding for joint services provided with local government
  - avoidance of any cost transfer from health to social services through changes in service access and entitlement and funding without full consultation and agreement
  - the introduction of effective arrangements for locality management

#### **4.00 RECOMMENDATIONS**

- 4.01 To note the five year plan of the Betsi Cadwaladr University Health Board, and supporting information, as the first in a series of position statements to inform the Council of the strategies and plans of the Board.

#### **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 None directly.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None directly.

**12.00 APPENDICES**

12.01 Betsi Cadwaladr University Health Board 5 Year Strategic Plan

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

None.

Contact Officer: Chief Executive  
Telephone: 01352 702101  
E-Mail: chief\_executive@flintshire.gov.uk

# Our 5 Year Plan 2010/15

Making it  
Safe

Making it Better

Making it Sound

Making it Work

Making it  
Happen

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*“Our outward looking organisation is led from the front by professionals committed to improving the health of the population and improving the safety and standards of care”*

# Chairman's & Chief Executive Officer's message

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Michael Williams

## **"Bringing people and services together for North Wales"**

Our Strategic Direction has been drawn from the many consultations, debates and discussions since 2007 when the NHS reform in Wales began - what citizens say about their expectations and experiences; professionals say about the importance of safety and quality improvement and even the frustrations experienced by many about how health systems work overall.

It looks to the future, setting out our aims and ambitions in a realistic and practical way. The opportunity to paint a picture of tomorrow has been taken from those in our communities knowing that together we can make a difference. Our obligation and commitment remains resolute to addressing public health, prevention and treatment for the citizens of North Wales for the future.

As the Betsi Cadwaladr University Health Board continues to take shape, we continue to meet and serve the needs of the population, celebrating the rich diversity of people and place. The time is right to crystallize the shared values and outcomes to which we all aspire, bringing people and services together across North Wales for the very first time.

We are an outward facing organisation, led by professionals working in and with communities, improving their quality of life through health promotion, prevention and treatment. Our Plan captures this through the contributions of others, their aspirations and desire to improve the safety, quality and overall experience that will make the NHS in North Wales exceptional. We will help make Wales one of the best health services in the world as a result.

As an important and vital public service, we are mindful of our responsibilities and the unprecedented period of economic challenge we face. This will mean that we will all need to make decisions based on the best evidence and knowledge possible that will change health care as we know it today for the betterment of the population as a whole.



Mary Burrows



# Introduction

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## The Health Board

The Betsi Cadwaladr University Local Health Board (BCU Health Board) was created on the 1st October 2009 following the merger of three North Wales NHS Trusts and six previous Local Health Boards. The new BCU Health Board oversees the provision and transformation of healthcare services to citizens living in the counties of Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham as well as some services for those from North Powys and South Cheshire.

The BCU Health Board is a clinically and professionally led organisation which operates within a clear governance structure. It is an outward looking and reaching organisation that works closely with the public, voluntary sector, local authorities and other partners to ensure best possible outcomes for citizens. The BCUHB is one of 7 Local Health Boards in Wales and employs approximately 17,000 staff. It has close links with Bangor University providing education and training for the clinical workforce in the region. As a health organisation the BCU Health Board is driven by safety, quality, effectiveness and efficiency which support the highest standards of care.

The establishment of the Health Board as an integrated health system provides us with a real opportunity to drive the change necessary in health care for the improvement of the NHS in North Wales. In this we will be supported by an integrated health and social care department at the Welsh Assembly Government and eleven national programmes.

*“Our vision is to ensure that all individuals coming into contact with our services are treated with respect and dignity, have their health needs assessed, receive a responsive, safe and high quality service that is easy to access and understand”*

# About Our 5 Year Plan

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**“bringing together the different groups involved in patient care (including social care) so that services are more consistent, cost-effective and co-ordinated, therefore better meeting patient, organisation and financial needs”**

## **Our 5 Year Plan (Service, Workforce and Financial Strategic Framework)**

This 5 year plan provides the narrative which sets the context and actions required for the delivery of organisational objectives in 2010/15. It outlines the key challenges that the BCU Health Board will face over this period. The challenge for us is to deliver the transformation and integration which is required in the light of the service, demographic and financial issues and constraints facing us over the next five years and onwards.

The prioritisation process included a thorough review of legacy issues from the previous organisations, consideration of National policies and local partnership frameworks and plans. Clinical Programme Groups (CPGs) have led in determining their priorities and therefore the 5 year plan for BCU Health Board. This rational model for planning has enabled immediate, medium and longer term priorities to be identified which will also support the Welsh Assembly Government's requirement for each health board to develop a 5 year service and financial strategy.

Significant work has been undertaken through the North Wales Clinical Strategy Programme, which focused upon three key services areas – the hospital element of unscheduled care; primary and community services; and mental health services. A large number of people – clinicians, other staff, patient and carer representatives, voluntary and independent sector, local authorities and other partner agencies – took part in a series of workshops to confirm the strategic direction in relation to these service areas.

The strategic direction of the Health Board is supported by detailed CPG plans for safety, quality and financial management over a five year period. The immediacy of increasing demand, public expectation, advancing technologies and national economic pressures provides greater focus in the need to ensure the execution of commitments during 2010/11 and beyond.

# Clinical Leadership and CPGs

Clinical Programme Groups manage the range and complexity of clinical services and put clinical leadership at the forefront of the organisation. There are five important elements which define the Health Board and its approach:

- A clinically led and accountable approach with clinicians and managers developing and evolving the system
- A basic premise that primary care and secondary care are integral to clinical success and do not operate as separate entities but cohesive services to pathways of care
- Changing the focus of delivery moving away from acute hospital dominated systems to develop and deliver services for the population providing choice, equity of provision, prevention and treatment
- Accounting for the wider health, social care and citizen agenda through the membership of CPG management boards bringing planning and delivery together
- Chiefs of Staff who lead CPGs form part of the Board of Directors and with local government representation and other senior leaders, a collaborative model of leadership and management will support the Health Board to fulfil its obligations.

There are eleven CPGs:

- **Primary, Community & Specialist Medicine CPG**
- **Emergency, Specialist Surgery & Dental CPG**
- **Pharmacy and Medicines Management CPG**
- **Radiology CPG**
- **Pathology CPG**
- **Cancer, Palliative Medicine and Clinical Haematology CPG**
- **Women's and Maternal Care CPG**
- **Children and Young People CPG**
- **Mental Health & Learning Disabilities CPG**
- **Therapies and Clinical Support CPG**
- **Anaesthetics, Critical Care and Pain Management CPG**

Each CPG sets the standards for high quality, safe and effective care, adopting the science of

*“CPGs are accountable for the delivery of safe and high quality services within the resources allocated to them. They are responsible for the financial management and performance of their services”*

# Health Needs

*"Our aim is to improve the physical health, mental health and sustain the general well being of citizens through good public health as well as safe and effective treatment"*

Key statistics, which give an overall view of the health profile for North Wales and indicate where health needs priorities lie, include:

- Life expectancy at birth of 77.2 years for males and 81.5 years for females is higher than the average for Wales.
- Death rates (Age Standardised Mortality rates) decreased by 21% over the period 1998 – 2007 reflecting both improved living standards and the impact of healthcare services.
- On average around 37% of all deaths are due to circulatory conditions (heart disease and stroke) and 27% due to cancer. However in those under 75 years (premature mortality), 40% of all deaths are due to cancer and 28% resulting from circulatory conditions.
- Circulatory diseases and cancers are strongly linked to lifestyle choices, and much can be done to prevent them. Of particular importance in this respect are smoking, consumption of fruit and vegetables, and physical activity. Current figures suggest that 24% of our population smoke, only 37% eat the recommended amounts of fruit and vegetables and only 32% take the recommended amount of exercise on a daily basis.
- 54% of the North Wales population are overweight or obese, and 43% drink more than the recommended amounts of alcohol.
- In the most deprived sections of our population, smoking rates may be as much as two thirds higher, fruit and vegetable consumption one third less and levels of recommended exercise up to half that in the least deprived areas, contributing to much higher prevalence of ill-health and higher premature mortality rates.
- Rates of Low Birth Weight are relatively low for North Wales as a whole, but higher rates occur in more deprived areas. Reducing these, as well as increasing rates of breastfeeding, achieving optimum levels of childhood immunisation, developing healthy eating and

Life expectancy at birth

60  
7 of 40

Life expectancy at  
birth of 77.2 years for  
males and 81.5 years

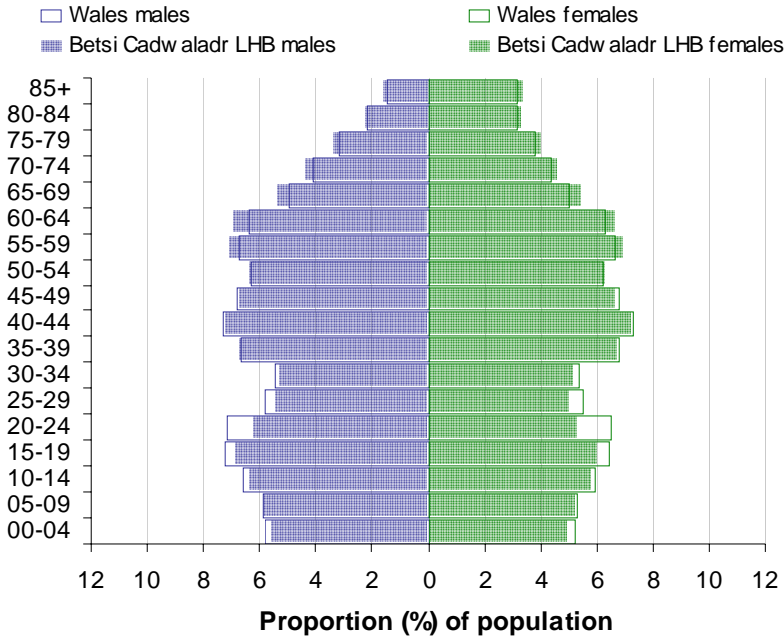
Persons born between  
2005-07

Data Source: ONS

	Males (years)	Females (years)
Betsi Cadwaladr UHB	77.2	81.5
Wales	76.8	81.2
UK	77.2	81.5

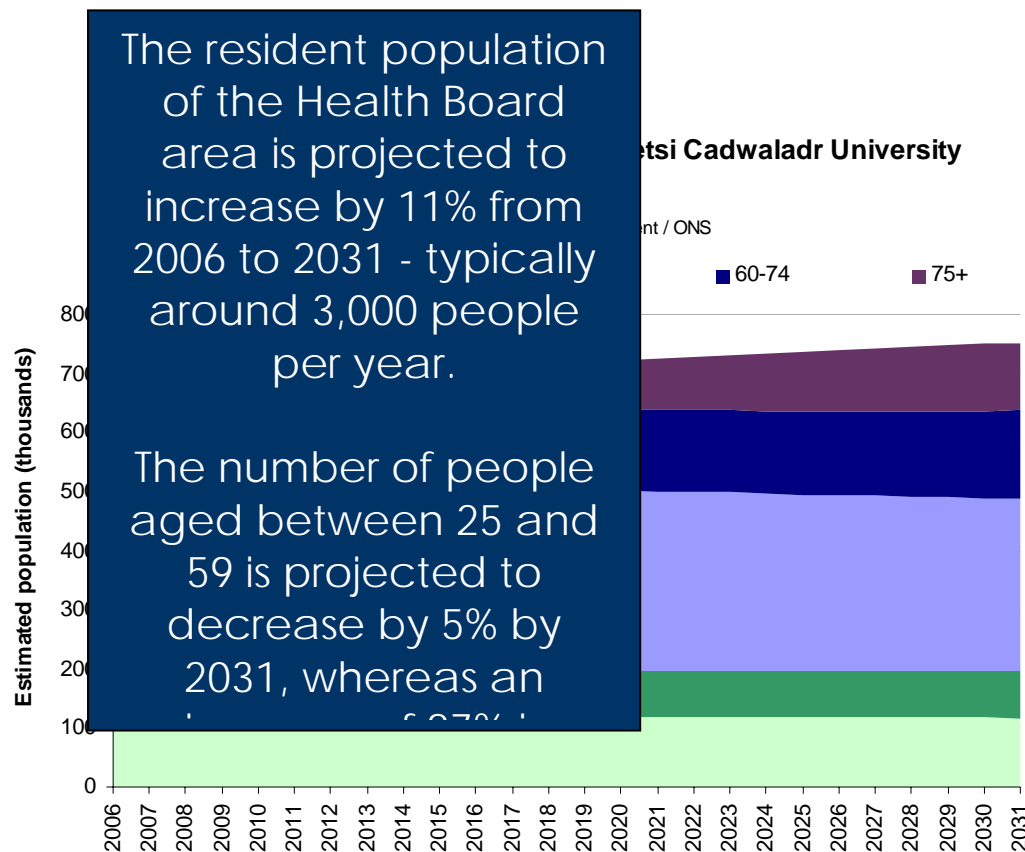
Proportion of population by age and sex,  
Betsi Cadwaladr University LHB & Wales,  
2007

Data source: MYE, ONS



With 23% of Wales' population, the age and sex profile of the Health Board is similar to that of Wales, but with lower proportions between the ages of 15-29.

The population of the Health Board area has increased by around 30,000 in the period since 1991



The overall rate of Low Birth Weight is below the average for Wales , but varies across the Health Board area and can fluctuate from

Live Births less than 2500g 2008	%
Wales	7
Betsi Cadwaladr UHB	6.8
Anglesey	6.6
Gwynedd	5.3
Conwy	6.9
Denbighshire	7.0
Flintshire	6.7
Wrexham	7.7

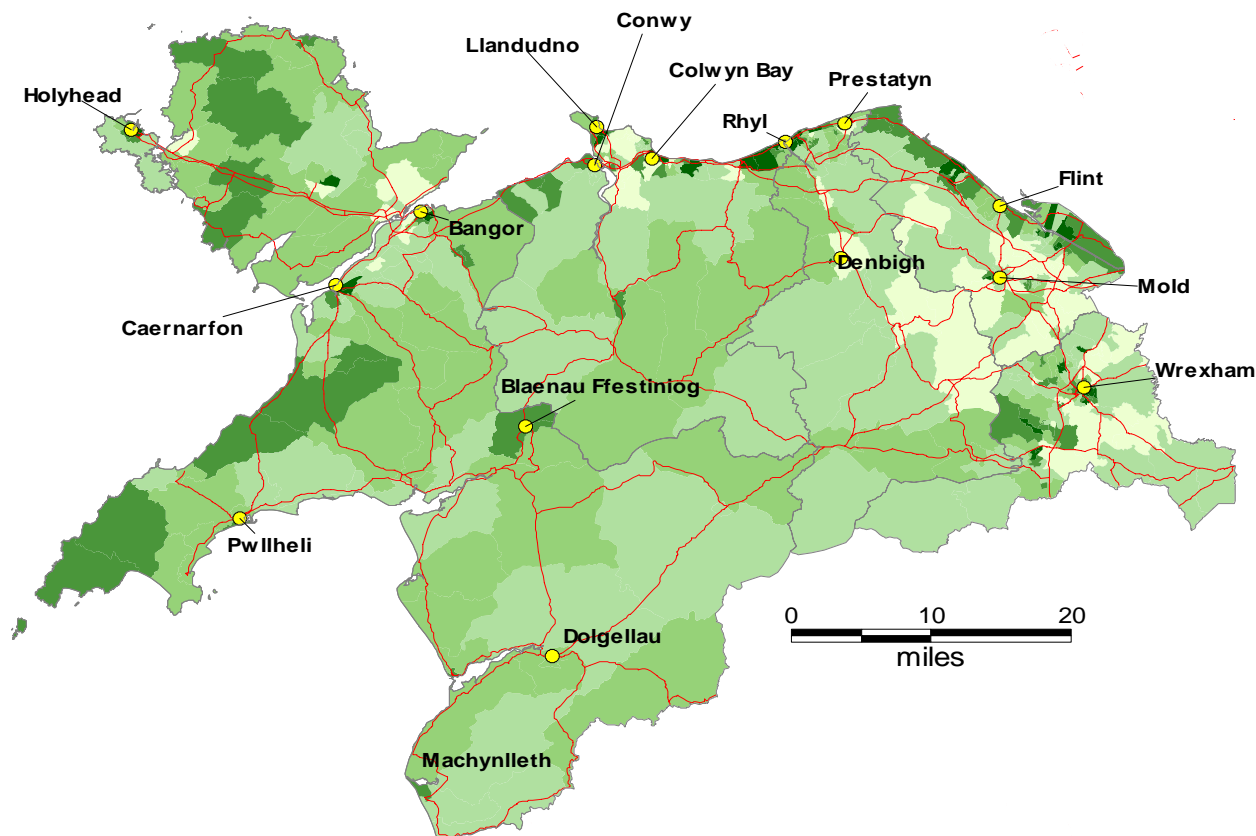
## Overall Welsh Index of Multiple Deprivation 2008

Fifths of deprivation, Lower Super Output Areas, Data source: WAG

- Most deprived (49)
- Next most deprived (80)
- Median (107)
- Next least deprived (109)
- Least deprived (80)

Local authority boundary

A Roads



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The Welsh Index of Multiple Deprivation (WIMD) is a geographically based deprivation measure which can be used to show inequalities in health and suggest areas most likely to need measures to improve health and manage ill-health. Within the LHB there are areas of deprivation, mainly found in the coastal areas such as around Rhyl and Colwyn Bay, Bangor and also Wrexham. 49 out of the 425 Lower Super Output Areas in the LHB (12 percent) are among the most deprived fifth in the Wales with 80 (19



The Public Health Wales Observatory has published a set of Lifestyle profiles for each Health Board in Wales.

The summary table suggests those areas where action will need to be prioritised.

It is emphasised that the colour coding used here is for comparative purposes and is in no way an indication that there is nothing more to do, even where the North Wales position is better than the rest of Wales. As illustrated in the table, for example, even though statistically significantly better than Wales as a whole, over 50% of the adults in our

### Compared to Wales

- Statistically significantly worse
- Not statistically significantly different
- Statistically significantly better

	WALES	Isle of Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Betsi Cadwaladr	Annual number in health board
Adults who eat fruit & vegetables (5-a-day) (%) <sup>a, 1</sup>	36	42	42	41	38	37	29	37	-
Adults who meet physical activity guidelines (%) <sup>a, 1</sup>	30	33	35	31	34	30	30	32	-
Adults who are overweight or obese (%) <sup>a, 1</sup>	57	56	55	53	54	55	53	54	-
Adults who smoke (%) <sup>a, 1</sup>	24	23	22	23	28	24	23	24	-
Death rate from smoking (males) <sup>a, b, 2, 3</sup>	340	334	312	301	341	329	367	329	810
Death rate from smoking (females) <sup>a, b, 2, 3</sup>	155	135	131	140	161	161	173	150	530
Smokers contacting Stop Smoking Wales (%) <sup>a, c</sup>	2.6	3.0	0.6	2.4	2.1	3.3	1.8	2.2	2900
Adults who drink alcohol above guidelines (%) <sup>a, 1</sup>	45	41	47	41	42	45	42	43	-
Hospital admission rate due to alcohol (males) <sup>d, 2, 3</sup>	1940	2064	1959	1974	1911	1817	1588	1855	7490
Hospital admission rate due to alcohol (females) <sup>d, 2, 3</sup>	1073	1059	1103	1154	1141	1006	937	1057	4740
Death rate from alcohol (males) <sup>b, 2, 3</sup>	43	40	41	50	48	42	41	43	170
Death rate from alcohol (females) <sup>b, 2, 3</sup>	17	19	18	23	19	18	19	19	90
Hospital admission rate due to drugs (males) <sup>d, 3, 4</sup>	171	331	197	184	166	105	162	173	340
Hospital admission rate due to drugs (females) <sup>d, 3, 4</sup>	112	131	160	114	106	102	143	125	250
Teenage conception rate per 1,000 (under 16s) <sup>b</sup>	8.1	6.2	6.5	8.9	6.3	6.0	11.2	7.6	100
No. of decayed, missing or filled teeth (5-year-olds) <sup>e</sup>	2.4	1.8	2.3	1.6	1.8	1.8	2.0	1.9	-

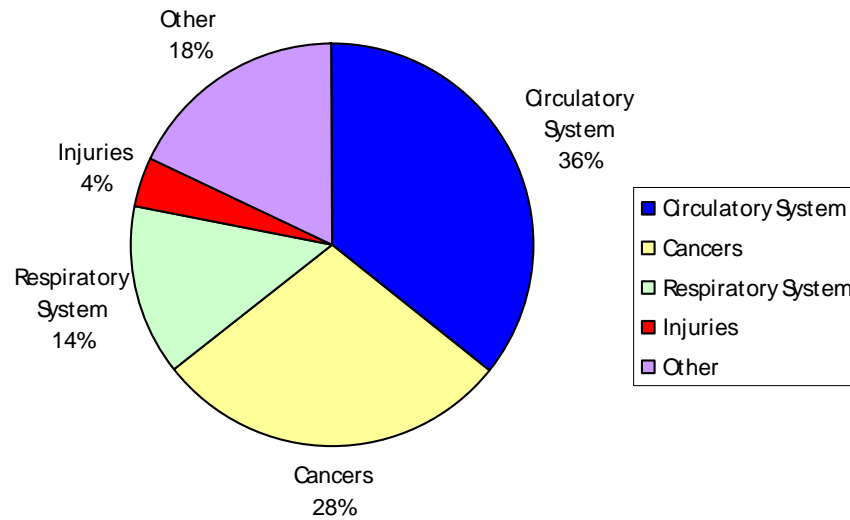
For more details, see Indicator Guide at [www.publichealthwales.org](http://www.publichealthwales.org) • Latest available years shown in brackets; some indicators combine multiple years

a Welsh Health Survey (2008); b ONS (2007); c Stop Smoking Wales (2008/09); d PEDW (2008); e Welsh Oral Health Information Unit (2005/06)

1 Age-standardised; 2 Attributable deaths/admissions; 3 Age-standardised rate per 100,000; 4 Individuals with diagnosis directly related to illicit drugs



Major causes of death. Betsi Cadwaladr UHB, 2008

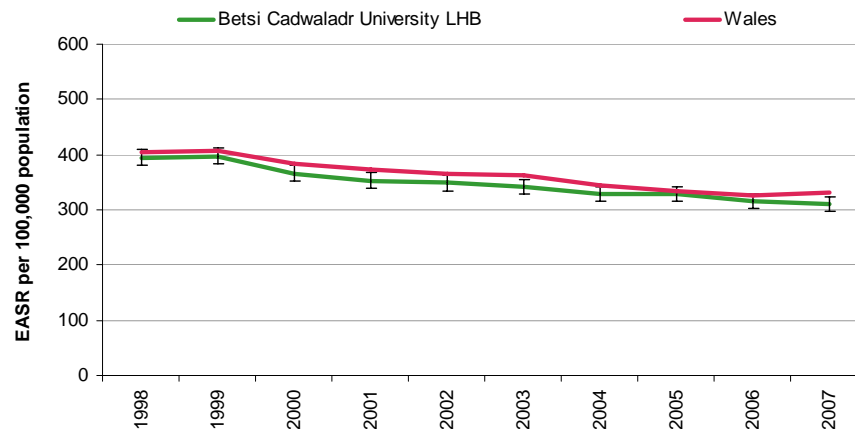


On average around 37% of all deaths are due to circulatory conditions (heart disease and stroke) and 27% due to cancer.

However in those under 75 years (premature mortality), 40% of all deaths are due to

European age standardised mortality rates for Betsi Cadwaladr University LHB: All causes, all persons aged under 75, 1998 to 2007

Data source: ONS



Death rates (Age Standardised Mortality rates) decreased by 21% over the period 1998 – 2007 reflecting both improved living standards and the

*"We have chosen to view inequalities and inequities as an underpinning theme central to each area of our work. By ensuring we meet the needs of the most vulnerable, we will, by default, meet the needs of the whole population"*

## What does the information tell us?

Although the health and well-being status of the population of North Wales is relatively favourable compared to the Welsh average, the benefits of this are unevenly distributed across geographical areas and across different groups within our communities.

Finding ways of redressing these inequalities and the inequities which can result from them at the same time as continuing to secure improved health and well-being for the whole population is a key challenge. The solutions to many of the issues which lead to inequalities and inequities are not solely within the responsibility of the NHS. Many of the solutions are complex and we are committed to working together with local communities, as well as with other public sector and voluntary / independent sector partners, to identify these.

Working with Public Health Wales, we will use health needs data to support the development of our overall strategy and also specific implementation plans. We will work in collaboration with local authorities in particular in the delivery of Health, Social Care and Well-Being Strategies for each county, which aim to improve the health and well being of the population through joint action on preventative initiatives.

# Our vision

## Our vision for services

Our vision over the coming 5 years is to ensure that anyone should be able to access equitable, safe and high quality care no matter who they are, their language choice or where they live. North Wales' health services will change, placing the citizen at the centre of our planning and delivery actions. Our system of health and social care will be built with citizens who exercise responsibilities as well as rights.

We will work to prevent ill health through targeted health interventions and this forms the foundation of our five year plan. This will be achieved through delivering a number of key upstream and prevention priorities including but not limited to smoking cessation and protecting the most vulnerable in our society.

We will help citizens make informed choices about the type and location of care that they access. We will encourage people to participate in developing community services that bring public sector, voluntary bodies and citizens together in service co-production to improve the quality of life for all.

Our three high quality district general hospitals will provide emergency care when most needed and will support primary, community and mental health services, where we see the majority of care is delivered. We will support a change in role of the three hospitals over the coming 5 years, with focus on reducing the reliance on hospital based beds and more reliance on effective interventions and recovery outside of hospital including patient-centred and self managed care.

Our ambition is to be the best provider of rural care in Wales and beyond. We will establish integrated locality teams and Community hospitals will change over time, adapting their role and becoming more of a community campus with other public and voluntary services and integral to primary care delivery. This will mean the expansion of some and a change of use for others, fit for the future.

*“All people in North Wales will receive high quality integrated health & social care services tailored to their individual needs and, where possible, delivered close to home within their communities. Quality and equity of access will underpin services which are*

# Our vision

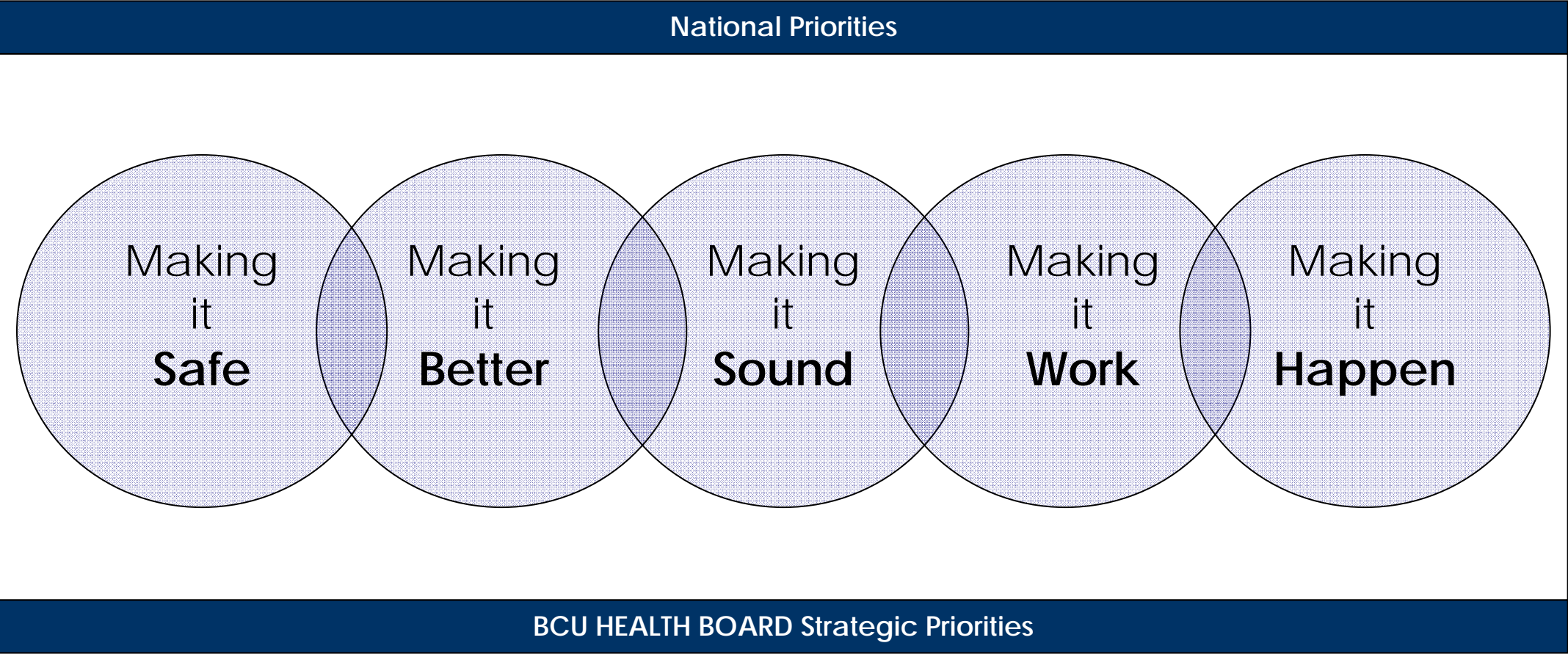
*...a "world class"  
health service  
in North Wales...*

## Our vision for services

- By 2015, the landscape and concept of health and healthcare will have transformed itself where rights and responsibilities are equally exercised by citizens, services are delivered to meet need and public bodies co-create with communities to focus on health and well-being rather than illness.
- The preoccupation with buildings as the currency of what defines good healthcare will need to be replaced with a public acceptance of healthcare delivered in many ways and in different settings with responsibility resting with the citizen for their health and well-being supported by healthy public policy and public services.
- No longer will healthcare be described as a hospital centric service, but instead a service-centric system of health and well-being. This requires a cultural and behavioural shift by citizens and professionals, which to date has not been achieved.
- Clinical effectiveness through continuous quality improvement, use of evidence, reduction in waste, harm and variation will see clinicians achieving 'best in class' productivity and clinical outcome measures.
- The **care closer to home** scenario is one in which primary and community health and social services (including intermediate care services) are substantially expanded thereby facilitating a reduction in dependence on traditional acute hospital beds, mainly through reducing the need for emergency admissions and by reducing length of stay

# Our Strategic Themes

The BCU Health Board approved its Strategic Direction document *“Bringing people and services together for North Wales”* in October 2009. The strategic direction contained within the document sets out the Board’s blueprint for providing future care services in North Wales; these are aligned to five local strategic themes as follows:



# Our Strategic Themes

## Making it Safe

Safety is about individuals, services and the organisation. 'Do no harm' is our primary duty to patients, service users and staff yet the complexity of health care and its intervention sometimes make it potentially unsafe.

**Our aim** is to develop and deliver services for the population providing choice, equity of provision, prevention and treatment.

## Making it better

This addresses patient and user experience and improving health and well-being through individual or population means to make sure preventive and treatment based services are based on available evidence, consistent, respectful and of value.

**Our aim** is to ensure our priorities are consistent and underpin Human Rights principles as they relate to the essentials of dignity, care and welfare.

## Making it Sound

As public workers, it is important that we uphold NHS values such as honesty, integrity and professionalism. In so doing the Health Board has adopted the Welsh Assembly Government's Citizen Centred Principles to improve governance and our ability to deliver.

**Our aim** will be to ensure the development and introduction of an Organisational Compact with staff and their representatives that articulate values, rights and responsibilities will

## Making it Work

Combining safety, standards of care and the essential of good governance requires the 'glue' to bind these elements.

**Our aim** is to facilitate the skill and competencies of staff, systems and processes to deliver the 'light touch - minimum bureaucracy'

## Making it Happen

It is our deeds or actions that matter. To do this we will remove the things that stop us providing the effective care we want to provide.

**Our aim** is to adopt long term approach to planning and provision of services. This will be achieved through a number of ways including working in partnership with citizens, trade unions and third sector partners. We will work with education, Community Health Councils and regulators. We will also work with

# Key challenges - Service

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The medical recruitment and economic situation facing the NHS has become a powerful lever for change. Service transformation is required to secure clinical safety, quality and financial stability to see the Health Board's vision come to fruition.

There are particular challenges facing the capacity and capability of the NHS to deliver safe and effective health care in this context: advancing technology; changing demographics, with people living longer and with more complex care needs; reductions in clinical and medical workforce; and health care costs exceeding inflation, amongst others.

Clinical Programme Groups have set out their service improvements for the next five years and these include the consolidation and integration of service across North Wales. The aim is to increase the standard of care to the best in class and reduce inequities in health where possible.

The development of primary and community based services, thereby reducing the demand on acute based services and enabling patients to receive care in an appropriate setting, closer to home, will be taken forward through the development of campuses of care within the 14 localities of North Wales. These developments must be taken forward with local authority partners, voluntary and independent sector services and a key challenge will be ensuring communication and robust support networks within the localities.

The impact of a reduction in junior doctors and the need to maintain safe and legally compliant medical rotas is a major factor in reappraising services. As part of the principles agreed following the North Wales Clinical Strategy work, the Health Board is working towards a "physician delivered" service (that is, by GPs and consultants) to allow for the lack of junior doctor placements. There will also be development of the roles of all clinicians and an increase in use of advanced practitioners. Highly specialised medical and surgical care will be provided in centres of excellence and the number of centres from which this care is provided will be rationalised where appropriate to ensure safe and high quality treatment. This means that our

*"We will deliver upon our 5 Year strategic objectives through reducing waste, variation and delivering consistent service quality. Key to this is the spread of learning across the new organisation"*

# Key challenges - Workforce

*“Workforce and service transformation will depend on cultural and behavioural change, partnership working, effective professional and managerial leadership and staff who are appropriately trained, developed,*

The Health Board employs 17,000 staff and recognises that its workforce is its most important resource in achieving its strategic objectives. The longer term workforce challenges are many within the context of providing quality care to an ageing population in an unprecedented economic climate. The workforce issues will need to be managed effectively, risk assessed and solutions developed to ensure a sustainable workforce.

The key issues which must be addressed are:

- Rebalancing the workforce through skill mix review; shifting care to community settings; reviewing and introducing generic workers and extending hours of service for patient care;
- Ensuring an affordable workforce by reviewing the staff cost profile and bandings; reviewing productivity and efficiency to reduce duplication and waste;
- A sustainable workforce is required to maintain safe and appropriate practice and patient care; reviewing supply and demand, labour market analysis and workforce profiles particularly where there is an ageing workforce;
- Promoting the health and well being of our workforce;
- Reducing sickness absence rates;
- Reducing Agency/locum spend to a minimum;
- Continued impact and implications on medical and non-medical workforce of compliance with the European Working Time Directive (EWTB)

These priorities will be underpinned by the Workforce and Organisational Development team supporting clinical leaders, CPGs and corporate departments through the delivery of an Organisational Development and Leadership Development programme and by ensuring best practice in the organisation's management of the workforce. This will be supported by raising data quality and management capability in the utilisation of Human Resources Information Systems, the further development of the integration of workforce planning within strategic and operational business processes and through support for the application of improvement



# Key challenges - Finance

The NHS Wales five year planning period is dominated by two factors:

- The need to close the financial gap for 2010/11 and maintain a recurrent and robust financial balance, and
- The scale of the financial challenge ahead over the following four years as a part of the Welsh public sector response to the wider UK economic deficit.

The two factors bring an unprecedented need for major financial savings while maintaining service improvement through integration, service redesign and collaboration, as shown throughout this plan.

The deficit brought forward together with current year financial pressures provided an opening budget deficit in 2010/11 of £83.7 million. This provides the current year challenge of achieving a recurrent financial balance and meeting statutory financial targets in the short term, while the more radical solutions move through the planning stage. This theme of maintaining a recurrent financial balance while focussing on more fundamental change will be a continuing feature of the planning period. There will be a balance each year of Human Resources, service performance and other efficiencies to achieve best value alongside long term service redesign.

The Welsh Assembly Government Five Year Service, Workforce and Financial Strategic Framework estimates a national gap to be addressed of between £1.3 billion and £1.9 billion to 2014/15 the end of the five year planning period. This includes:

- The 3% per year expected cash reduction to Health Board allocations.
- Continuing pay and non pay pressures increasing the real terms effect.
- The forecast demographic and demand pressures.

This broadly equates to between £300 million and £440 million for BCU Health Board over the period to 2014/15 and equates to a recurrent cash releasing savings target of between £100 million and £110 million or 8 – 9% of the current turnover per year for four years.

BCU HB has the largest NHS budget in Wales with a gross turnover in excess of £1.2 billion of which

*“We will develop a balanced and strategic approach to long term financial planning with a ‘healthy balance’ between short term and longer term strategic plans. The clinical vision can be supported by the resource*

“ ’ ’ ” ” ”

# Our Priorities 2010/15

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The BCU Health Board will embed sustainable service improvements over the coming 5 years which support the delivery of both National and Local requirements. Through our local planning processes we have identified detailed service priorities which will become the focus of CPGs and the Health Board.

The 14 high value identified by NHS Wales opportunities are also embedded in the Health Board's 5 Year Plan; these include

- Develop new settings of care and improve long-term care pathways.
- Improve quality of continuing care through health and social care integration.
- Implement cross-system patient information and informatics.
- Develop improved unscheduled care pathways.
- Stop wasteful clinical interventions.
- Improve acute care performance and decrease length of stay.
- Improve primary and community care performance.
- Improve mental health service provision.
- Manage medicines more effectively.
- Improve procurement and supply chain.
- Drive highest-value prevention campaigns.
- Streamline and refocus the centre.
- Establish service line management and patient level costing.
- Modernise the workforce.

The following tables describe key priorities and initiatives, what services should look like, key year on year changes and key deliverables based on broad financial assumptions, efficiency, workforce & estates implications. Given the high level nature of this document, there will be more detailed technical documents developed which give the context and identify the specific programmes of work for each service area. The programmes of work will link with the national programmes established in relation to these key areas.

*"We will incorporate the national programmes as part of the overall five year strategy, combining Local and National ambitions to ensure delivery of key strategic objectives."*

# Overall objectives

The key objectives for the next five years to deliver local priorities are based on initial discussions with local authorities and Community Health Councils. Through the introduction of a priority setting and decision making framework CPGs have identified their specific priorities which have underpin the organisation's 5 year plan.

We will develop fit for purpose Clinical Programme Groups

We will improve patient safety and outcomes through delivering choice, equity of provision, prevention and treatment

We will improve the Health and Well Being of citizens and promote Patient Welfare

We will pursue service re-configuration and re-design for safe, effective and sustainable services

We will support environment, estates and facilities initiatives and review transport

We will promote the use of effective Medical / Information Management and Technology

We will engage with Patients and Public to improve services

We will promote and implement Sound Governance

We will facilitate Innovation and Learning

We will support Workforce review and re-design

We will deliver Efficient Services and Reduction of Waste

We will ensure service User and Carer Involvement

We will work with Voluntary Sector Services

We will facilitate partnership Working and Local Integration

# Organisational Development and Governance

Governance: The governance and Communication team will develop and implement a resilient model of governance that addresses the core functions of the directorate and the Board's key strategic objectives; in particular, ensuring that quality and safety is not compromised whilst ensuring efficient use of resources and promoting a culture that is progressive and inclusive. Collectively, the directorate will design a new integrated governance approach for BCUHB that is agile, light touch, high organisation and grounded in accountability. By working through Clinical Programme Groups, the Team will work collectively to embed risk and governance awareness and responsibility.	Year 1	Year 2	Year 3	Year 4	Year 5
We will further develop and embed the corporate committee and advisory structures to provide assurance and accountability to the Board					
We will work with the CPGs to ensure robust governance arrangements are embedded in all structures					
We will continue to improve communication within BCUHB					
We will continue to improve communication with our partners and stakeholders					
We will continue to develop positive relationships with the media to promote the NHS in North Wales					
We will further develop good practice in Corporate Records Management across BCUHB					
We will implement and drive forward the BCUHB Welsh Language Scheme					

# Prevention & Promotion

Prevention & Promotion - Reduction in inequities in health is listed as one of the 10 Priority Areas within Our Healthy Future. Within our Local Service Plan we have chosen to view inequalities and inequities as an underpinning theme central to each area. As such, all actions are predicated on the need to ensure that all our plans related to upstream prevention and the promotion of well-being are designed and delivered with the needs of those least able or least likely to access services and support uppermost in our plans. By ensuring we meet the needs of the most vulnerable, we will, by default, meet the needs of the whole population	Year 1	Year 2	Year 3	Year 4	Year 5
We will work to reduce smoking prevalence in North Wales					
We will promote Physical Activity					
We will encourage healthy eating					
We will support the reduction in the growth in harm from alcohol and drugs					
We will work to reduce Teenage Pregnancy Rates					
We will work to reduce Childhood Accident and Injury Rates					
We will promote Falls Prevention					
We will promote Mental Well Being					
We will promote Health at work					
We will support planned increases and maintain Immunisation uptake					

# Primary & Community Care

Primary and community care services form the bedrock of services in the NHS and make an invaluable contribution to ensuring the health and well-being of the population we serve. Over recent years the strategic principle, both locally and nationally, has been to provide safe, quality services as locally as possible and to relieve the growing demand on acute hospitals. As a result the need to change service provision and delivery in the community has been agreed as a key strategic priority for the BCU.	Year 1	Year 2	Year 3	Year 4	Year 5
We will develop a locality structure with partners to support the joint planning and delivery of services in our communities					
We will develop community resource teams within each locality					
We will review Dental access across North Wales, and utilising results, review and re-tender primary dental services contracts					
We will implement the Health & Social Care Support worker role across all localities building upon the Designed for Competence project					
We will utilise existing primary care contracts to incentivise and align with new models of care					
We will develop and implement service plans for community hospitals ensuring robust engagement with local communities and staff					
We will further develop the primary care estate, embracing opportunities for bringing community services into joint facilities					

# Unscheduled Care

Unscheduled Care - further emphasis is required on aligning systems between services, organisations, across sectors (such as health and social care), and between professional groups. There is a need to develop and agree a comprehensive local vision for services which should include less emphasis on acute hospital services, with greater consideration of social services and primary care. During 2009/10 the Health Board agreed a model for hospital based unscheduled care services (emergency and Accident & Emergency services) which will be implemented from 2010/11 onwards.	Year 1	Year 2	Year 3	Year 4	Year 5
We will ensure the implementation of Consultant and GP delivered models of care – Year 1 focus on emergency medicine					
We will establish an integrated North Wales GP Out of Hours Service					
We will oversee the establishment of 'pathways of care' and facilitate integrated service models with partners including the Welsh Ambulance Services Trust and Social Services including minor injuries unit					
We will review skill mix and workforce development plans to ensure best use of nursing and other professional practitioners					
We will ensure the development of assessment facilities such as Clinical Decision Units for each district general hospital site					
We will reduce reliance on acute care beds through the redesign of community services which provide more support to prevent deterioration in health and well being and reduce avoidable admissions to hospital					
We will create a single point of access for unscheduled care services through the development of a communications hub					
We will review and ensure appropriate provision of core services at each district general hospital emergency department, and support the review of non-core services to ensure these are safely and effectively delivered within resources					
We will improve and ensure fit for purpose Accident & Emergency facilities across North Wales with co-located GP Out of Hours service, integrated with Minor Injuries services					
We will develop a whole system Unscheduled Care pathway fully embedded into the localities					

# Mental Health

Mental Health and Learning Disability Services in North Wales will develop in the context of a national political agenda, and a wider health and social care landscape. The need for clarity of core services and the need for innovation and change are the two key challenges for services for the next five years. In our uncertain world, there is a need for increased clarity of purpose and delineation of resource for core services. There are two key core services responses: acute response and longer term care. These will form the basis of our 5 year plan	Year 1	Year 2	Year 3	Year 4	Year 5
We will support modernisation of older people's services through re-provision of services from Acute to Community setting					
We will establish Crisis Resolution and Home Treatment (CRHT) and Care Planning Support (CPA) across North Wales to deliver the 2010/11 AOF target					
We will re-invest existing resources into enhanced community services, including the rationalisation of acute beds in the Centre and West					
We will ensure the effective transition of North Powys services					
We will establish an interim low secure unit					
We will introduce safe and consistent systems of working for Community MDTs across North Wales with practice improvements in key safety areas					
We will implement integrated Substance Misuse services model across North Wales					
We will review further joint working opportunities and integration of workforce to provide seamless Mental Health services across North Wales e.g. including dementia services					
We will review Continuing Care Costs and support whole system repatriation					
We will develop systems in Learning Disability and capacity at Bryn Y Neuadd, and supported Housing					
We will implement revised acute Mental Health care model across North Wales, ensuring sustainable workforce arrangements					
We will plan for & implement the Mental Health Measure including delivery of a local primary mental health support service emphasising prevention, early intervention & wider community collaboration in key areas of alcohol misuse, depression, suicide, and self harm.					
Modern and purpose built Acute facilities across North Wales					



# Long Term Conditions & Continuing Care

Long Term Conditions & Continuing Care - Reduction in the prevalence and impact of Chronic Conditions on the population of North Wales is one of the key challenges to securing sustainable health and social care services for the foreseeable future. But the multi-agency effort contained within this vision at a time of unprecedented organisational change together with massive financial challenge in all sectors, cannot be underestimated. Local implementation of the Wales Model and Framework for Chronic Conditions Management (CCM) will ensure that the significant change required can be secured for North Wales. That local implementation brings with it substantial challenges in terms of addressing some of the deep rooted cultural issues which underpin our current ways of working across the public sector as a whole, and within the NHS itself	Year 1	Year 2	Year 3	Year 4	Year 5
We will implement the Welsh Predictive Risk Service in all North Wales practices to enable early identification of patients at risk to hospital and provide early intervention to keep them well					
We will apply the self care continuum across all four levels of the Chronic Condition Management model as defined in Improving Health and Well-being in Wales: a framework for supported self-care, ensuring a systematic integration of self care support into mainstream services					
We will develop the concept of clusters of GP practices, and further the integrated delivery of services across health, social care, other local authority functions and the voluntary sector					
We will establish a consistent approach to Tele-health Assistive Technology service delivery across North Wales					
We will oversee the implementation of the Generic Care Pathway as developed nationally and the standardisation of condition specific care pathways across North Wales					
We will provide core CCM services, as defined by 'Setting the Direction' and the Primary and Community Strategic Implementation Board in each locality in North Wales and across all 4 levels of the framework					

# Acute Care

<ul style="list-style-type: none"> <li>A comprehensive review of Access requirements has been undertaken within the BCU Health Board, this has resulted in the identification of key priorities and challenges. The delivery of services within access targets; ensuring sustainability of both elective and emergency services (all specialities); the development of coherent strategies for each surgical specialty across North Wales; and the development of robust demand management processes</li> </ul>	Year 1	Year 2	Year 3	Year 4	Year 5
We will undertake specialty reviews across North Wales based upon the agreed North Wales clinical service model					
We will deliver All Wales efficiency and productivity measures					
We will implement centralisation of complex urological and gynaecological cancer surgery					
We will support the relocation of orthopaedic services from Abergele Hospital					
We will oversee the relocation of services from HM Stanley					
We will review Maternity, Paediatric and Neonatal Services					
We will develop sustainable elective service model and supporting physical infrastructure					
We will develop critical care service model and infrastructure to support the emergency and elective care model					
We will identify and repatriate services from North West England where it is clinically and financially appropriate					
We will oversee the implementation of the North Wales Renal Plan					
We will implement recommendations of the North Wales neurosciences review					
We will review and develop diagnostic infrastructure specifically pathology and radiology services					
We will review and reconfigure services at Llandudno Hospital					
We will progress the development of the three main acute hospital sites, including the refurbishment of Ysbyty Glan Clwyd, in line with the principles adopted following the North Wales Clinical Strategy and the shift to differentiated care at the acute hospital sites					

# Pharmacy and Medicines Management

Pharmacy and Medicines Management - The streamlined structure for Pharmacy and Medicines Management will have improved efficiency and removed duplication allowing integrated decision-making across primary, secondary and community care. We will be more responsive to the needs of patients and service users through partnership and user involvement in service planning and delivery	Year 1	Year 2	Year 3	Year 4	Year 5
We will ensure that robust, evidence based medication information will be accessible to those who require it at key points of the patient's journey					
We will ensure high risk medicines are managed and monitored stringently and effectively ensuring patient safety at all times, by promptly implementing national safety guidance					
Through the locality model of care we will have extended specialist pharmacist outreach services taking patient care away from the traditional acute hospital environment					
We will, through community pharmacists, actively reduce demand on secondary care services by promoting healthy lifestyles and reducing the prevalence of ill health. Service users will be empowered to make informed decisions about their medication and the management of chronic conditions					
All medicines prescribers will be competent and confident through vigorous training programmes in the acute and community care settings. The academic lead will identify innovations in medicines management and share best practice in North Wales and beyond					
Through service reviews, medication reviews, automation and a fit-for-purpose IT infrastructure, we will standardise clinical and aseptic services, ensuring equity and best value for money					

# Organisational Development

<p>:An OD and Leadership Development Programme for the Health Board will consist of a set of planned interventions that will build the organisation's ability to meet the service challenges. A successful OD programme will be built on:</p> <ul style="list-style-type: none"> <li>• Creating and communicating a shared vision and set of values</li> <li>• Building strong relationships based on trust</li> <li>• Using the skills and knowledge of staff to find solutions to problems rather than imposing solutions by senior management</li> <li>• Valuing learning as a key tool in problem solving</li> </ul>	Year 1	Year 2	Year 3	Year 4	Year 5
We will establish a leadership development framework for the health Board					
We will identify a simple coherent and accessible set of values as a first stage in building a new culture for the Health Board					
We will agree the core organisational capabilities to underpin OD intervention					
We will build levels of trust through employee engagement					
We will embed spread and sustain expertise in Improvement techniques					
We will equip leaders with the skills and knowledge to work in partnership with the workforce and to engage service users and external partners					
We will support CPGs through the development of individual OD plans around a common framework					

# Informatics

<p><i>Bringing people and services together for North Wales</i> sets out a challenging ambition for Information Management &amp; Technology services by identifying the removal of demarcation between services. It sets out what will happen to achieve best quality care with following items particularly relevant to the enabling agenda of Informatics:-</p> <ul style="list-style-type: none"> <li>• Care which is delivered in a place where individuals feel safe, well looked after, respected and satisfied with their experience. This could be in their home, a clinic, community setting or in hospital.</li> <li>• Services focused on the mental and physical well-being of individuals that promote prevention and self determination and include management of acute and longer term conditions</li> <li>• Services that work with health, local government and voluntary sector organisations to become an integral part of communities</li> <li>• Services that can support patients and carers in a setting of their choice especially for end-of- life decisions</li> </ul>	Year 1	Year 2	Year 3	Year 4	Year 5
We will integrate the electronic solutions from the national IT programme to underpin the improvements brought about by the availability of integrated clinical information					
We will oversee the procurement of single North Wales Picture Archiving & Communication System (PACs)					
We will facilitate the replacement of Telepath pathology system and implementation of Laboratory Information Management System (LIMS)					
We will develop primary care Information & Communication Technology (ICT)					
We will develop video conferencing facilities across BCU HB, NHS Wales and with England to support e.g. development of cancer MDTs					
We will further develop Telemedicine to release the benefits brought about by service delivery improvements					
We will support the technology required to implement Digital Dictation and voice recognition solutions enabling improved working processes					
We will facilitate the integration of legacy solutions e.g. Radiology Information System (RadIS), Patient Administration Systems, theatres and A&E					
Integration of hospital pharmacy systems [1] and electronic discharge [2]					

# Workforce Modernisation

<p>The BCU Health Board has already embarked on workforce change by the mapping and assessment of the current workforce, this will inform and support future moves towards creating a flexible workforce required for the future. In order for the BCU Health Board to achieve efficiency and productivity measures, eliminating waste, and delivering higher quality services, the workforce must modernise, redevelop and re-balance its workforce to support changes in front line hospitals, community and primary care services. The BCU Health Board will support workforce and service transformation, supporting cultural and behavioural change and partnership working. A commitment will be provided to ensuring effective professional and managerial leadership and staff who are appropriately trained, developed, supported and empowered to deliver new models of care.</p>	Year 1	Year 2	Year 3	Year 4	Year 5
We will reduce the number of staff in Agenda for Change bands 5 and above by 3%					
We will increase the proportion of staff in community settings by 10%					
We will ensure an affordable workforce by reviewing the staff cost profile and bandings; reviewing productivity and efficiency to reduce duplication and waste					
We will support the rebalancing the workforce through the identification of new ways of working which address skill mix review, shifting care to community settings, reviewing and introducing generic workers and extending hours of service for patient care (24/7 day working in some areas)					
We will develop a sustainable and affordable workforce which is able to maintain safe and appropriate practice and patient care through reviewing supply and demand, labour market analysis and workforce profile particularly around the ageing workforce around some professional groups. We will support further reduction in sickness absence rates					
We will ensure the effective utilisation of HR Information Systems through raising data quality, management capability and utilisation					

# Capital & Estates

The priorities for Capital and Estates work during the five year period will be to enable the implementation of the service priorities identified in this plan, to deliver the transformational change in health care which is needed to ensure achievement of the strategic vision, and to ensure that the estate in North Wales is fit for the delivery of high quality, modern, safe and effective healthcare.	Year 1	Year 2	Year 3	Year 4	Year 5
We will redevelop the estate for mental health services, including the development of intensive rehabilitation facilities within North Wales; rationalisation of acute units to provide safe and high quality services and to release resource for community services					
We will develop the facilities at Bryn-y-Neuadd to improve capacity and to enable provision of supported accommodation					
We will progress the development of the three main hospital acute sites, including the refurbishment of Ysbyty Glan Clwyd, in line with the principles adopted following the North Wales Clinical Strategy and the shift to differentiated care at the acute hospital sites					
We will develop urgent care centres within agreed localities across North Wales					
We will review opportunities for integration of service and support accommodation with our partners, including development of integrated service delivery bases and co-location of staff to develop community campuses of care					
We will review and redevelop community hospital facilities in localities, including the development of a new community facility for Rhyl and Prestatyn					
We will support the relocation of services from HM Stanley Hospital and orthopaedic services at Abergelhe Hospital					
We will support the redevelopment of facilities at Llandudno General Hospital					
We will support the work on the primary and community services delivery strategy through developing resource centres and campuses of care within the localities across North Wales					
We will provide support to a range of schemes which enable the modernisation of services, including reduction in access times to imaging services; development of a single pathology service for North Wales; development of telehealth and telemedicine facilities; and an increase in automated dispensing and near patient testing					
We will rationalise the estate for office and support services, including a move away from leasing of accommodation					
We will deliver a 25% reduction in asset base together with a corresponding reduction in carbon footprint in order to ensure a sustainable estate					

# Governance

*“the role of the Board is...to exercise strong leadership, direction and control”*

## Role of the Board & Communications –

The role of the BCUHB Board is to improve the health and well-being of the population, uphold public standards and best use of taxpayer money and to exercise strong leadership, direction and control, including:

- setting the organisation’s strategic direction
- establishing and upholding the organisation’s governance and accountability framework, including its values and standards of behaviour
- ensuring delivery of the organisation’s aims and objectives through effective challenge and scrutiny of the Health Board’s performance across all areas of responsibility

The Board functions as a corporate decision making body, Directors and Independent members being full and equal members and sharing corporate responsibility for all the decisions of the Board. The Chair is accountable to the Minister for the performance of the Board and its effective governance, upholding the values of the NHS and promoting the confidence of the staff, patients and communities in the local NHS on behalf of the Board. The Chief Executive is the Accountable Officer for the Health Board with full responsibility for the continued development and management of the Health Board.

The establishment and effective operation of Board committees within individual NHS bodies forms a key component of an organisation’s governance and assurance framework. BCUHB has established a committee structure that it determines will best meet its needs, taking account of regulatory and Welsh Assembly Government requirements. In taking forward the 5 year plan, the Board will work with the committees and review and refresh the vision and plan as the both the broad picture and the detail develop.

All Committees will report to the Board through their minutes; and in addition, to reflect their key advisory role, the Chair of the Stakeholder Reference Group and Chair of the Healthcare Professional Forum will become Associate Members of the Board.

**Risk Management** - a risk assurance framework and risk management processes will be used to ensure identified risks are minimised and managed. Actions to mitigate identified risks are included



# Quality and Improvement

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**Putting the citizen first** means focusing on need and experiences and making the organisation's purpose the delivery of a high quality and safe care. Working with citizens and learning from examples of good and indeed poor experience will improve the governance and management of services. Citizens must have confidence in the services we deliver and our actions must build this confidence. An example of this is the organisational commitment to controlling effectively hospital acquired infection.

## **Patient experience**

By ensuring that service user opinions are taken into account, BCUHB can make sure that service users are involved, listened and responded to so that they receive an experience that holistically meets their physical, spiritual and emotional needs and expectations in a manner that promotes human rights. The Health Board has developed a strategy for Improving Service User Experience. This Strategy sets out how BCUHB will listen to the experience of its patients and service users and carers and describes how we will use this information to improve our services. This will feed into the ongoing review and refresh of the vision and this plan.

## **Doing Well, Doing Better Standards for Health Services in Wales (formerly Healthcare Standards)**

A Healthcare Standards Improvement Plan (HcSIP) has been developed for the organisation. It is our intention to expand this work to include longer-term objectives covering 2010/2015. The Doing Well, Doing Better Standards will be embedded within CPGs and each CPG will develop an Improvement Plan to deliver in the standards relevant to their area of service. All reports to the Board will include an assessment of links to the Standards in relation to the specific policy or plan under discussion.

## **1000 Lives Plus**



*“the key is a  
programme of  
improved quality,  
performance,  
integration  
and  
transformation”*

# Collaboration and partnerships

*“partnership...is absolutely critical to the delivery of the Service Workforce & Financial Strategic Framework”*

## **Collaboration with local authorities and other key partners**

Our aim is to deliver higher standards through the integration of public health, primary, community, mental health and secondary care services in partnership with the university, citizens, public bodies, staff, trade unions, professional organisations and the independent and voluntary sector.

We will build upon our partnership with the universities, higher and further education establishments, to embed the benefits of teaching, learning, evaluating and ensuring a robust evidence based approach.

We will work in collaboration with our partners in local government, Public Health Wales and the broader range of partnerships to identify, agree and work towards delivery of shared outcomes for the population as a whole and for service users in relation to specific services. We will develop a shared view of the outcomes we want to achieve and will link these to the new outcome agreements which local authorities are developing with the Welsh Assembly Government. We will develop integrated services and use pooled budgets to support our work. We will measure how, collectively, we are performing against outcomes by considering the three questions – how much did we do? How well did we do it? Did it make a difference?

Key priorities in this area which are shared with our partners are that more people are supported to live independent and healthy lives in their own homes, through the development of early intervention and prevention, and more robust and co-ordinated community based services which will reduce the need for inpatient, specialist or residential care.

There are increasing opportunities with the establishment of the BCU Health Board and joint working between our six partner local authorities in North Wales to develop shared programmes of work. Four work programmes have been established by the Regional Partnership Board to focus on social services; education and lifelong learning; regeneration and environment; and corporate services.

Our collaborative approach on work at a North Wales level will support the continued development of local delivery plans, in the form of community plans; Health, Social Care and Well

# Collaboration and engagement

## Engagement with our staff

As public workers, it is important that we uphold NHS values such as honesty, integrity and professionalism. In so doing the Health Board has adopted the Welsh Assembly Government's Citizen Centred Principles to improve governance and our ability to deliver. We will engage with staff representatives through the Local Partnership Forum and also ensure staff representation on service planning and development programme groups. It is important that our staff share the organisational vision; the strategic direction was developed in consultation with staff and there will be ongoing opportunity for consultation and engagement.

## Equality

The values of fairness, justice and self-determination, set out within statutory equality duties and the principles of human rights underpin our strategic direction. Our Single Equality Scheme sets out how we will deliver this. The three strategic priorities for equality adopt a citizen centred focus: we will aim to meet the Equality Duties

- when delivering services which are efficient, effective and innovative in their design and implementation
- promoting rights and responsibilities and maintaining legal compliance
- in employment and in becoming an employer of choice

We will promote fairness, respect, equality, dignity and autonomy in the work of BCU HB. We will undertake Equality Impact Assessment when planning services, developing policy and making decisions. EqlA provides a systematic way of ensuring that legal obligations are met and is a practical means of examining new and existing policies and practices to determine what impact they may have on equality for those affected by the outcomes.

## The Welsh language

The Health Board has adopted the principle that in the conduct of public business in Wales it will treat the Welsh and English languages on a basis of equality. We recognise that members of the public can express their views and needs better in their first language, and that enabling them to use their preferred language is a matter of good practice rather than a concession - a denial of that right or an inability to provide this efficiently could place patients, service users and families at a real disadvantage. We will therefore be proactive in offering the public the right to choose which

"We will promote fairness, respect, equality, dignity and autonomy in the work of BCU HB"

# Measuring Success

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*“How much did we do? How well did we do it? Did it make a difference?”*

The BCU Health Board aims to deliver upon its strategic 5 year objectives through reducing waste, variation and delivering consistent service quality. The Board through its Committee arrangements will monitor improvements in quality, safety, efficiency and productivity financial management.

Key to success is the spread of learning across the new organisation and work is in place to support CPGs to build on targets and facilitate continuous improvement, supporting the aim of rapid dissemination of best practice and local adoption. CPGs will identify and implement best practice, and agree key milestones for improvement. It is acknowledged that the pace of change for improvement must be accelerated and CPGs will be supported to:-

- Provide analysis of scope and aid prioritisation of areas for improvement
- Agree milestones for improvement
- Monitor and report CPG progress over time against the prioritised areas for improvement
- Quantify benefits of improvements made and undertake service reviews upon request.

As part of this process, benefits must be quantified and delivered. A performance dashboard approach will be taken using key indicators of cost, efficiency and quality. This will be used in service line reporting of efficiencies and quality indicators. The increased uptake of improvement methodology as the way we do things will be cascaded down through the organisation. The Health Board understands the need to earn autonomy from WAG around performance with intelligent targets influencing skills, increased recognition, site visits and location of pilots for change, and reward mechanisms introduced where good practice is being achieved.

# Feedback on this plan

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This 5 year plan is high level and will be supported by the development of detailed technical documents as the vision and plan develop.

We welcome your feedback on the vision and plan as set out in this document and also your views on how we will take forward the initiatives identified.

Please write to:

Neil Bradshaw  
Executive Director of Planning  
Betsi Cadwaladr University Health Board  
Executives' Office  
Ysbyty Gwynedd  
Penrhosgarnedd  
Bangor LL57 2PW

*We  
welcome  
your views  
and  
comments*

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 8**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **19 OCTOBER 2010**  
**REPORT BY:**      **CHIEF EXECUTIVE**  
**SUBJECT :**         **ANNUAL PERFORMANCE REPORT 2009/10**

### **1.00 PURPOSE OF REPORT**

- 1.01 To approve the 2009/10 draft Annual Performance Report prior to endorsement by County Council.

### **2.00 BACKGROUND**

- 2.01 The Annual Performance Report (the Report) is the council's interpretation of the statutory requirement to publish an Improvement Plan as required by the Local Government (Wales) Measure (2009). It must be published by 31st October each year. The role and purpose of the Report is to account for the organisation's previous year's performance and the key risks and challenges it faces.
- 2.02 The requirements of the Improvement Plan are met firstly through the Governance/Council Planning Framework which sets out the vision, goals and ambitions for the Council. This Annual Performance Report fulfils the remaining statutory requirements.
- 2.03 The Annual Performance Report must be approved by the full Council before publication: it cannot be the sole responsibility of the Executive. A summary of the Report must also be published for general public circulation.

### **3.00 CONSIDERATIONS**

- 3.01 The Annual Performance Report for 2009/10 is based upon performance outturns for 2009/10 and progress against our strategic assessment of risks and challenges.
- 3.02 The statutory requirements as required by the Local Government (Wales) Measure 2009, are met with a focus on the key risks, performance and priorities within service areas.
- 3.03 The final Report will be available as a web-based document which will be accessed via the Council's website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as 'signposted' documents. The summary will be included within the household publication 'Your Community, Your Council.'

- 3.04 The Annual Performance Report will be presented to a Special County Council on 19 October for final endorsement. The final draft Report was sent out with the County Council agenda.

#### **4.00 RECOMMENDATIONS**

- 4.01 To approve the 2009/10 draft Annual Performance Report.

#### **5.00 FINANCIAL IMPLICATIONS**

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

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

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

#### **7.00 ENVIRONMENTAL IMPACT**

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

#### **8.00 EQUALITIES IMPACT**

- 8.01 There are no specific equalities implications within this report.

#### **9.00 PERSONNEL IMPLICATIONS**

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

#### **10.00 CONSULTATION REQUIRED**

- 10.01 Not applicable.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 Not applicable.

#### **12.00 APPENDICES**

- 12.01 None.

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

Executive Report - 2008/09 PI Outturns

Contact Officer: Karen Armstrong  
Telephone: 01352 702740  
E-Mail: karen\_armstrong@flintshire.gov.uk



## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 9**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **19 OCTOBER 2010**  
**REPORT BY:**      **CHIEF EXECUTIVE**  
**SUBJECT :**        **LOCAL GOVERNMENT DATA UNIT ANNUAL**  
                             **PERFORMANCE BULLETIN 2009/10**

### **1.00 PURPOSE OF REPORT**

- 1.01 To inform members of the annual national Performance Bulletin publication by the Local Government Data Unit and the Council's response.

### **2.00 BACKGROUND**

- 2.01 The Local Government Data Unit (Data Unit) produces an annual Performance Bulletin which analyses national performance from the Performance Measurement Framework for local authorities in Wales.
- 2.02 This is the fifth year that the Bulletin has been produced.

### **3.00 CONSIDERATIONS**

- 3.01 The Bulletin is produced and published by the Data Unit during the last week in September. It is informed by indicator information received from all authorities for the previous year and after the Wales Audit Office have undertaken an audit on the national strategic indicators ( a sub-set of the indicators).
- 3.02 The Bulletin is attached as Appendix 1.
- 3.03 The Performance Bulletin provides a national summary of the year's out-turn performance across local authorities and highlights good and poorer performance in-year in certain key service areas as well as comparing national trends in performance.
- 3.04 Looking across authorities can provide us with an understanding of how we compare nationally and where there is scope for improvement. The limitation to this is that we accept that despite guidance not all indicators are measured in exactly the same way across all 22 authorities. These variations need to be understood by the service areas at an operational level when comparing performance across authorities.
- 3.05 In considering the contents of the Bulletin the council has provided a response which provides an overview of the national performance picture and the areas where Flintshire's performance is highlighted. In addition a

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**Date: 13/10/2010**

high level summary of performance in service areas is provided. This response is attached as Appendix 2. Further detail and context is provided in the Annual Performance Report 2009/10 which is a further item on the Executive's agenda.

#### **4.00 RECOMMENDATIONS**

- 4.01 Executive to note the contents of the local Government Data Unit's Performance Bulletin and the council's response.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None implicit within this report.

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

- 6.01 None implicit within this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None implicit within this report.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None implicit within this report.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None implicit within this report.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 None required.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 Consultation has been undertaken with senior officers to inform the response.

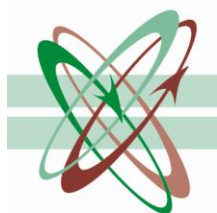
#### **12.00 APPENDICES**

- 12.01 Appendix 1: Local Government Data Unit Performance Bulletin 2009/10  
Appendix 2: Flintshire's Performance Briefing 2009/10

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

None.

Contact Officer: Karen Armstrong  
Telephone: 01352 702740  
E-Mail: karen\_armstrong@flintshire.gov.uk



## Local Government Performance 2009-10

We are pleased to present this, our fifth annual bulletin on local authority performance. Within the bulletin you will find information on a range of local authority services where we have used the data to highlight the overall level or range of performance across Wales. The full data set is available on our website.

### Overall performance

For 2009-10, 64% of comparable performance indicators show an improvement compared to 2008-09.

2009-10 also saw the gap in performance (between the best and worst performing authorities) narrow in 52% of the indicators.

### Where did local authorities improve?

<b>Service Area</b>	<b>% of indicators where performance improved</b>	<b>% of indicators where the gap was narrowed</b>
Corporate Health	67%	42%
Education	58%	37%
Social Care	62%	49%
Housing	80%	55%
Environment & Transport	80%	67%
Planning & Regulatory Services	56%	61%
Leisure & Culture	33%	67%
<b>Overall</b>	<b>64%</b>	<b>52%</b>

*Note: Performance Indicator titles have been simplified to aid understanding.*

*We have rounded the data where necessary to make comparison easier.*

Local authorities are often one of the largest employers in an area and provide a range of services for the communities they serve.

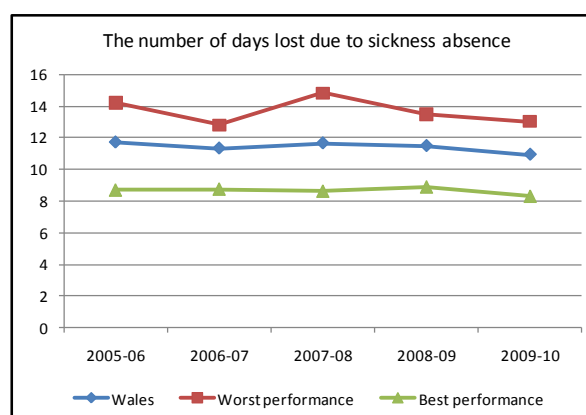
On the following pages you will find information on the performance of local authorities in some of the roles they play within their localities.

## Local government as an employer...

Local authorities in Wales employed over 160 thousand people in 2009-10. 8.4% of employees left the employment of local authorities during the year; the lowest percentage reported for the last three years.

*Note: The Isle of Anglesey and Rhondda Cynon Taf did not supply data for this indicator.*

The number of days lost to sickness absence was the lowest since 2005-06, with an average of 10.9 days lost per employee (Whole Time Equivalent).



## Local government as a business...

Local authorities in Wales collected 96.5% of the council tax due in 2009-10 and 96.7% of non-domestic rates; collecting in excess of £1,824 million and leaving around £65 million uncollected.

Local authorities in Wales paid almost 3.3 million undisputed invoices in 2009-10. They paid 89.6% of these within 30 days; the highest percentage reported since 2005-06. In 2009-10, this ranged from 71% in Monmouthshire to 98% in Bridgend.

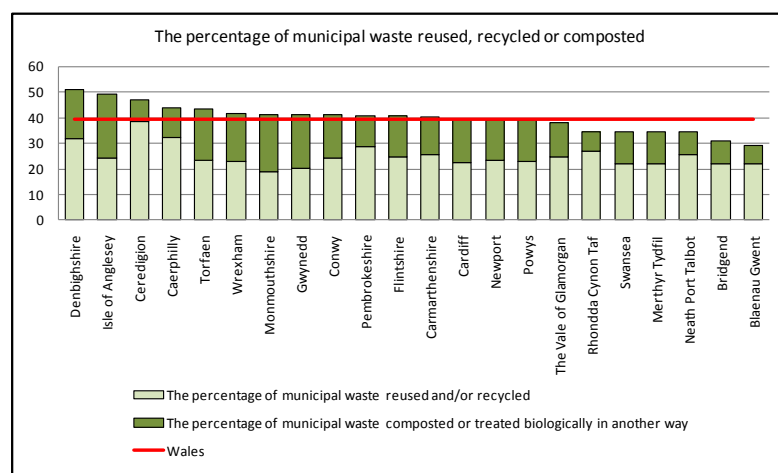
*Note: The Isle of Anglesey did not supply data for this indicator.*

## Local government caring for the environment...

Local authorities play an important role in encouraging the public to reduce the amount of waste they generate and to recycle, reuse and compost waste appropriately.

Around 1.67 million tonnes of municipal waste was collected by local authorities in Wales in 2009-10; a further decrease on the 1.72 million tonnes reported in 2008-09.

The percentage of municipal waste reused or recycled continues to rise.



In 2009-10, 24.8% was reused and/or recycled compared to 23.1% in 2008-09. Similarly, the percentage of municipal waste composted (or treated biologically in another way) rose from 12.8% in 2008-09 to 14.5% in 2009-10.

Ceredigion (38.3%) continues to reuse or recycle the highest proportion of its municipal waste; Monmouthshire (18.7%) continues to reuse or recycle the least. The Isle of Anglesey (25.0%) composts the highest proportion of its waste; Blaenau Gwent (7.3%) the least.

The amount of waste being sent to landfill continues to reduce. 55.8% of municipal waste was sent to landfill in 2009-10 compared to 60.3% in 2008-09.

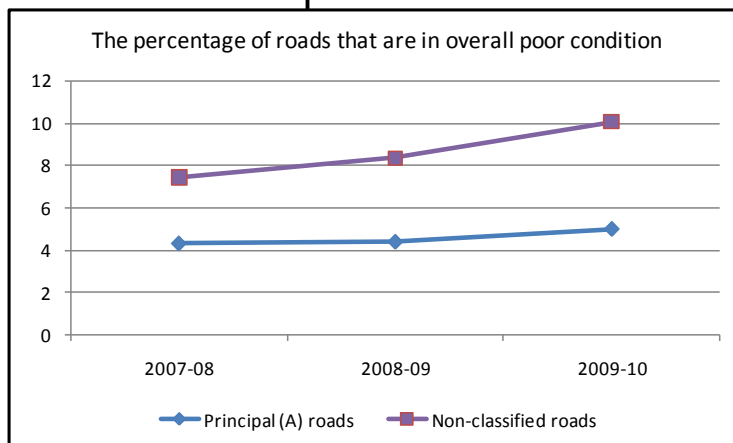
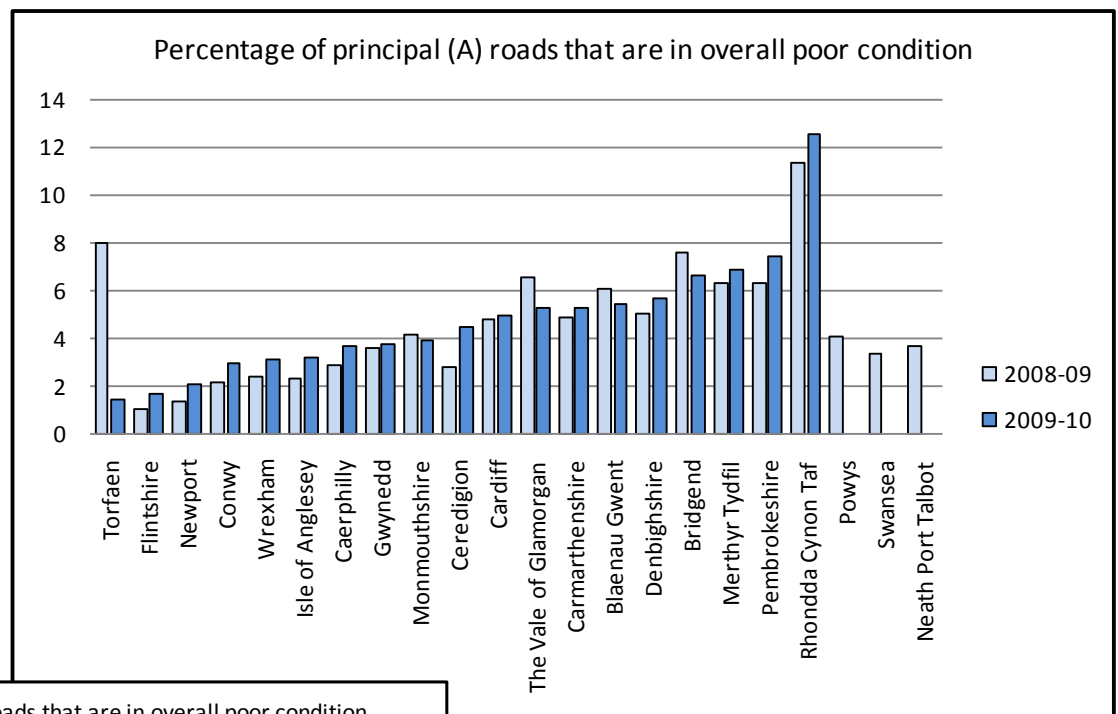
Local authorities cleared 94.3% of reported fly tipping incidents within five working days in 2009-10 compared to 93.6% in 2008-09. This ranged from 100.0% in Denbighshire, The Vale of Glamorgan, Merthyr Tydfil and Newport to 72.8% in Monmouthshire.

## Local government keeping us moving...

Local authorities maintain our roads and support the provision of transport for citizens.

*Note: Powys, Swansea and Neath Port Talbot did not supply data for principal (A) roads for 2009-10.*

In 2009-10, 5.0% of principal (A) roads were considered to be in "poor" condition compared to 4.4% in 2008-09; a continued trend since 2007-08. This ranged from 1.4% in Torfaen to 12.6% in Rhondda Cynon Taf with only Bridgend, The Vale of Glamorgan, Blaenau Gwent, Torfaen and Monmouthshire reporting improvement compared to 2008-09.



Across Wales, 10.1% of non-classified roads were considered to be in "poor" condition compared to 8.3% in 2008-09. This ranged from 4.9% in Neath Port Talbot to 13.8% in Blaenau Gwent.

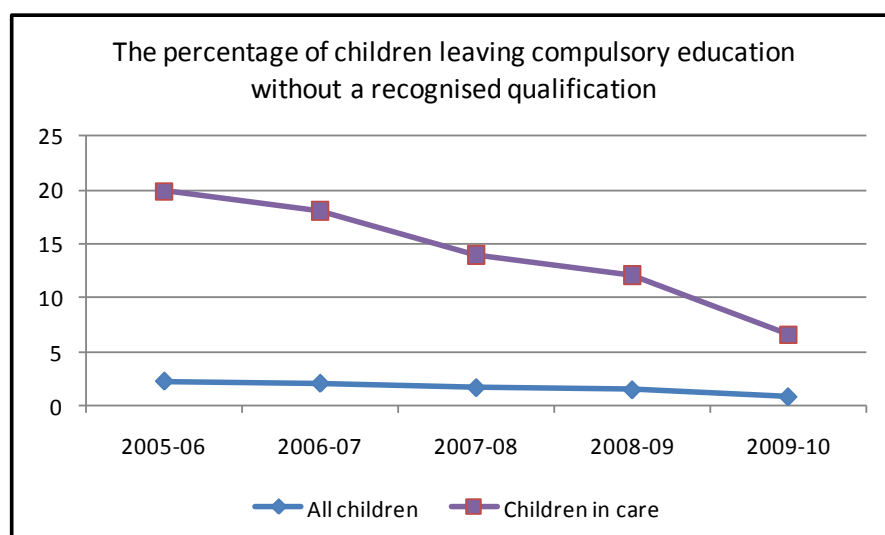
Almost 83% of adults aged 60 or over hold a concessionary bus pass. This continues the steady rise from the 75% figure reported in 2005-06. The 2009-10 figures range from 100.0% in Swansea to 57.8% in Powys which, despite a steady increase from 51.5% in 2006-07, has consistently had the lowest figure across Wales.

54.9% of public Rights of Way were easy to use by members of the public in 2009-10; the highest reported percentage since 2007-08.

## Local government providing education for our children...

Local authority maintained schools educated over 460 thousand children in 2009-10.

Attendance at both primary and secondary schools fell in 2009-10; from 93.3% to 90.9% for primary schools, and from 93.2% to 91.0% for secondary schools. For children in the care of local authorities, attendance at primary schools fell from 93.7% to 93.3%, whilst attendance at secondary schools fell from 89.6% to 88.7%.



Despite the fall in attendance, only 0.9% of children leaving compulsory education aged 15 or 16 (who did not continue in full time education, training or work based learning) did so without a recognised qualification compared to 1.5% in 2008-09; a further fall from the 1.7% reported in 2007-08. This ranged from 0.1% in Gwynedd, Wrexham and Powys to 3.7% in Blaenau Gwent. For children in the care of local authorities, the figure fell from 12.1% to 6.4% in 2009-10.

*Note: The Core Subject Indicator considers ability in English or Welsh (first language), Mathematics and Science.*

77.3% of pupils assessed at the end of Key Stage 2 achieved the Core Subject Indicator in 2009-10 compared to 75.7% in 2008-09. This ranged from 83.0% in Newport to 70.7% in Blaenau Gwent.

At Key Stage 3, 61.5% of pupils assessed achieved the Core Subject Indicator compared to 59.7% in 2008-09. This ranged from 70.9% in Monmouthshire to 49.5% in Blaenau Gwent.

*Note: Each qualification is given a score e.g. a GCSE has a points range of between 6 and 58 points depending on the grade achieved (G to A\*).*

Pupils aged 15 or 16 scored 378.6 points in 2009-10 compared to 355.1 points in 2008-09; the third successive increase since 2006-07.

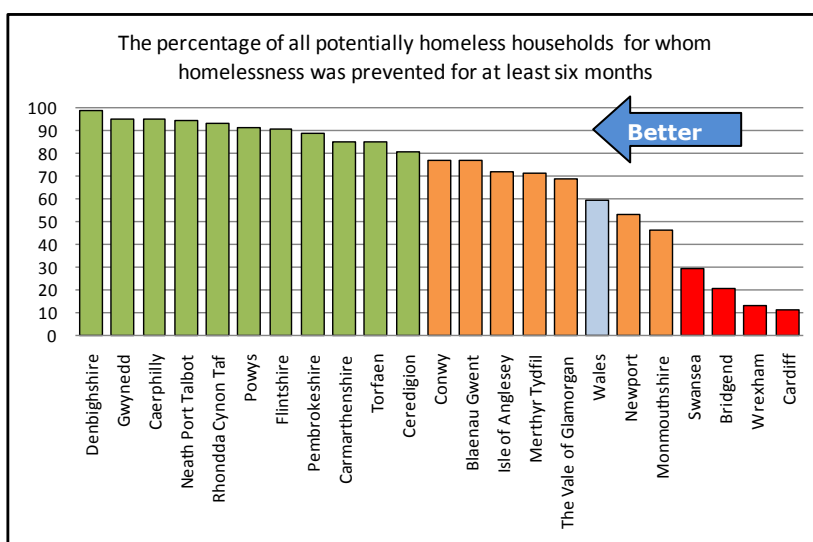
The percentage of pupils receiving a Teacher Assessment in Welsh as a first language fell at both Key Stage 2 and 3; falling from 19.6% to 19.2% for Key Stage 2 and from 16.0% to 15.9% for Key Stage 3 between 2008-09 and 2009-10.

## Local government supporting the most vulnerable in society...

Local authorities provide a wide range of services aimed at supporting the most vulnerable people in our communities. They provide social care for those who need it, accommodation for those who find themselves without a home and practical support to enable people to live independently at home.

### Support for homeless people

Local authorities across Wales handled almost 13 thousand requests for help from homeless people during 2009-10. Decisions were made on 90% of these within 33 days.



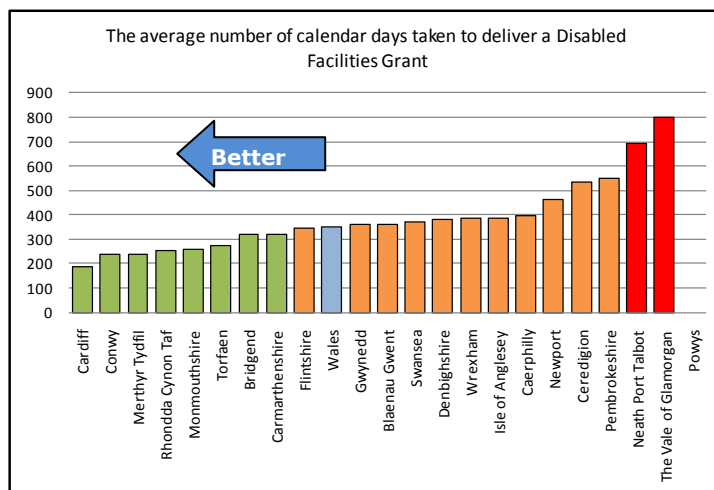
Action by the local authority prevented homelessness for at least six months for 60% of potentially homeless households in 2009-10 compared to 55% in 2008-09. This ranged from 99% in Denbighshire to 11% in Cardiff.

Homeless households spent an average of 11 days in Bed & Breakfast accommodation in 2009-10 compared to 17 days in 2008-09. During the same period, homeless households spent an average of 99 days in other forms of temporary accommodation; a drop of around 30 days compared to 2008-09.

The average number of days taken by local authorities to discharge their duty to households found to be statutorily homeless fell from 131 days in 2008-09 to 121 days in 2009-10. This ranged from 30 days in Blaenau Gwent to 300 days in the Isle of Anglesey, with the gap between the best and worst performing authorities increasing from 235 days in 2008-09 to 270 days in 2009-10.

*Note: A Disabled Facilities Grant is a local authority grant to help towards the cost of adapting a disabled person's home to enable them to continue to live there. Powys did not provide data for this indicator.*

Local authorities in Wales took an average of 349 days to deliver a Disabled Facilities Grant in 2009-10; a further improvement on the 375 days reported in 2008-09. This ranged from 189 days in Cardiff to 802 days in The Vale of Glamorgan.





*Note: Powys and Monmouthshire did not provide data relating to low cost adaptations.*

The average number of days taken to deliver low cost adaptations to private dwellings (where the Disabled Facilities Grant process is not used) fell from 69 days in 2008-09 to 57 days in 2009-10. This ranged from 10 days in Carmarthenshire to 167 days in Pembrokeshire, with the gap between the best and worst performing authorities falling from over 350 days in 2008-09 to 157 days in 2009-10.

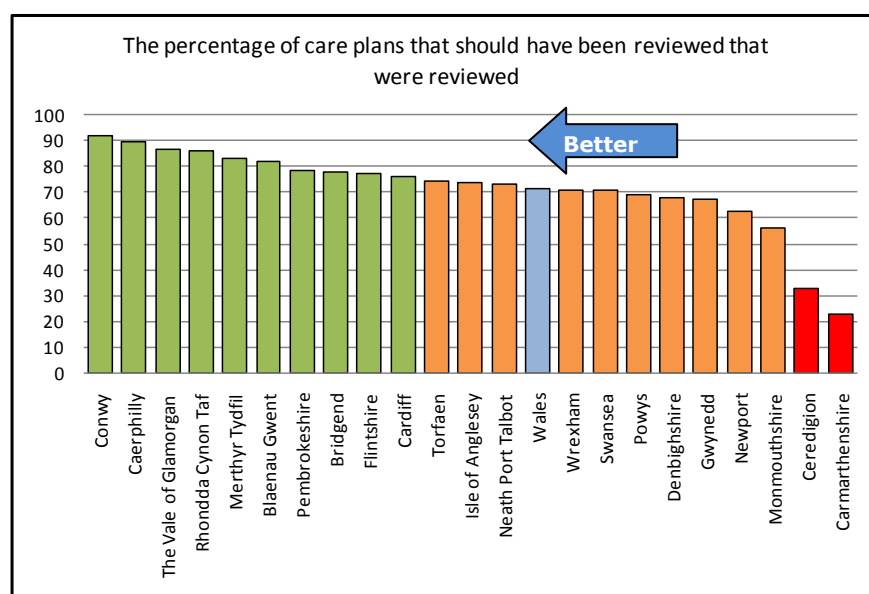
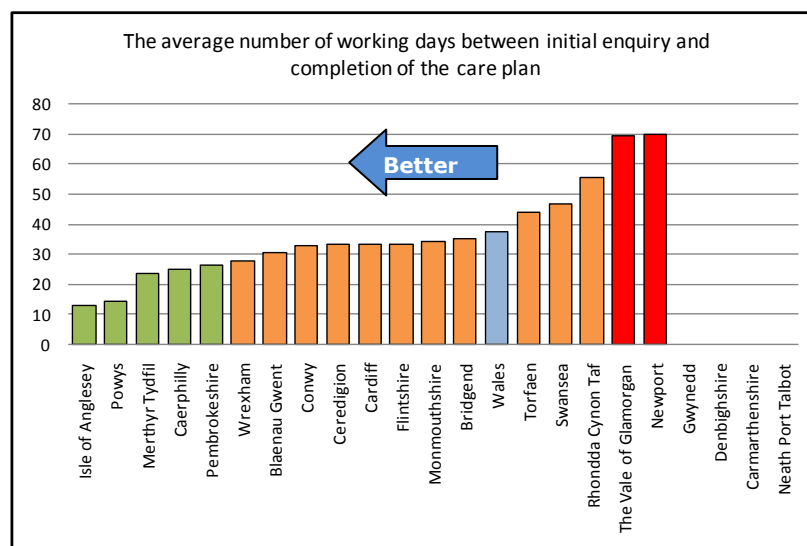
## Care for adults

Local authorities' social services provided support to almost 108 thousand adult service users across Wales in 2009-10. Just over 80 thousand of these were aged 65 or over.

Of those people supported by social services, 94% of people aged 18-64 and 84% of people aged 65+ were supported in the community. For those aged 65+, this ranged from 89.7% in Caerphilly to 77.8% in Carmarthenshire.

*Note: Gwynedd, Denbighshire, Carmarthenshire and Neath Port Talbot did not provide data relating to the number of days taken to complete the care plan.*

The average total number of days taken between initial enquiry and completion of the care plan increased from 34 days in 2008-09 to 38 days in 2009-10. This ranged from 13 days in the Isle of Anglesey to 70 days in Newport.



71.5% of care plans that should have been reviewed during the year were reviewed; an improvement on the 68.1% reported in 2008-09. This ranged from 92.1% in Conwy to 22.9% in Carmarthenshire.

*Note: Denbighshire, Carmarthenshire, Neath Port Talbot and Torfaen did not provide data relating to the number of days taken to start home care or day services.*

Where the care plan requires the provision of home care or day services, these were started in less than 29 days for 92.3% of clients. The average time taken where services did not start within 29 days was 61 days in 2009-10, compared to 67 days in 2008-09.

*Note: Denbighshire and Carmarthenshire did not provide data relating to the provision of aids and equipment.*

Local authorities took an average of 6.7 days to provide and install necessary aids and equipment; an improvement on the 7.0 days reported in 2008-09. This ranged from 3.4 days in Flintshire and Wrexham to 12.0 days in Merthyr Tydfil.

During 2009-10, local authorities received over 6,700 adult protection referrals (where concerns are raised over the safety of an adult). 81% of these resulted in an adult protection investigation. The risk to the individual was reduced for 69.4% of the completed referrals; an improvement on the 55.6% reported in 2008-09.

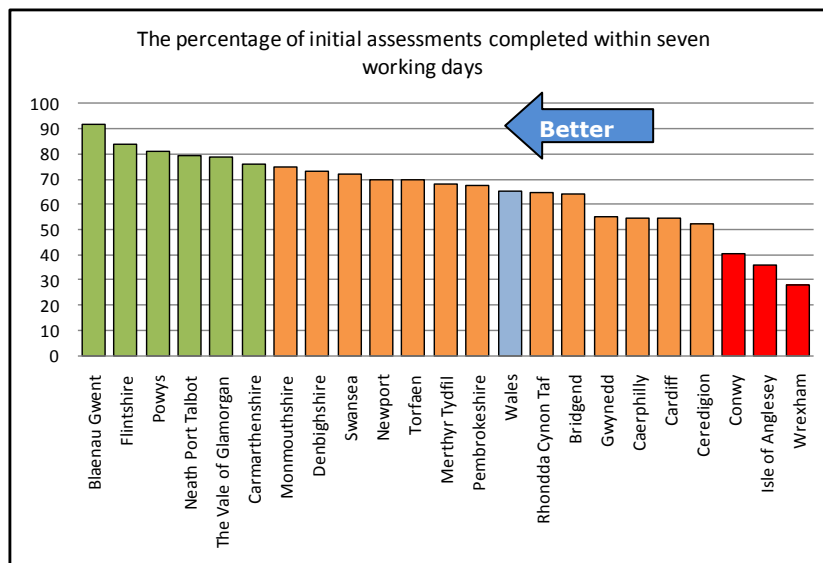
*Note: Carmarthenshire did not provide data relating to the number of carers offered an assessment.*

Around 16 thousand carers of adults were known to social services in 2009-10. 80.8% of these were offered an assessment or review of their needs (in their own right). This ranged from 100% in Gwynedd, Swansea, Neath Port Talbot, The Vale of Glamorgan, Rhondda Cynon Taf, Merthyr Tydfil, Torfaen and Newport, to 26% in Monmouthshire.

## Care for children

Local authorities' social services received over 48,500 referrals relating to children in 2009-10; an increase of more than 2,300 compared to 2008-09.

A decision was made on how to progress within one day for 95% of these; the same level as reported in 2008-09. 32% of the referrals were re-referrals within 12 months compared to 27% in 2008-09. This ranged from 2.4% in Pembrokeshire to 49.7% in Wrexham.

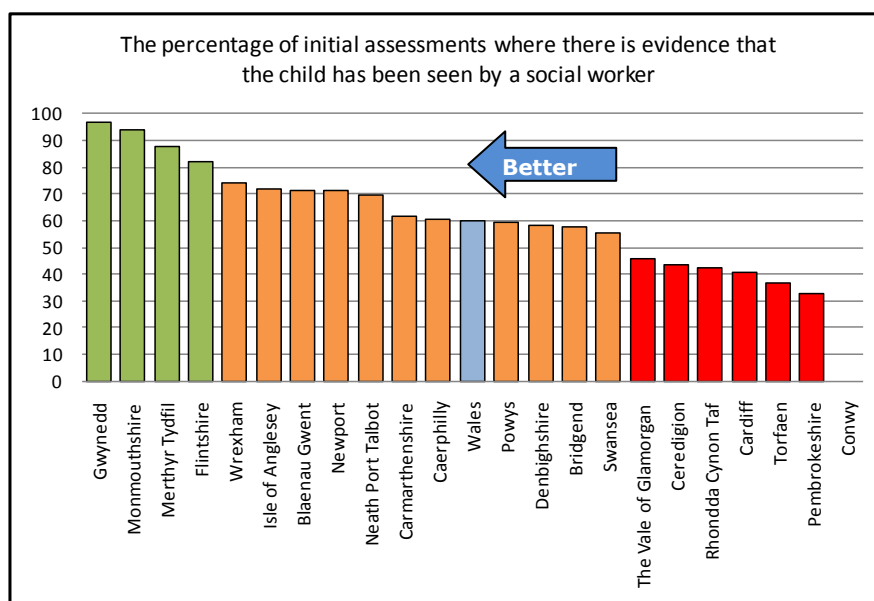


Across Wales, 65% of initial assessments were completed within seven working days. This ranged from 92.0% in Blaenau Gwent to 27.8% in Wrexham.

Where initial assessments took longer than seven working days, these were completed in an average of 25.2 days, ranging from 11.8 days in Powys to 40.2 days in Caerphilly.

*Note: Conwy did not provide data relating to this indicator.*

There was evidence that the child had been seen by a social worker in 60.0% of initial assessments; the same level as reported in 2008-09. This ranged from 97.0% in Gwynedd to 33.0% in Pembrokeshire.



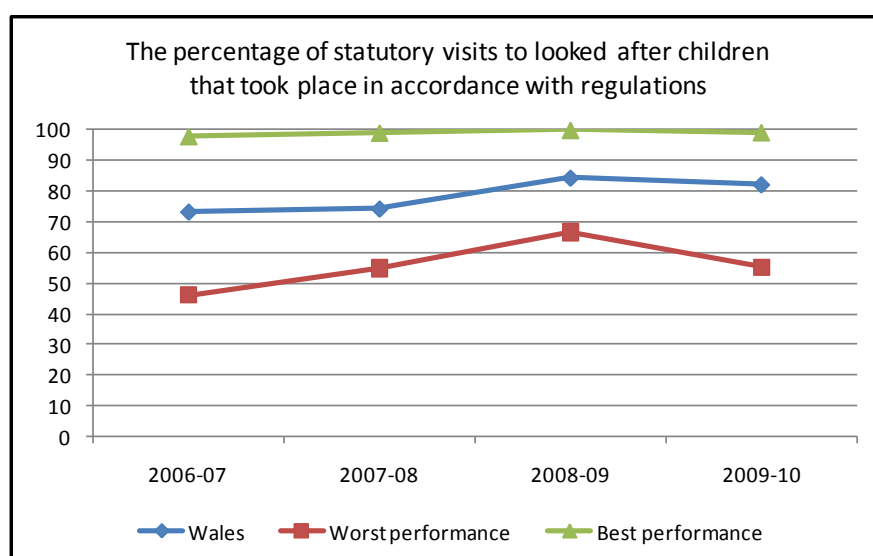
*Note: Core assessments are in-depth assessments of a child's needs and the ability of parents and care providers to meet these needs.*

63.4% of core assessments were completed within 35 working days. This ranged from 94.3% in Merthyr Tydfil to 21.2% in the Isle of Anglesey. Where core assessments took longer than 35 working days, these were completed in an average of 78.8 days. This ranged from 44.4 days in Flintshire to 146.9 days in Gwynedd.

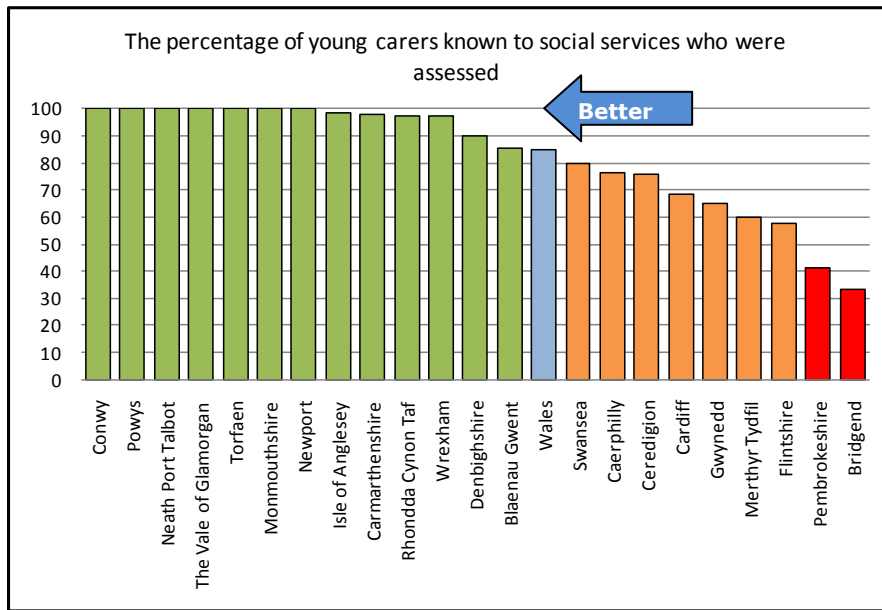
There were over five thousand children in the care of their local authorities at the end of March 2010. Over 2,200 placements were started during the year; 92.3% of these began with a care plan in place. This is an improvement on the 91.8% reported in 2008-09.

*Note: Stability is recognised as important for the wellbeing of children in care.*

13.1% of children in the care of their local authorities experienced one or more changes of school during the year, which were not due to transitional arrangements; compared to 13.5% in 2008-09. This ranged from 1.9% in Monmouthshire to 22.8% in Gwynedd. During the same period, 10.2% of children in care experienced 3 or more placements; an increase on the 9.7% reported in 2008-09. This ranged from 3.8% in The Vale of Glamorgan to 22.8% in Wrexham.



82.2% of the statutory visits due to children in care took place in 2009-10 compared to 84.4% in 2008-09. This ranged from 99.3% in Torfaen to 55.2% in Bridgend.



Children often play the role of 'carer' for other family members. 85% of young carers known to social services received an assessment of their needs; an improvement on the 75% reported in 2008-09. This ranged from 100% in Conwy, Powys, Neath Port Talbot, The Vale of Glamorgan, Torfaen, Monmouthshire and Newport to 33% in Bridgend.

*Note: Torfaen and Monmouthshire operate a shared arrangement for Youth Justice.*

86% of children and young people in the Youth Justice system who needed a substance misuse assessment saw that assessment start within five working days. This ranged from 100% in the Isle of Anglesey, Swansea, Merthyr Tydfil and Torfaen/Monmouthshire to 50% in Wrexham and Pembrokeshire.

## Local government keeping our communities safe and clean...

Local authorities ensure that the places where we live and work are clean and safe.

In 2009-10, 94.9% of highways and relevant land inspected was of a high or acceptable level of cleanliness compared to 95.2% in 2008-09 and 96.0% in 2007-08. The 2009-10 figures ranged from 99.5% in Torfaen to 85.0% in Blaenau Gwent.

Local authorities in Wales took 3.7 days on average to repair street lamp failures; the lowest reported since 2005-06. This ranged from 0.8 days in Denbighshire to 7.6 days in Powys.

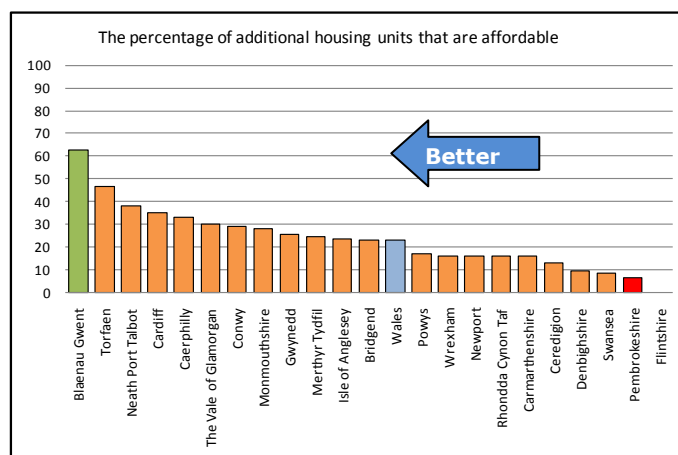
Performance in Public Protection at a Wales level was worse than in 2008-09. In 2009-10, local authorities inspected 97.5% of 'high risk' businesses that were liable to an inspection for Trading Standards compared to 99.1% in 2008-09. Five authorities reported less than 100% for this indicator; Ceredigion (98%), Rhondda Cynon Taf (97%), Flintshire (88%), Monmouthshire (77%), and Torfaen (60%).

For Food Hygiene, 96.3% of 'high risk' businesses were inspected compared to 99.3% in 2008-09. Two authorities reported less than 99% for this indicator; Gwynedd (95%) and Swansea (62%).

## Local government meeting our future housing needs...

*Note: Flintshire did not provide data relating to the provision of affordable housing.*

23% of the additional housing provided during 2009-10 by local authorities across Wales were affordable housing units; an improvement on the 14% reported in 2008-09. Whilst the overall figure for Wales improved, the gap between the best and worst performing authorities widened; ranging from 63% in Blaenau Gwent to 7% in Pembrokeshire.



*Note: Flintshire and Powys did not provide data relating to this indicator.*

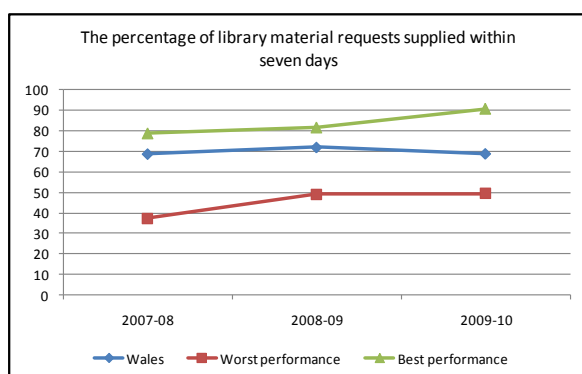
66.7% of all additional housing units developed during 2009-10 were located on previously developed land; a reduction compared to the 68.4% reported in 2008-09. This ranged from 98.0% in Cardiff to 24.2% in Monmouthshire.

## Local government providing leisure and cultural services...

Local authority libraries provide a range of facilities for the communities they serve. Whilst the number of library visits per person remained at around 6 in 2009-10, the total number of visits rose to over 17.6 million; an increase of over 1.6 million visits. This ranged from almost 10 visits per person in Cardiff to just over 3 visits per person in Blaenau Gwent.

*Note: Pembrokeshire and Carmarthenshire did not provide data relating to computer use.*

The number of publicly accessible computers across Wales rose from 9.5 to 9.8 per 10,000 people in 2009-10 although the percentage of available computer hours used fell from 43.8% to 42.0%. This ranged from 88.0% in Ceredigion to 19.3% in Merthyr Tydfil.



The percentage of requests for library material (e.g. books, audio and video materials etc.) supplied within one week fell from 72.0% in 2008-09 to 68.9% in 2009-10. This ranged from 90.8% in Neath Port Talbot to 49.4% in Carmarthenshire.

Active participation in physical activity plays an important part in keeping us healthy. Local authority sport and leisure centres attracted 25.8 million visits from people taking part in physical activities during 2009-10; an increase of around 800 thousand visits. Across Wales, this ranged from over 13 visits per person in Gwynedd to just under 5 visits per person in Neath Port Talbot.

## Contact details

If you require any further information regarding this bulletin please contact:

**Richard Palmer**

Head of Improvement

Local Government Data Unit ~ Wales

Tel: 029 2090 9500

E-mail: [enquiries@dataunitwales.gov.uk](mailto:enquiries@dataunitwales.gov.uk)

The full performance indicator data set is published on our website:

[www.dataunitwales.gov.uk](http://www.dataunitwales.gov.uk)

## Notes

One of the key functions of the Local Government Data Unit ~ Wales is to collect, process, interpret and disseminate statistical data on local government services and activities in support of local government improvement.

The indicators quoted here are part of the Performance Measurement Framework for local authorities in Wales. The indicators reflect key priorities identified by the Welsh Assembly Government and local government in Wales. They also provide service/policy area specific performance information to aid service improvement.

We have collected data for the framework from the 22 local authorities in Wales. The National Strategic Indicator data, which is a sub-set of the data collected, has been audited by the Wales Audit Office.

Wales values are based on the base data submitted by the authorities. Where authorities have not supplied their base data, their figures do not contribute to Wales values.

Where appropriate, data has been rounded for the purposes of this bulletin. The complete data set (including the base data) is available on our website.

A guidance document relating to the 2009-10 indicator set is also available on our website. This provides a detailed definition for each of the indicators along with their classification i.e. National Strategic Indicator or Core Set Indicator.

The colours (red, amber and green) used in the performance ranking charts are based on the range of PI values. Green indicates performance was at a level within the top quarter of the performance range; red indicates performance was at a level within the bottom quarter of the performance range. Amber is used where the performance level falls between these two points.

In performance range charts, blue represents the Wales PI value, green shows the PI value for the best local authority performance, and red shows the PI value for the worst local authority performance.

**FLINTSHIRE COUNTY COUNCIL  
PERFORMANCE BRIEFING 30<sup>th</sup> SEPTEMBER 2010**

**NATIONAL PICTURE**

**Some facts for 2009-10**

For 2009 -10, 64% of comparable performance indicators show an improvement compared to 2008-09.

2009 -10 also saw the gap in performance (between the best and worst performing authorities) narrow in 52% of the indicators.

**Areas where performance indicators showed a positive change:**

- ▲ The number of Local Government days lost to sickness absence was the lowest since 2005-06, with an average of 10.9 days lost per employee (Whole Time Equivalent).
- ▲ Around 1.67 million tonnes of municipal waste was collected by local authorities in Wales in 2009-10; a further decrease on the 1.72 million tonnes reported in 2008-09.
- ▲ Only 0.9% of children leaving compulsory education aged 15 or 16 (who did not continue in full time education, training or work based learning) did so without a recognised qualification compared to 1.5% in 2008-09; a further fall from the 1.7% reported in 2007-08.
- ▲ Pupils aged 15 or 16 scored 378.6 points in 2009-10 compared to 355.1 points in 2008-09; the third successive increase since 2006-07.
- ▲ Local authorities in Wales took an average of 349 days to deliver a Disabled Facilities Grant in 2009-10; a further improvement on the 375 days reported in 2008-09.
- ▲ Local authorities took an average of 6.7 days to provide and install necessary aids and equipment; an improvement on the 7.0 days reported in 2008-09.
- ▲ Of those people supported by social services, 94% of people aged 18-64 and 84% of people aged 65+ were supported in the community.
- ▲ 13.1% of children in the care of their local authorities experienced one or more changes of school during the year, which were not due to transitional arrangements; compared to 13.5% in 2008-09.
- ▲ Local authorities in Wales took 3.7 days on average to repair street lamp failures; the lowest reported since 2005-06.
- ▲ Local authority sport and leisure centres attracted 25.8 million visits from people taking part in physical activities during 2009-10; an increase of around 800 thousand visits.

**Areas where performance indicators showed a negative change:**

- ▼ In 2009-10, 5.0% of principal (A) roads were considered to be in “poor” condition compared to 4.4% in 2008-09; a continued trend since 2007-08.
- ▼ Attendance at both primary and secondary schools fell in 2009-10; from 93.3% to 90.9% for primary schools, and from 93.2% to 91.0% for secondary schools.
- ▼ The average total number of days taken between initial enquiry and completion of the care plan (Adults) increased from 34 days in 2008-09 to 38 days in 2009-10.
- ▼ 82.2% of the statutory visits due to children in care took place in 2009-10 compared to 84.4% in 2008-09.



- ▼ In 2009-10, 94.9% of highways and relevant land inspected was of a high or acceptable level of cleanliness compared to 95.2% in 2008-09 and 96.0% in 2007-08.
- ▼ For Food Hygiene, 96.3% of “high risk” businesses were inspected compared to 99.3% in 2008-09.

## **FLINTSHIRE’S PICTURE**

**The National Bulletin highlights Flintshire’s performance under the following headings:**

### **Good Performance**

#### **Social Care for Adults – Aids and Equipment**

Welsh local authorities took an average of 6.7 days to provide and install necessary aids and equipment; an improvement on the 7.0 days reported in 2008-09. This ranged from 3.4 days in Flintshire and Wrexham to 12.0 days in Merthyr Tydfil.

Work is ongoing with Wrexham management information staff to ensure that the same methodology is used to calculate this PI by both councils, as part of the joint stores arrangement. In the final quarter of 2009/10 North East Wales Community Equipment Stores moved to Hawarden, which affected activity.

#### **Social Care for Children - Assessments**

Across Wales, 65% of initial assessments were completed within seven working days.

Flintshire’s performance of 84.1% was due to increased scrutiny of individual by social work team managers and senior practitioners. Actions for the forthcoming year are: to continue with monthly performance meetings to identify problems with closing assessments and to implement a more robust system for closing down low level child in need assessments when families are not engaging.

### **Poor Performance**

#### **Social Care for Children – Young Carers**

In Wales 85% of young carers known to social services received an assessment of their needs; an improvement on the 75% reported in 2008-09.

Flintshire’s performance was 57.89%. Children who have a caring role but who do not wish to receive assessments or services from Social Services can be signposted directly to Barnardo’s. In the year, seven young carers were referred to Barnardo’s without a prior Social Services assessment. However, we are keen that all children with a caring role should be offered a Social Services Young Carer’s Assessment, and are developing a local performance indicator which will capture this information more effectively than the national indicator.

#### **Public Protection – Trading Standards**

Performance in Public Protection at a Wales level was worse than in 2008-09. In 2009-10, local authorities inspected 97.5% of „high risk” businesses that were liable to an inspection for Trading Standards compared to 99.1% in 2008-09. Five authorities reported less than 100% for this indicator; Ceredigion (98%), Rhondda Cynon Taf (97%), Flintshire (88%), Monmouthshire (77%), and Torfaen (60%).

The service in 2009/10 faced significant demands resulting from the investigation of a number of highly complex and challenging animal health cases. This resulted in the diversion of resources from inspection to investigation to bring these cases before the criminal courts. There are 87 premises which are designated as 'high risk' and the service inspected 77. The completion of the



inspection programme for 2010/11 is a key priority and the 100% target will be achieved. This target will include the 10 that were not inspected in 2009/10.

It should be noted that in order to measure performance data from 2008/09 against 2009/10 only those indicators where data is held for both years could be incorporated. This reduces the number of indicators available for this analysis to 187 indicators out of a possible 214.

### **Other areas where Flintshire is performing well include:**

#### **Within Wales we are in the top 3 authorities for the following .....**

##### **Education**

- Percentage of pupil attendance in secondary schools (1<sup>st</sup>, same as 2008/09)
- Percentage of pupils in local authority care who leave compulsory education, training or work based learning without an approved qualification (1<sup>st</sup>)
- Number of permanent exclusions during the academic year per 1,000 pupils from primary schools (1<sup>st</sup>)
- Percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment (2<sup>nd</sup>)
- Percentage of final statements of special educational need issued within 26 weeks including exceptions (3<sup>rd</sup>)

It should be noted that for many of the education performance indicators there is only a small cohort and the difference one pupil can make to the performance indicator value can therefore be significant.

Trend analysis shows that sixteen indicators have improved, eleven significantly. Twelve indicators showed a downturn. Performance against targets showed that seventeen indicators met or exceeded target, six significantly, whilst twelve missed, four significantly so.

Flintshire has classified ten indicators as improvement targets for education, three of which are also in our Improvement Agreement with the Welsh Assembly Government. Of these, seven showed improvement and exceeded target, six significantly so. Six could be compared with the other authorities in Wales, and of these four performed better than the Welsh average.

##### **Planning**

- The percentage of all other planning applications determined during the year within 8 weeks (1<sup>st</sup>, was 3<sup>rd</sup> for 2008/09)

Planning achieved the same or improved performance in nine indicators. Three performance indicators have been categorised as improvement targets; one performed significantly better than in 2008/09 and exceeded target. Target analysis shows that we met or exceeded target in eight of indicators, but significantly missed target in five indicators.

##### **Public Protection**

- The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene and Animal Health (1<sup>st</sup> for both, as in 2008/09)

Six indicators stayed the same or improved on the previous year and met target. Performance downturned and targets missed for eight indicators, two significantly so.

When comparing Flintshire's performance with that achieved nationally we were ranked 1<sup>st</sup> for two indicators for the second year running:

- Percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene (100%)
- Percentage of high risk businesses that were liable to a programmed inspection that were inspected for Animal Health (100%)

## Transport, Highways & Environment

- Condition of non-principal/ classified roads (2<sup>nd</sup>, ranked 1<sup>st</sup> for 2008/09)
- Condition of principal (A) roads (2<sup>nd</sup>, ranked 1<sup>st</sup> for 2008/09)

Four transport and highways indicators improved and met target. Seven indicators downturned and missed target, two significantly so than the previous year.

We have demonstrated significant improvement in four indicators:

The percentage of total length of rights of way which are easy to use (66.68%, ranking 8<sup>th</sup> in Wales)

The average number of calendar days taken to repair street lamp failures (2.03 calendar days, ranking 5<sup>th</sup> in Wales)

The percentage of reported fly tipping incidents which lead to enforcement activity (43.02%, ranking 6<sup>th</sup> in Wales)

## Social Services for Adults

- Average number of working days taken from completion of the care plan to provision and / or installation of aids / equipment (1<sup>st</sup>, as in 2008/09)
- For those services not started in less than 29 days, the average number of calendar days from completion of the care plan or review, to starting to provide home care or day services for clients aged 65+ (3<sup>rd</sup>, ranked 1<sup>st</sup> for 2008/09)

Analysis of the data against trend shows that eleven indicators improved, four significantly. Eight indicators downturned, one significantly so. Eight indicators exceeded target, one significantly so; whilst ten missed target, one significantly so.

One indicators showed significant improvement on the previous year and significantly exceeded target:

- The rate of people with mental health illness aged 18-64 who are supported in the community during the year per 1000 population

## Social Services for Children

- The percentage of open cases of children on the Child Protection Register who have an allocated social worker (1<sup>st</sup>, as in 2008/09)
- Percentage of open cases of children on the Child Protection Register who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan (1<sup>st</sup>, as in 2008/09)
- Percentage of children looked after who were permanently excluded from school in the year 1 April – 31 March (1<sup>st</sup>)
- The percentage of children looked after who had a fully completed and updated Assessment and Progress Record at their third review (1<sup>st</sup>, was 2<sup>nd</sup> in 2008/09)
- The percentage of eligible, relevant and former relevant children that have been allocated a personal advisor (1<sup>st</sup>, as in 2008/09)
- Percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19 (2<sup>nd</sup>)
- Percentage of referrals that are re-referrals within 12 months (2<sup>nd</sup>)
- Percentage of initial assessments completed within 7 working days
- Percentage of initial assessments that took place during the year where there is evidence that the child has been seen alone by the Social Worker (3<sup>rd</sup>)
- Percentage of required core assessments completed within 35 working days (3<sup>rd</sup>, was ranked 1<sup>st</sup> in 2008/09)
- Percentage of children and young people with an identified need for treatment or other intervention who receive that within 10 working days of assessment (Youth Justice) (3<sup>rd</sup>)

Trend analysis showed that nineteen indicators improved and fourteen downturned. Whilst twenty indicators exceeded or met target, eighteen missed target, five significantly.

Two indicators showed significant improvement on the previous year and significantly exceeded target:

- The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19
- The percentage of referrals that are re-referrals within 12 months

## Housing, Homelessness & Supporting People

- Percentage of homeless presentations decided within 33 working days (2<sup>nd</sup>)

Trend analysis shows nineteen indicators have improved, ten significantly so. Ten showed a downturn, three significantly so.

Targets were exceeded in fifteen indicators, nine significantly; however we missed target for eight indicators, five of which were significantly missed. In respect of those indicators which missed target this figure has reduced from 51% to 35% for 2009/10.

Of the Housing, Homelessness and Supporting People indicators, eleven are classified as improvement targets, eight of which are included within the Improvement Agreement. Where analysis could be undertaken four showed improvement, three significantly so, especially in relation to the processing of Disabled Facilities Grants (DFG). Four improvement targets met or exceeded target.

## Waste & Energy Management

- Percentage of municipal waste used to recover heat and power (5<sup>th</sup>)
- Percentage reduction in carbon dioxide emissions in the non domestic public building stock (5<sup>th</sup>)

Trend analysis of these indicators shows that we have improved performance on last year for seven indicators, three significantly so. Two performed worse, one significantly so. Target analysis shows that we have met or exceeded five of the targets set, significantly so in three. Four missed target, two significantly so.

Those indicators which showed significant improvement and significantly exceeded target are:

- Percentage reduction in carbon dioxide emissions in the housing stock (4.47%, this indicator has not been reported nationally for 2009/10)
- Percentage reduction in energy use in the housing stock (6.29%, this indicator has not been reported nationally for 2009/10)

## Public Protection

Trend analysis shows that we stayed the same or improved on the previous years performance and met or exceeded targets for six indicators. Our performance downturned and missed target for eight indicators.

When comparing Flintshire's performance with that achieved nationally we were ranked 1<sup>st</sup> for two indicators for the second year running:

- Percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene (100%)
- Percentage of high risk businesses that were liable to a programmed inspection that were inspected for Animal Health (100%)

Flintshire was unable to submit figures for the following performance indicators:

- The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.
- The number of additional housing units provided during the year on previously developed land as a percentage of all additional housing units provided during the year.

The sources used for the data during 2009/10 proved to be incomplete, thus portraying a false figure. An alternative source of data through WAG returns is now being explored to ensure that we have an annual figure which we can use on a local basis to ensure we are able to undertake trend and comparative analysis to assist improvement going forward.

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

**REPORT TO:** **EXECUTIVE**  
**DATE :** **19 OCTOBER 2010**  
**REPORT BY:** **HEAD OF FINANCE**  
**SUBJECT :** **CAPITAL PROGRAMME 2010/11 (MONTH 4)**

### **1.00 PURPOSE OF REPORT**

1.01 To provide Members with the latest capital programme information for 2010/11.

### **2.00 BACKGROUND**

2.01 The Council approved a Housing Revenue Account capital programme for 2010/11 of £7.871m at its meeting of 17th February 2010, and a Council Fund capital programme of £19.471m at its meeting of 2nd March 2010.

### **3.00 CONSIDERATIONS**

#### **3.01 Programme - Movements**

3.01.1 The table below sets out how the programme has changed during 2010/11.

	<b>Council Fund</b>	<b>Housing Revenue Account (HRA)</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Council 17.02.10. (HRA) and 02.03.10. (Council Fund)</b>			
Original Capital Programme	19.471	7.871	27.342
<b>Council 27.04.10.</b>			
As Previously Reported	19.471	7.871	27.342
Additional Approval	0	0.226	0.226
	<b>19.471</b>	<b>8.097</b>	<b>27.568</b>
<b>Latest Monitoring</b>			
As Previously Reported	19.471	8.097	27.568
Rollover (Slippage) from 2009/10	7.326	2.372	9.698
Change this Period	0.431	0.000	0.431
	<b>27.228</b>	<b>10.469</b>	<b>37.697</b>
Contractually Uncommitted	0	0	0
Identified Savings	0	0	0
<b>Revised Programme</b>	<b>27.228</b>	<b>10.469</b>	<b>37.697</b>

Date: 13/10/2010

3.01.2 From the table it can be seen that the original programme total of £27.342m has increased to £37.697m; this net increase of £10.355m arises by way of -

<b>Council Fund</b>	£m
Rollover (slippage) from 2009/10, as detailed in the report to Executive 10th August 2010 (subject: Capital Programme 2009/10 [Outturn])	7.326
Net increased schemes	0.431
	<u>7.757</u>

<b>Housing Revenue Account</b>	£m
Additional approval – County Council 27th April 2010	0.226
Rollover (slippage) from 2009/10, as detailed in the report to Executive 10th August 2010 (subject: Capital Programme 2009/10 [Outturn])	2.372
	<u>2.598</u>

3.01.3 Detailed cumulative information relating to each programme area is provided in Appendix A, and summarised below -

<b>REVISED PROGRAMME</b>	<b>Original Budget</b>	<b>Rollover (from 2009/10)</b>	<b>Movements</b>	<b>Contractually Uncomm'd</b>	<b>Rollover (to 2011/12)</b>	<b>Savings</b>	<b>Revised Budget</b>
	£m	£m	£m	£m	£m	£m	£m
Corporate Services	0.450	0.391	(0.020)	0	0	0	0.821
Clwyd Theatr Cymru	0.000	0.003	0.030	0	0	0	0.033
Community Services	4.162	1.459	0.000	0	0	0	5.621
Environment	9.335	1.782	0.403	0	0	0	11.520
Lifelong Learning	5.524	3.691	0.018	0	0	0	9.233
<b>Council Fund Total</b>	<b>19.471</b>	<b>7.326</b>	<b>0.431</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27.228</b>
<b>Housing Revenue Account</b>	<b>7.871</b>	<b>2.372</b>	<b>0.226</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10.469</b>
<b>Programme Total</b>	<b>27.342</b>	<b>9.698</b>	<b>0.657</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37.697</b>

3.01.4 The capital receipts position continues to be closely monitored in the light of the economic downturn; as at the end of month 4, it is anticipated that the full value of budgeted 2010/11 capital receipts will be received.

3.01.5 Work continues in 'stage profiling' all programme schemes i.e. assessing at what stage each scheme is at in terms of readiness for letting contracts and commencing works. This information together with the 'time profiling' of all anticipated funding resources, feeds related discussion at meetings of the Corporate Asset Management Group (CAMG), and assists the capital monitoring/management and reporting processes.

### 3.02 Movements During This Period

3.02.1 **Corporate Services** - The programme decrease of £0.020m (net) takes account of -

	£m
Information Technology – Introduction of the balance of CERA* funding in respect of the new electronic time recording system at County Hall, the installation of which was referred to in the month 6 2009/10 capital monitoring report to Executive 8th December 2009	0.002
Corporate Finance – Movement of budget to relevant programme areas for Health and Safety related works	(0.022)
	<u>(0.020)</u>

\*CERA = Capital Expenditure funded from Revenue Account

**Clwyd Theatr Cymru** - The programme increase (0.030m) reflects the provision of a minor works budget, with funding to be provided from 2010/11 general funding (as agreed at the Corporate Asset Management Group meeting of 12th May 2010).

3.02.2 **Community Services** - The programme is unchanged during the period, at £4.162m (£5.621m including rollover).

3.02.3 **Environment** - The programme increase of £0.403m (net) takes account of -

General Environmental Enhancement – Reduced Home Office Crime Reduction and Antisocial Behaviour grant (£0.022m), and the transfer of £0.007m from the Corporate Services Health and Safety provision (see 3.02.1 above)	£m (0.015)
Highways – Inclusion of Welsh Assembly Government (WAG) Local Road Maintenance Grant	0.226
Ranger Services - Transfer of £0.015m from the Corporate Services Health and Safety provision (see 3.02.1 above) for mineshaft capping works at Carmel woods	0.015
Transportation – Introduction of WAG Taith Smartcards grant funding	0.177
	<hr/> 0.403 <hr/>

**3.02.4 Lifelong Learning** - The programme increase of £0.018m reflects -

Secondary Schools – The acquisition of a vehicle funded through prudential borrowing in place of leasing for which revenue cover exists; on this occasion operating leasing funding was inappropriate for the required purpose	£m 0.018
	<hr/> 0.018 <hr/>

**3.02.5 Housing Revenue Account (HRA)** - The programme remains unchanged at £10.469m, being the aggregate of original budget total of £7.871m, the additional approval of £0.226m (County Council 27th April 2010), and the rollover of total £2.372m.

**3.03 Contractually Uncommitted (Generally Financed) Budgets**

**3.03.1** At this early point in the year, no programme budgets have been identified as likely to remain contractually uncommitted, but work continues in this respect (as referred to in Section 3.01.5 above).

**3.04 Identified Savings**

**3.04.1** There are no identified savings to report during the period. CAMG will be kept updated in respect of all savings that do emerge, for the purpose of funding further priorities.

**3.05 Financing**

3.05.1 The capital programme is financed as summarised below.

FINANCING RESOURCES			
	General Financing	Specific Financing	
	Supported Borrowing / General Capital Grant / Capital Receipts	Grants & Contributions / CERA /Reserves/ Prudential Borrowing	Total Financing
	£m	£m	£m
<b>Latest Monitoring</b>			
Council Fund	19.022	8.206	27.228
Housing Revenue Account	2.220	8.249	10.469
	<b>21.242</b>	<b>16.455</b>	<b>37.697</b>
<b>Contractually Uncommitted</b>			
Council Fund			
Housing Revenue Account			
	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Rephasing</b>			
Council Fund			
Housing Revenue Account			
	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Total Financing Resources</b>	<b>21.242</b>	<b>16.455</b>	<b>37.697</b>

3.05.2 That element of the Council Fund total financed from general (non-specific) financing resources - unhypothecated supported borrowing, general capital grant and capital receipts (£19.022m) - relies on total Council Fund capital receipts of £4.097m. The capital receipts position continues to be closely monitored as part of the overall management of the capital programme.

### 3.06 Capital Expenditure

3.06.1 Recorded capital expenditure across the whole programme stands at just £3.409m at month 4 (as detailed in the table below), which is less than 10% of the revised budget total.



<b>EXPENDITURE</b>	<b>Revised Budget</b>	<b>Cumulative Expenditure Month 4</b>	<b>Spends (%)</b>
	<b>£m</b>	<b>£m</b>	<b>%</b>
Corporate Services	0.821	0.005	0.61
Clwyd Theatr Cymru	0.033	0.001	3.03
Community Services	5.621	0.605	10.76
Environment	11.520	0.792	6.88
Lifelong Learning	9.233	0.867	9.39
<b>Council Fund Total</b>	<b>27.228</b>	<b>2.270</b>	
<b>Housing Revenue Account</b>	<b>10.469</b>	<b>1.139</b>	<b>10.88</b>
<b>Programme Total</b>	<b>37.697</b>	<b>3.409</b>	<b>9.04</b>

#### **4.00 RECOMMENDATIONS**

4.01 The Executive is requested to note and approve the report.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 As set out in sections 2 and 3 of the report.

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

6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 Many of the schemes in the programme are designed to improve the environment, infrastructure and assets of the Authority.

#### **8.00 EQUALITIES IMPACT**

8.01 None.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 None.

#### **10.00 CONSULTATION REQUIRED**

10.01 None.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 None.

## **12.00 APPENDICES**

12.01 Appendix A : Capital Programme - Movements

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

Capital Programme Monitoring Papers 2010/11

Contact Officer: Ian LI Jones  
Telephone: 01352 702207  
E-Mail: [ian\\_li\\_jones@flintshire.gov.uk](mailto:ian_li_jones@flintshire.gov.uk)

**CAPITAL PROGRAMME - MOVEMENTS****Council Fund :****Corporate Services**

Information Technology

Corporate Finance

**Theatre**

Clwyd Theatr Cymru

**Community Services**

Childrens' Services

General

Learning Disability

Physical &amp; Sensory Disability

Depot (Housing)

Private Sector Renewal &amp; Improvement

Travellers' Sites

Original Budget	Rollover from 2009/10	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2011/12	Savings	Revised Budget	Projected Outturn
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
0.350	0.290	0	0.002	0.642	0	0	0	0.642	0.642
0.100	0.101	0	(0.022)	0.179	0	0	0	0.179	0.179
<b>0.450</b>	<b>0.391</b>	<b>0.000</b>	<b>(0.020)</b>	<b>0.821</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.821</b>	<b>0.821</b>
0.000	0.003	0	0.030	0.033	0	0	0	0.033	0.033
<b>0.000</b>	<b>0.003</b>	<b>0.000</b>	<b>0.030</b>	<b>0.033</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.033</b>	<b>0.033</b>
0	0	0	0	0	0	0	0	0.000	0.000
0.050	0.025	0	0	0.075	0	0	0	0.075	0.075
0	0.027	0	0	0.027	0	0	0	0.027	0.027
0	0.043	0	0	0.043	0	0	0	0.043	0.043
0	0.685	0	0	0.685	0	0	0	0.685	0.685
3.912	0.679	0	0	4.591	0	0	0	4.591	4.591
0.200	0	0	0	0.200	0	0	0	0.200	0.200
<b>4.162</b>	<b>1.459</b>	<b>0.000</b>	<b>0.000</b>	<b>5.621</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>5.621</b>	<b>5.621</b>

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

APPENDIX A (Cont'd .)

**CAPITAL PROGRAMME - MOVEMENTS**

	Original Budget	Rollover from 2009/10	Adjust- ments (Previous)	Adjust- ments (Current)	Revised Budget	Contrac- tually Uncomm'd	Rollover to 2011/12	Savings	Revised Budget	Projected Outturn
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Environment</b>										
Administrative Buildings	1.130	0.318	0	0	1.448	0	0	0	1.448	1.448
Agricultural Estates	0.043	0.150	0	0	0.193	0	0	0	0.193	0.193
Cemeteries	0	0.090	0	0	0.090	0	0	0	0.090	0.090
Industrial Units	0	0.039	0	0	0.039	0	0	0	0.039	0.039
Public Conveniences	0	0.110	0	0	0.110	0	0	0	0.110	0.110
Sustainable Waste Management	0	0.067	0	0	0.067	0	0	0	0.067	0.067
Engineering	0.275	0.246	0	0	0.521	0	0	0	0.521	0.521
General Environmental Enhancement	0.143	0.024	0	(0.015)	0.152	0	0	0	0.152	0.152
Highways	3.848	0.383	0	0.226	4.457	0	0	0	4.457	4.457
Planning Grant Schemes	0	0	0	0	0.000	0	0	0	0.000	0.000
Ranger Services	0	0	0	0.015	0.015	0	0	0	0.015	0.015
Regeneration	0.496	0.355	0	0	0.851	0	0	0	0.851	0.851
Transportation	3.400	0	0	0.177	3.577	0	0	0	3.577	3.577
	<b>9.335</b>	<b>1.782</b>	<b>0.000</b>	<b>0.403</b>	<b>11.520</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>11.520</b>	<b>11.520</b>

**CAPITAL PROGRAMME - MOVEMENTS**

	Original Budget	Rollover from 2009/10	Adjust- ments (Previous)	Adjust- ments (Current)	Revised Budget	Contrac- tually Uncomm'd	Rollover to 2011/12	Savings	Revised Budget	Projected Outturn
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Lifelong Learning</b>										
Leisure Centres	0	0.012	0	0	0.012	0	0	0	0.012	0.012
Swimming Pools	0	0.044	0	0	0.044	0	0	0	0.044	0.044
Learning Pathways 14-19 Network	0	0.003	0	0	0.003	0	0	0	0.003	0.003
Recreation Grounds	0	0.013	0	0	0.013	0	0	0	0.013	0.013
Play Areas	0	0.152	0	0	0.152	0	0	0	0.152	0.152
Libraries	0	0.027	0	0	0.027	0	0	0	0.027	0.027
Education - General	4.600	0.259	0	0	4.859	0	0	0	4.859	4.859
Primary Schools	0.100	1.251	0	0	1.351	0	0	0	1.351	1.351
Schools Amalgamation	0	0.666	0	0	0.666	0	0	0	0.666	0.666
Community Youth Clubs	0.100	0.066	0	0	0.166	0	0	0	0.166	0.166
Secondary Schools	0	0.391	0	0.018	0.409	0	0	0	0.409	0.409
Special Education	0	0.516	0	0	0.516	0	0	0	0.516	0.516
New Opportunities Funding	0	0.003	0	0	0.003	0	0	0	0.003	0.003
School Improvement	0.519	0.044	0	0	0.563	0	0	0	0.563	0.563
Minor Works, Furniture & Equipment	0.082	0.008	0	0	0.090	0	0	0	0.090	0.090
Schools - Additional Funding	0.123	0.236	0	0	0.359	0	0	0	0.359	0.359
	<b>5.524</b>	<b>3.691</b>	<b>0.000</b>	<b>0.018</b>	<b>9.233</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>9.233</b>	<b>9.233</b>

**CAPITAL PROGRAMME - MOVEMENTS****Housing Revenue Account :**

Housing Revenue Account  
Programme

Original Budget	Rollover from 2009/10	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2011/12	Savings	Revised Budget	Projected Outturn
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
7.871	2.372	0.226	0	10.469	0	0	0	10.469	10.469
<b>7.871</b>	<b>2.372</b>	<b>0.226</b>	<b>0.000</b>	<b>10.469</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>10.469</b>	<b>10.469</b>

**Totals :**

Council Fund

Housing Revenue Account

Grand Total

19.471	7.326	0	0.431	27.228	0	0	0	27.228	27.228
7.871	2.372	0.226	0	10.469	0	0	0	10.469	10.469
<b>27.342</b>	<b>9.698</b>	<b>0.226</b>	<b>0.431</b>	<b>37.697</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>37.697</b>	<b>37.697</b>

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 11**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **19 OCTOBER 2010**  
**REPORT BY:**      **HEAD OF FINANCE**  
**SUBJECT :**         **REVENUE BUDGET MONITORING 2010/11 (MONTH 5)**

### **1.00 PURPOSE OF REPORT**

1.01 To provide members with the most up to date revenue budget monitoring information (Month 5) for the Council Fund and the Housing Revenue Account in 2010/11.

### **1.02 INDEX OF CONTENTS**

Section 2	Executive Summary
Paragraph 3.01	Council Fund Summary Table
Paragraph 3.08	Risks and Assumptions
Section 4	Non Standard Inflation / Central Contingencies
Section 5	Unearmarked Reserves
Section 6	Housing Revenue Account
Appendix 1	Community Services - Variances Summary
Appendix 2	Environment - Variances Summary
Appendix 3	Lifelong Learning - Variances Summary
Appendix 4	Corporate Services - Variances Summary
Appendix 5	Central & Corporate Finance - Variances Summary
Appendix 6	Council Fund Unearmarked Reserves Summary
Appendix 7	Housing Revenue Account - Variances Summary

### **2.00 EXECUTIVE SUMMARY**

2.01 Members are requested to note the projected year end position as estimated at Month 5 which is :

- Council Fund - Net overspend of £2.338m (Overspend of £2.006m at Month 3)
- Housing Revenue Account - Net overspend of £0.057m (Underspend of £0.033m at Month 3)

### **3.00 CONSIDERATIONS**

#### **COUNCIL FUND**

3.01 The table below shows a projected in-year overspend of £2.338m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 3	Month 5	Month 3	Month 5	Month 3	Month 5
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Directorates</b>								
Community Services	54.996	54.522	0.927	1.001	0.320	0.631	0.607	0.370
Environment	33.527	32.965	0.430	0.381	0.430	0.381	-	-
Lifelong Learning	109.598	109.011	1.717	1.971	0.802	1.056	0.915	0.915
Corporate Services	17.872	17.508	(0.160)	(0.138)	(0.160)	(0.138)		
<b>Total Directorates</b>	<b>215.993</b>	<b>214.006</b>	<b>2.914</b>	<b>3.215</b>	<b>1.392</b>	<b>1.930</b>	<b>1.522</b>	<b>1.285</b>
Central and Corporate Finance	25.897	27.884	(0.908)	(0.877)	(0.908)	(0.877)		
<b>Total</b>	<b>241.890</b>	<b>241.890</b>	<b>2.006</b>	<b>2.338</b>	<b>0.484</b>	<b>1.053</b>	<b>1.522</b>	<b>1.285</b>

- 3.02 The Month 4 Monitoring Report was initially scheduled to be reported to this meeting. However, as officers have been able to finalise the information for Month 5, it was deemed appropriate to report the very latest information to members.
- 3.03 The Original Budget column reflects the budget approved by Council on the 2nd March 2010. The Revised Budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules. The Revised Budget now reflects that the £1.952m efficiencies identified as part of the in-year corporate efficiency target exercise has now been transferred to the contingency reserve and ringfenced to take forward the Flintshire Futures Programme.
- 3.04 The significant in-year projected variances to date are detailed in Appendices 1 - 5 (Council Fund), and Appendix 7 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided.
- 3.05 The net overspend of £2.338m comprises £3.215m on services offset by a contribution of £0.877m from Central and Corporate Finance. As reported to Executive and Overview and Scrutiny Committee in September, based on Month 3 projections, it is the intention of Management to contain the currently projected variation within the overall agreed budget. Detailed discussions are continuing with Directorate teams to identify opportunities to reduce the currently projected overspends and minimise budget pressures in future years in order to minimise the impact on the Council's overall financial position. The outcomes will continue to be reported on in future reports.
- 3.06 The Out of County Placement budget projected overspend (ring-fenced) forms a large part of Community Services and Lifelong Learning's total overspend (£0.708m and £0.915m respectively) and is the largest area of overspend across the total budget. A meeting of senior officers has taken



place to discuss the progress of the Action Plan developed by the Task and Finish Group including the key areas of casework review, contract renegotiations and partnership working for commissioning and procurement with an emphasis on the high cost placements. A revised Action Plan is being developed which will be monitored through high level monthly review meetings.

- 3.07 A major proportion of the increase in the projected overspend relates to the cost of redundancies in schools (£0.274m) arising from restructuring in response to demographic change. This had previously been raised as a risk to the projection at month 3. The costs are paid for by the non-delegated element of the Lifelong Learning Budget. The LEA policy regarding redundancies is currently being reviewed, and a joint working group is looking at a possible all Wales solution.

### **RISKS / ASSUMPTIONS**

- 3.08 The in-year over / (under) spends shown in the table at paragraph 3.01 reflect the following risks and assumptions :-

#### **1. Community Services**

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

- Other Residential - Care for Children with Disabilities
  - Timing of new service at Arosfa becoming operational - delays would impact on the projected outturn position

## **2. Environment**

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

## **3. Lifelong Learning**

- Out of County Placements
  - Uncertainty of lengths of current placements
  - Difficult to predict number of new placements
  - High cost of any new placements can have an adverse impact on outturn
  - Varying income levels from Local Health Board
- Pupil / Student transport
  - Uncertainty as to whether route rationalisation efficiency will be fully achieved
- Leisure Services
  - Uncertainty as to whether energy efficiency target will be fully achieved
- Youth Service
  - Delay to deletion of a post to achieve previous year efficiency saving budget
- Inclusion Service
  - Reductions in available grant streams and reserves has resulted in a risk of overspend on providing pupil support to schools

## **4. Corporate Services**

- All Service Areas

- o Assumed that there will be no Pay Award for 2010/11
- All Service Areas
  - o Work is currently ongoing to analyse the procurement efficiency savings resulting from membership of the North Wales Procurement Partnership

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

##### **NON STANDARD INFLATION**

- 4.01 Included in the budget was an amount of £0.060m in respect of fuel costs, £0.094m in respect of National Foster Care Allowances and £0.105m in respect of increased fire levy. These items have been allocated to meet the additional known costs. Therefore, there is no centrally held non standard inflation available for 2010/11.

##### **CENTRAL CONTINGENCIES**

- 4.02 The budget for 2010/11 included £0.968m in respect of non-teacher pay award. This amount is being held centrally until the announcement of the national pay award. The employers current offer is for no increase in the Pay Award for 2010/11. On this basis it is currently assumed that this contingency will not be required and is therefore shown as an underspend within Central and Corporate.

#### **5.00 UNEARMARKED RESERVES**

- 5.01 The 2009/10 final outturn reported to Executive on 10th August showed unearmarked reserves at 31<sup>st</sup> March 2010 (above the base level of £5.269m) of £1.008m (subject to audit), after the setting aside of funding for 2010/11 one-off pressures of £0.352m.
- 5.02 Appendix 6 details the movements to date on unearmarked reserves and the estimated level of contingency sum. As a result of these movements currently projected, the net amount currently available in the Contingency Reserve is £0.622m. The Contingency Reserve is held to meet :
- (a) Organisational re-design and modernisation of services
  - (b) Invest to Save initiatives
  - (c) Additional costs on ringfenced and / or volatile budgets
- 5.03 In order to take the Flintshire Futures Programme forward it is necessary to have resources for (a) and (b). The £1.952m from the efficiency exercise earlier in the year have been ringfenced for this purpose at this stage whilst

detailed costings of programme, organisational design and invest to save costs are being established.

- 5.04 As a result the non-ringfenced element is currently projected at £1.330m overdrawn. Section 3 of the report sets out that it is Management's intention to contain the projected variation within the overall agreed budget and the actions being taken to address this.

## **6.00 HOUSING REVENUE ACCOUNT**

- 6.01 On 17<sup>th</sup> February, 2010, the Council approved a Housing Revenue Account budget for 2010/11 of £23.716m. The budget provided for a closing balance at 31st March, 2010 of £1.153m, and a closing balance at 31st March 2011 of £1.186m which at 5% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 6.02 The 2009/10 final outturn reported to Executive on 10th August showed a closing balance at the end of 2009/10 of £1.451m (subject to audit), which was £0.298m higher than the estimate of £1.153m when the 2010/11 budget was set. This had the effect of increasing the opening balance for 2010/11 by the same amount. Executive on 13th July 2010 approved an allocation of £0.400m from HRA balances to assist the 2010/11 budget in reducing the repairs and maintenance backlog.
- 6.03 An additional consequence of the allocation of £0.400m from balances to the repairs and maintenance budget is the reflection of an improvement in the budgeted deficit position for the Building Maintenance Trading Account. The revised budget for the Building Maintenance trading account is now a deficit of £0.303m, as opposed to the original budgeted deficit sum of £0.450m.
- 6.04 Appendix 7 details the reasons for significant variances occurring to date and the actions planned to deal with them.
- 6.05 The net effects of the revised balance brought forward and the projected outturn is that there would be balances in hand at the end of the year of £1.174m (budget £1.186m) which at 4.9% of budgeted expenditure is greater than the minimum level of 3% recommended by the Head of Finance. The projected year end balance of £1.174m is £0.012m less than the £1.186m which was assumed when the 2010/11 HRA budget was finalised.
- 6.06 The resolution of Executive on 13th July 2010 reflected that further proposals would be brought forward early in the second half of the financial year to allocate a further £0.400m from HRA balances - subject to the in year financial position of the HRA at that time indicating that the further allocation is affordable. This would bring the total additional allocation up to £0.800m, as requested by the Community and Housing Overview and Scrutiny Committee. Based on the projected outturn closing balance of £1.174m, a further £0.400m could now be allocated to help clear the repairs backlog as a follow up to the resolution of Executive on 13th July 2010. The effect of this

would be a revised projected closing balance of £0.774m, which at 3.2% of budgeted expenditure is still greater than the minimum level of 3% recommended by the Head of Finance.

- 6.07 It is recommended therefore to allocate a further £0.400m to the housing repairs and maintenance budget from HRA balances at this stage in order to help to clear the backlog of housing repairs, and that expenditure be managed within the overall HRA budget to maintain HRA balances at the minimum level. If this recommendation is approved the projected HRA closing balance for 2010/11 would be £0.774m which is 3.2% of budgeted expenditure.

## **7.00 RECOMMENDATIONS**

- 7.01 Members are recommended to:-

- a) Note the overall report.
- b) Note the estimated Council Fund Contingency Sum as at 31st March 2011. (Section 5).
- c) Approve the allocation of a further £0.400m from HRA balances to the housing repairs and maintenance budget, resulting in a projected closing balance of £0.774m at 31st March 2011 (Section 6).

## **8.00 FINANCIAL IMPLICATIONS**

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

## **9.00 ANTI-POVERTY/ENVIRONMENTAL IMPACT**

- 9.01 None.

## **10.00 PERSONNEL IMPLICATIONS**

- 10.01 None.

## **11.00 CONSULTATION UNDERTAKEN**

- 11.01 None.

## **12.00 APPENDICES**

- 12.01 Council Fund Variances - Appendices 1 - 5  
Council Fund - Movements on unearmarked reserves - Appendix 6  
Housing Revenue Account Variances - Appendix 7

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

## Month 5 Monitoring Papers

Contact Officer: Steven Gadd  
Telephone: 01352 702287  
E-Mail: [steven\\_gadd@flintshire.gov.uk](mailto:steven_gadd@flintshire.gov.uk)

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Community Reablement (Older People)	0.328	0.259	( 0.069)	( 0.058)	<ul style="list-style-type: none"> <li>Underspend reflects reduced spend in direct care reflecting current activity.</li> </ul>	<ul style="list-style-type: none"> <li>Keep under review, dependant on needs as identified on assessment.</li> </ul>
Domiciliary Support (Services for Older People)	7.478	7.927	0.449	0.771	<ul style="list-style-type: none"> <li>Increase in complexity of need and number of clients supported to live at home alongside a reduction in the number of people entering residential care. Movement between period 3 and 5 relates to realignment of budget from Residential Services to reflect the ongoing change in service provision.</li> </ul>	<ul style="list-style-type: none"> <li>Continual review of individual care packages will contribute to reduce the overspend, alongside trend analysis to enable projections of service demand.</li> </ul>

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Residential Services (Services for Older People)	8.403	8.527	0.124	( 0.248)	<ul style="list-style-type: none"> <li>Local Authority residential services are projecting an overspend due to increased agency cover following;               <ul style="list-style-type: none"> <li>Health and Safety recommendations resulting in building alterations which have previously been delayed, but have now been carried out. (£0.090m)</li> <li>Increased costs of internal catering (£0.020m)</li> <li>Corporate efficiency savings for energy are not currently projected to be achieved fully.</li> <li>Movement between period 3 and 5 relates to realignment of budget from Residential Services to reflect the ongoing change in service provision.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Part of the overspend relates to one off expenditure of £0.090m for H &amp; S requirements with £0.020m above inflation increase in 10/11 on internal SLA's.</li> <li>Detailed work is ongoing looking at trends and seasonal variations together with options to reduce the overspend within a statutory service.</li> </ul>



## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Professional Support (Services for Older People)	3.022	2.959	( 0.063)	( 0.055)	<ul style="list-style-type: none"> <li>Underspend within Financial Assessment Team due to vacant posts.</li> </ul>	<ul style="list-style-type: none"> <li>Keep recruitment position of vacant posts under review.</li> </ul>
Supported Living (Physical Disability and Sensory Impairment)	0.091	0.156	0.065	0.072	<ul style="list-style-type: none"> <li>Projected overspend is due to a void property at Ryland Street, and higher than anticipated care costs from the Independent Sector.</li> </ul>	<ul style="list-style-type: none"> <li>Negotiations are reaching completion with the landlord of the void property via Corporate Asset Management Group.</li> </ul>
Residential Services (Physical Disability and Sensory Impairment)	0.783	0.837	0.054	(0.173)	<ul style="list-style-type: none"> <li>Increase in projected outturn reflects additional new clients into the service together with increased projections on transition clients transferring from Children's Services due to revised information on care packages.</li> </ul>	<ul style="list-style-type: none"> <li>Keep under review.</li> </ul>
Professional Support (PDSI)	1.500	1.544	0.044	0.036	<ul style="list-style-type: none"> <li>2 Social Worker posts covered by locums due to long term absence.</li> <li>Vision Support payments exceed budget.</li> </ul>	<ul style="list-style-type: none"> <li>Locums will cease when issues with posts are resolved.</li> <li>Contract with Vision Support is being renegotiated.</li> </ul>

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Community Living (Learning Disability Services)	8.665	8.772	0.107	0.013	<ul style="list-style-type: none"> <li>The overspend relates to the loss of two clients from Supported Living Service who were Health funded , and given that Health are reviewing all CHC packages, there is potential for this to increase</li> </ul>	<ul style="list-style-type: none"> <li>Identification of new clients to move into supported living service through review of current support.</li> </ul>
Professional Support (Mental Health Services)	0.793	0.835	0.042	0.049	<ul style="list-style-type: none"> <li>Mainly due to the costs of the Emergency Duty Team (EDT) exceeding budget.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake review of current EDT budget across services to identify potential reallocation of costs.</li> </ul>
Ringfenced Budgets (LD & Mental Health)	0.845	0.511	( 0.334)	(0.307)	<ul style="list-style-type: none"> <li>Underspend reflect current client packages for 2010/11 which are fewer and less costly than in previous years, on which the base budget is based.</li> </ul>	<ul style="list-style-type: none"> <li>Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.</li> </ul>
Business Services Income (Development and Resources)	(2.470)	(2.519)	(0.049)	0.015	<ul style="list-style-type: none"> <li>Revised projection based on current client contributions has led to a projected underspend at outturn.</li> </ul>	<ul style="list-style-type: none"> <li>Keep under review – area is dependant on client numbers and financial circumstances.</li> </ul>

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Family Placement (Children's Services)	1.871	1.929	0.058	0.023	<ul style="list-style-type: none"> <li>• Increase in the number of foster care places within the service.</li> </ul>	<ul style="list-style-type: none"> <li>• This reflects a positive outcome from initiatives to attract new foster carers which should in time reduce expenditure in the Out of County budget.</li> </ul>
Other Residential (Children's Services)	0.546	0.388	( 0.158)	(0.158)	<ul style="list-style-type: none"> <li>• This budget is currently earmarked for works at a council property known as Arosfa to enable the service to commission additional short breaks for children with disabilities. The underspend is therefore short term and not an ongoing reduction to the base budget.</li> </ul>	<ul style="list-style-type: none"> <li>• There have been discussions with the architects department and the first design plans have been drawn up. Tendering documents have been prepared and are awaiting further discussion with senior officers. The projection assumes that work will not commence during this financial year.</li> </ul>
Out of County Pooled Budget (Children's Services)	3.525	4.233	0.708	0.914	<ul style="list-style-type: none"> <li>• Revised projection based on updated information on existing placements up until March 2011.</li> </ul>	<ul style="list-style-type: none"> <li>• A meeting of senior officers has taken place to discuss the progress of the Action Plan developed by the Task and Finish Group including the key areas of casework review, contract</li> </ul>

## COMMUNITY SERVICES

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
						renegotiations and partnership working for commissioning and procurement with an emphasis on the high cost placements. A revised Action Plan is being developed which will be monitored through high level monthly review meetings.
Other variances (aggregate)	19.142	19.165	0.023	0.033	A variety of minor variances.	
<b>Total :</b>	<b>54.522</b>	<b>55.523</b>	<b>1.001</b>	<b>0.927</b>		

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Transportation	1.391	1.341	( 0.050)	( 0.050)	<ul style="list-style-type: none"> <li>Savings on Bus Operator payments for Bus Subsidies will be an estimated £0.050m</li> </ul>	Bus Operator payments for Bus Subsidies and potential fuel rebates will be closely monitored.
Car Parks	0.030	0.080	0.050	0.050	<ul style="list-style-type: none"> <li>Shortfall in car park fee income due in the main to the relocation of the Holywell Town Centre Car Park and subsequent free parking provision at Tesco</li> </ul>	Monitor income closely and consider reductions in car park planned maintenance budgets if deemed necessary to contain costs within budget
Engineering Design Consultancy	(0.022)	0.008	0.030	0.000	<ul style="list-style-type: none"> <li>Income shortfall due to a reduced number of schemes and subsequently clients resulting from the current economic climate</li> </ul>	Continue to monitor the fee earning position and update the financial situation regarding the trading account.
Trunk Road Management Unit	(0.054)	(0.084)	( 0.030)	0.000	<ul style="list-style-type: none"> <li>Additional income from Trunk Road Agency staff recharges</li> </ul>	
Policy & Implementation	0.736	0.646	( 0.090)	( 0.090)	<ul style="list-style-type: none"> <li>Vacancy savings in Planning Service Area</li> </ul>	Underspend will assist with financing the fee income shortfall below
Environment & Conservation	0.331	0.221	( 0.110)	( 0.110)	<ul style="list-style-type: none"> <li>Vacancy savings in Planning Service Area</li> </ul>	Underspend will assist with financing the fee income shortfall below

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Planning Control	0.272	0.452	0.180	0.200	<ul style="list-style-type: none"> <li>The economic downturn has reduced the number of applications being received, particularly from housing developers and the minerals sector.</li> <li>Despite some economic growth, early indications suggest that fee income will still be £0.180m short of target</li> <li>Only 1,028 applications were received in 2009/10 compared with 1,191 in 2008/09, a 14% year on year decrease in volume.</li> </ul>	Continue to monitor number and size of applications received and update financial projections. Seek cost reductions where opportunities arise. e.g. staff vacancies; address efficiency savings through service review and restructuring. Exploit external funding opportunities and appropriate income generation initiatives.
Directorate Support & Performance	1.562	1.477	( 0.085)	( 0.080)	<ul style="list-style-type: none"> <li>Delay in filling vacancies ahead of the new structure being implemented early in the new financial year.</li> </ul>	
Waste Disposal	4.821	4.687	( 0.134)	( 0.129)	<ul style="list-style-type: none"> <li>Net landfill tax gains from reduced tonnages compared to estimated tonnages used in budget setting process.</li> </ul>	

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Civic Amenity Sites	1.905	2.064	0.159	0.188	<ul style="list-style-type: none"> <li>Impact of RPI increase for Management Charge and annual performance payment under contractual obligations</li> <li>Reduction in overspend due to re-profiling of management charges and removal of NNDR payments</li> </ul>	The need for this management charge will be reviewed now that AD Waste operations have transferred in house in order to reduce its impact
Property Holdings	0.116	0.179	0.063	0.053	<ul style="list-style-type: none"> <li>Loss of income from Terrig House, Mold, which is vacant</li> <li>Loss of income from BBC at Glanrafon has resulted in further shortfall</li> </ul>	Maximise usage of vacant properties
Agricultural Estates	( 0.160)	( 0.159)	0.001	(0.033)	<ul style="list-style-type: none"> <li>Land Agent vacancy savings partially offset by potential shortfall in tithes and wayleaves income</li> </ul>	

## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Design Services	( 0.126)	0.092	0.218	0.346	<ul style="list-style-type: none"> <li>Significant income shortfall due to reduced Capital Programme and slippage of key WAG funded scheme into 2011/12. Salary savings of £0.143m are included in the net variance.</li> <li>Subsequently, the undertaking of design work for various School and Depot rationalisation projects have been brought forward into 2010/11 in order for the projects to be delivered in 2011/12</li> </ul>	<ul style="list-style-type: none"> <li>Continue to monitor the fee earning position and update the financial situation regarding the trading account.</li> <li>Incorporate the projected Capital Programme figures into the Organisational Review being undertaken to influence its conclusions. Historically, trends would suggest that the position can be improved.</li> </ul>
Industrial Units	( 1.742)	( 1.708)	0.034	0.000	<ul style="list-style-type: none"> <li>Reinstatement of NNDR charges which had been incorrectly credited at Period 3</li> </ul>	Monitor closely the cost of NNDR to determine if any reductions can be made
Corporate Property Maintenance	2.494	2.443	( 0.051)	0.000	<ul style="list-style-type: none"> <li>Additional income from further maintenance schemes identified since August.</li> </ul>	



## ENVIRONMENT

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Valuation & Estates	0.493	0.415	( 0.078)	( 0.093)	<ul style="list-style-type: none"> <li>• Vacancy Savings</li> <li>• Partly offset by promotion of newly qualified staff within the section</li> </ul>	
Administrative Buildings	1.004	1.148	0.144	0.145	<ul style="list-style-type: none"> <li>• Overspend on cleaning services following a review of charges</li> </ul>	Review of specification for Cleaning Contract required to determine value for money
Markets	( 0.116)	( 0.088)	0.028	0.025	<ul style="list-style-type: none"> <li>• Reduction in smaller markets income based on current economic climate</li> <li>• Employment of agency cover for sickness absence</li> </ul>	Income levels to be monitored closely together with initiatives for maximising income for larger markets e.g. Mold
Cemeteries	0.440	0.464	0.024	0.000	<ul style="list-style-type: none"> <li>• Onset of maintenance and NNDR costs at new Kelsterton Cemetery</li> </ul>	Determine if maintenance budgets from other cemeteries can be utilised to reduce variance
Other variances (aggregate)	19.590	19.668	0.078	0.008	<ul style="list-style-type: none"> <li>• A number of minor variances of no more than £0.018m individually</li> </ul>	
Total :	32.965	33.346	0.381	0.430		

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Out of County Pooled Budget (Special Education)	2.251	3.166	0.915	0.915	<ul style="list-style-type: none"> <li>• There has been an ongoing challenge to accurately project levels of new placements throughout the year.</li> <li>• The cost of each individual placement is high and variations in both numbers and type of placements can have an adverse impact on projected outturn.</li> </ul>	<ul style="list-style-type: none"> <li>• A meeting of senior officers has taken place to discuss the progress of the Action Plan developed by the Task and Finish Group including the key areas of casework review, contract renegotiations and partnership working for commissioning and procurement with an emphasis on the high cost placements. A revised Action Plan is being developed which will be monitored through high level monthly review meetings.</li> <li>• Two key areas of focus going forward will need to be: <ul style="list-style-type: none"> <li>▪ review of individual high cost placements and;</li> <li>▪ contract renegotiation with providers.</li> </ul> </li> <li>• Consideration is being given to create a North</li> </ul>

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
						<p>Wales Consortium for commissioning/ procurement of childrens' high cost placements similar to the SEWIC consortium in South Wales.</p> <ul style="list-style-type: none"> <li>• Further detailed work also needs to take place to ensure that more local specialised provision is made available for those with higher order needs.</li> </ul>
Leisure Centres and Pools	2.415	2.697	0.282	0.282	<ul style="list-style-type: none"> <li>• It is currently predicted that the pressure in Leisure Services relating to a year on year decrease in income attributed to the current economic climate will continue in 2010/11.</li> <li>• An Action Plan has been prepared to address the structural budget shortfalls. This is being taken forward as part of the Flintshire Futures Programme. Until the</li> </ul>	<ul style="list-style-type: none"> <li>• Projections will be revised in the light of ongoing monitoring of income.</li> <li>• The Leisure Action Plan to address the pressure in the base budget is to be considered by Lifelong Learning Overview and Scrutiny Committee on 15<sup>th</sup> October and Executive on 19<sup>th</sup> October.</li> </ul>

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
					actions identified are implemented the overspend will continue to be incurred.	
Leisure Services	0.280	0.302	0.022	0.022	<ul style="list-style-type: none"> <li>There is an estimated overspend on Central Support Recharges on trading services based on 2009/10 charges. (£0.022m)</li> </ul>	The impact of support costs on trading accounts forms the final element of the Central Support Costs Review. This is due to be completed by the end of October.
Schools Non-Delegated	2.093	2.367	0.274	0.000	<ul style="list-style-type: none"> <li>Redundancies in schools as a result of restructuring are funded from the Lifelong Learning Budget. The level of redundancies at the end of the academic year 2009/10 resulted in costs which exceeded the directorate budget provision. Similar restructurings across other directorates are met corporately. Recorded as a risk at month 3.</li> </ul>	LEA policy will need to be reviewed for 2011/12. A joint ADEW/HR/Finance working group is looking at an all Wales solution.

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Facilities Services	1.326	1.574	0.248	0.248	<ul style="list-style-type: none"> <li>There is an estimated overspend on Central Support Recharges on trading services based on 2009/10 charges. (£0.142m)</li> <li>The Rationalisation of the Opening Hours of County Hall (Security Review) that was identified as an efficiency saving during the 2010/11 budget process has met with some delays and extra cost. Although there are still uncertainties about the final date of implementation it is currently estimated that the service will overspend by £0.106m. This is made up of £0.050m necessary CCTV investment (which could be reduced if prudential borrowing option is taken) and a</li> </ul>	<ul style="list-style-type: none"> <li>The impact of support costs on trading accounts forms the final element of the Central Support Costs Review. This is due to be completed by the end of October.</li> <li>The report detailing proposals for Phase 1 of the Security review has now been considered by Overview and Scrutiny and Executive. Phase 1 will now be implemented from January 1<sup>st</sup>. Phase 2 will follow in the new financial year.</li> </ul>

## LIFELONG LEARNING

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
					delay in the staff reductions (a further £0.056m). However it is anticipated that once implemented the full efficiency saving can be achieved in 2011/12.	
Pupil / Student Transport	6.132	6.382	0.250	0.250	It is currently expected that the School / Pupil Transport service will overspend on College Transport by approximately £0.0250m as there is insufficient budget to cover the increased costs.	This shortfall was identified towards the end of the 2009/10 financial year and has now been raised as a pressure in the 2011/12 budget process and taken forward under the Flintshire Futures Programme.
Other Variances (aggregate)	94.514	94.494	( 0.020)	0.000	Other minor variances of no more than £0.005m	
Total :	109.011	110.982	1.971	1.717		

## CORPORATE SERVICES

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Chief Executive	2.291	2.295	0.004	(0.002)		
Finance	3.187	3.038	( 0.149)	(0.121)	<ul style="list-style-type: none"> <li>• The net position on staffing costs is an underspend of (-£0.036m) , this is after taking into account several vacancies and the additional costs of senior interim staff and essential additional resources. These are being carefully monitored and will continue until the results of the Finance Function Review (FFR) are implemented.</li> <li>• Use of balances (£0.010)</li> <li>• Increase in Housing Benefit subsidy (£0.015m)</li> <li>• Net increase in court fees income due to greater numbers being sent to court (£0.019m)</li> <li>• Additional funding received from WAG (£0.028m)</li> <li>• Savings on other employee costs (£0.010m)</li> <li>• Savings on essential car allowances and transport costs due to staff vacancies (£0.012m)</li> <li>• Various other minor variances (£0.019m)</li> </ul>	<ul style="list-style-type: none"> <li>• The HB position is being closely monitored</li> </ul>

## CORPORATE SERVICES

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Legal & Democratic	3.796	3.662	( 0.134)	(0.131)	<ul style="list-style-type: none"> <li>• Various vacancy savings (£0.022m)</li> <li>• Reduction in Members' Allowances payable and expenses (£0.098m)</li> <li>• Increases in income received (£0.014m)</li> </ul>	
Human Resources & Organisational Development	2.249	2.250	0.001	0.004	<ul style="list-style-type: none"> <li>• Vacancy Savings Occupational Health (£0.052m)</li> <li>• Additional Senior HR Adviser Support (£0.011m)</li> <li>• Additional BPR/Consultancy Support HR Review (£0.018m)</li> <li>• Occupational Health Joint Working pressure (£0.014m) (using salary savings above)</li> <li>• Job Evaluation Team additional Purchase of Software (£0.007m)</li> <li>• Other Minor Pressures (£0.003m)</li> </ul>	
ICT & Customer Services	4.972	5.112	0.140	0.090	<ul style="list-style-type: none"> <li>• Estimated deficit D&amp;P (£0.148m)</li> <li>• Vacancy Savings (£0.089m)</li> <li>• Pressure Broadband (£0.050m)</li> <li>• Pressure Hardware (£0.015m)</li> <li>• Additional Income Registrars (£0.019m)</li> <li>• Reduction in Income Translation (£0.017m)</li> <li>• Reduction in Income Postages (£0.035m), offset in the mostpart by reduction in Postage Expenditure (£0.030m)</li> <li>• Other Minor Pressures (£0.013m)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DESIGN &amp; PRINT</b> The options appraisal report on the future of the Design and Print Service is due to be received week commencing October 11th. Savings options have been identified and these will be analysed alongside the options appraisals report on future operations.</li> </ul>



## CORPORATE SERVICES

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Clwyd Theatr Cymru	1.013	1.013	0.000	0.000		
<b>Total :</b>	<b>17.508</b>	<b>17.370</b>	<b>( 0.138)</b>	<b>( 0.160)</b>		

## CENTRAL &amp; CORPORATE FINANCE

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	13.865	13.865	0.000	0.000		
Financing & Funding (insurance, banking etc.)	1.311	1.336	0.025	0.000	<ul style="list-style-type: none"> <li>• Shortfall in Windfall Income of £0.025m due to less than anticipated refunds of VAT overpaid and underclaimed following a recent House of Lords decision (Fleming and Conde Nast Publications Ltd).</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to monitor closely.</li> </ul>
Corporate Other	5.707	4.799	( 0.908)	(0.908)	<ul style="list-style-type: none"> <li>• Shortfall in the Signpost/Recruitment Advertising efficiencies budget of £0.060m</li> <li>• Anticipated underspend in pay of £0.968m (assuming no pay award in this financial year)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to monitor closely.</li> </ul>
Other variances (aggregate)	7.001	7.007	0.006	0.000	<ul style="list-style-type: none"> <li>• Anticipated overspend in Coroners' fees of £0.011m</li> <li>• £0.005m underspend due to less-than-anticipated requests for rate relief.</li> </ul>	<ul style="list-style-type: none"> <li>• This service is managed and monitored by Wrexham C.B.C.</li> <li>• Continue to Monitor closely</li> </ul>
<b>Total :</b>	<b>27.884</b>	<b>27.007</b>	<b>( 0.877)</b>	<b>( 0.908)</b>		

**Movements on Council Fund Unearmarked Reserves**

	<b>£m</b>
Un-earmarked Reserves as at 1 April 2010	6.484
Less - Base Level (Includes increase as per budget report 2009/10)	<u>5.476</u>
Amount Available for Delegation to Executive	1.008
Less Projected Overspend as at 31 <sup>st</sup> March 2011	<u>(2.338)</u>
Estimated Level of Non-Earmarked Contingency Reserve (Overdrawn)(See Note 1)	(1.330)
Add allocations from Efficiency Exercise previously reported earmarked for Flintshire Futures Programme (See Note 2)	<u>1.952</u>
Estimated Level of Contingency Reserve available at 31 <sup>st</sup> March 2011 in total	0.622

## Notes:-

1) See paragraph 3.04 of the report which sets out Management's intention to contain the projected variation within the overall agreed budget and the actions being taken to address this and mitigate this currently projected overdrawn position.

2) The £1.952m of efficiency savings identified in the early part of the year have been ringfenced at this stage to take the Flintshire Futures Programme forward whilst detailed costing of Programme, Organisational Redesign and Invest to Save costs are being established.

## HOUSING REVENUE ACCOUNT

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Rental Income	(23.428)	(23.342)	0.086	0.056	<ul style="list-style-type: none"> <li>£0.060m due to slightly lower rental income as some properties included in budget where no rent is charged e.g. community houses and later timescale to bring Glan y Morfa phase 1 back into letting.</li> <li>Increased projection for council tax charges on void properties, in line with last year's charge, leading to a projected overspend of £0.027m</li> <li>Other minor savings of £0.001m</li> </ul>	<ul style="list-style-type: none"> <li>Additional funding for void repairs and programme of voids management expected to reduce void losses to 2% of stock by year end</li> </ul>

## HOUSING REVENUE ACCOUNT

Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Repairs & Maintenance	8.616	8.654	0.038	0.089	<ul style="list-style-type: none"> <li>• £0.015m on Fleet Maintenance costs</li> <li>• £0.009m on operating leases</li> <li>• £0.008m additional staff costs for surveyor to progress the backlog of inspections.</li> <li>• £0.004m Computer hardware removal costs</li> <li>• £0.002m - other minor variances</li> </ul>	<ul style="list-style-type: none"> <li>• Review of Fleet requirements underway, which will reduce level of spend.</li> <li>• Additional agency spend will be addressed by restructure which will be finalised by March 2011</li> <li>• Planned use of additional budget allocation to address repairs backlog</li> <li>• Recommendation being made in this report to allocate a further sum of £0.400m.</li> </ul>
Building Maintenance - Trading Account	0.303	0.241	( 0.062)	(0.237)	<ul style="list-style-type: none"> <li>• £0.051m additional income, offset by increased spend on materials as part of the efforts to clear the backlogs.</li> <li>• The revised budget reflects a reduction of £0.147m in the budgeted deficit position. This is a consequence of the additional allocation of £0.400m from balances to the Repairs and Maintenance budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to review and monitor productivity and performance ensuring optimum use of retained workforce in delivering repairs within the allocated client budget</li> </ul>

## HOUSING REVENUE ACCOUNT

## Budget Monitoring 2010/11 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 3 (£m)	Cause of Variance	Action Required
Other Variances (aggregate)	14.728	14.723	( 0.005)	0.059		
<b>Total :</b>	<b>0.219</b>	<b>0.276</b>	<b>0.057</b>	<b>(0.033)</b>		

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 12**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **19 OCTOBER 2010**  
**REPORT BY:**      **HEAD OF FINANCE**  
**SUBJECT :**        **TREASURY MANAGEMENT MID YEAR REPORT 2010/11**

### **1.00 PURPOSE OF REPORT**

- 1.01 To present to Members the Treasury Management Mid Year Report for 2010/11 for recommendation to Council.

### **2.00 BACKGROUND**

- 2.01 On 17th February, 2010 the Council adopted the 2009 edition of the CIPFA Treasury Management in the Public Services: Code of Practice, which requires the Council to approve a Treasury Management Strategy before the start of each financial year, a mid year report, and an annual report after the end of each financial year.
- 2.02 The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Executive, and for the execution and administration of treasury management decisions to the Head of Finance, who acts in accordance with the Council's Policy and Strategy Statement and Treasury Management Practices.
- 2.03 The Council approved the 2010/11 Treasury Management Strategy at its meeting on 17th February 2010. This is the first Mid Year Report to be presented and its purpose is to review the activities and performance of the treasury management operations during the period 1st April - 31st August 2010 and compare with the Policy Statement.
- 2.04 The Council has nominated Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies. Treasury management updates have been provided to the Audit Committee at each quarterly meeting so far during 2010/11 and the Audit Committee also received this Mid Year update on 29th September 2010.

### **3.00 CONSIDERATIONS**

- 3.01 The Treasury Management Mid Year Report 2010/11 is attached. The key points are:
- The treasury function operated within the statutory and local limits detailed in the Treasury Management Policy and Strategy Statement 2010/11.

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**Date: 13/10/2010**

- The financial environment within which the treasury function operates was, and remains, challenging but officers will continue to be active members of the CIPFA Treasury Management Forum and Benchmarking Club and with assistance of Treasury Management Consultants will continue to identify solutions to improve performance.

#### **4.00 RECOMMENDATIONS**

- 4.01 That the Executive approves and recommends to the Council the Treasury Management Mid Year Report for 2010/11.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 As detailed in the Mid Year Report.

#### **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 Sterling Consultancy Services as Treasury Management Advisers.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 Sterling Consultancy Services as Treasury Management Advisers

#### **12.00 APPENDICES**

- 12.01 Treasury Management Mid Year Report 2010/11

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



Treasury Management Policy & Strategy Statement 2010/11  
Schedule of temporary investment transactions 2010/11  
List of approved banks and building societies at 31st August 2010

Contact Officer: Philip Latham  
Telephone: 01352 702264  
E-Mail: philip\_latham@flintshire.gov.uk



# **FLINTSHIRE COUNTY COUNCIL**

## **TREASURY MANAGEMENT**

### **MID YEAR REPORT 2010/11**

## **1.00 INTRODUCTION**

- 1.01 Following the collapse of the Icelandic Banks in October 2008, treasury management in public sector organisations continues to be under the spotlight. Two national reports were published, the Audit Commission's 'Risk and Return' on local authority treasury management and the Communities and Local Government Select Committee's Review of local authority investments.
- 1.02 As a result, The Chartered Institute of Public Finance and Accountancy (CIPFA) issued a revised Code of Practice for Treasury Management in Public Services and Guidance Notes for Local Authorities (CIPFA TM Code). The Welsh Assembly Government (WAG) issued Guidance on Local Government Investments, which was also included in the 2010/11 Policy and Strategy Statement.
- 1.03 In the case of local authorities in England and Wales, the Code has a particular significance under the provisions of local Government Act 2003. This requires local authorities 'to have regard (a) to such guidance as the Secretary of State may issue, and (b) to such other guidance as the Secretary of State may by Regulations specify....'. In terms of the WAG guidance Section 15(1) & 24 of the Local Government Act 2003 requires a local authority to have regard (a) to such guidance as Welsh Ministers may issue and (b) to such other guidance as Welsh Ministers may by regulations specify. Local authorities are therefore required to 'have regard' to both the Welsh Assembly Government Guidance and the CIPFA TM Code.
- 1.04 Whilst there were changes to the guidance, the treasury management framework within which councils operate remained broadly unchanged and still consists of:
- Clauses to be formally adopted within Financial Procedures
  - A Treasury Management Policy and Strategy Statement, stating the authority's policies and objectives.
  - Treasury Management Practices, stating how those policies and objectives will be achieved.
  - Accompanying schedules, giving specific details of the systems and routines to be employed and the records to be maintained
  - Regular reporting to elected members.
- 1.05 In terms of the CIPFA Code of Practice, the following areas were strengthened:
- Minimum reporting requirements (full council to receive a mid year report)
  - Scrutiny (Audit Committee)
  - Training for those charged with governance
  - Approval
- 1.06 The key changes to the WAG investment guidance were:

- Clearer emphasis that the investment priorities should be security and liquidity rather than yield.
- Strategies should be published.
- Authorities should not rely just on credit ratings but also consider other information on credit risk.
- Strategies should comment on treasury management consultants.
- Strategies should comment on the investment of money borrowed in advance of spending needs.
- Strategies should report on the procedures for ensuring that the authority's treasury staff have the right kind of training in investment management.

1.07 CIPFA recommended that all public sector organisations adopt four clauses in Financial Procedures. The Council has adopted the following:

1. The Council will create and maintain, as the cornerstones for effective treasury management:
  - a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
  - suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities

The content of the policy statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of the Council. Such amendments will not result in the Council materially deviating from the Code's key principles.

2. The Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.
3. The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Executive, and for the execution and administration of treasury management decisions to Head of Finance, who will act in accordance with the organisation's policy statement and TMPs and, if he/she is a CIPFA member, CIPFA's *Standard of Professional Practice on Treasury Management*.
4. The Council nominates Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

- 1.08 The Council approved the Treasury Management Policy and Strategy Statement (Policy Statement) 2010/11 including key indicators, limits and an annual investment strategy on 17<sup>th</sup> February 2010.
- 1.09 This is the first Mid Year Report to be presented and its purpose is to review the activities and performance of the treasury management operations during the period 1<sup>st</sup> April to 31<sup>st</sup> August 2010 and compare with the Policy Statement.

## **2.00 TREASURY MANAGEMENT COMPLIANCE STATEMENT 2010/11**

- 2.01 Treasury management comprises the management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 2.02 All treasury management activity undertaken so far during 2010/11 complied with the approved Policy and Strategy Statement 2010/11, the CIPFA Code of Practice 2009, and the relevant legislative provisions.
- 2.03 The Authority's current policy is to appoint external consultant to advise on its treasury management function. The external adviser is Sterling Consultancy Services.

## **3.00 ECONOMIC & INTEREST RATE REVIEW – APRIL TO AUGUST 2010**

- 3.01 The UK base rate remained at 0.50% throughout.
- 3.02 The table below shows that the current interest rate forecast has changed from that assumed in the Policy Statement and on which the strategy was based:

	<b>Policy Forecast</b>	<b>Current Forecast</b>
<b>Q1 2010</b>	0.5%	0.5%
<b>Q2 2010</b>	0.5%	0.5%
<b>Q3 2010</b>	0.5%	0.5%
<b>Q4 2010</b>	0.5%	0.5%
<b>Q1 2011</b>	1.0%	0.5%
<b>Q2 2011</b>	1.0%	0.5%
<b>Q3 2011</b>	2.0%	0.5%
<b>Q4 2011</b>	2.0%	1.0%
<b>H1 2012</b>	3.0%	2.0%

- 3.03 The financial environment within which the treasury function operates has been and remains challenging, but officers continue to be active members of the CIPFA Treasury Management Forum and Benchmarking Club and with the assistance of Treasury Management Consultants will continue to identify solutions to improve performance.

### **3.04 Economic review and outlook – April to August 2010 by Sterling Consultancy Services.**

The UK economy continued along the road to recovery during the first half of 2010/11, despite two shocks to consumer and business confidence. The near default of Greece prompted extreme financial market volatility, while the coalition government's emergency Budget outlined significant cuts in public spending.

Gross Domestic Product (GDP) expanded 0.3% in Q1 and 1.2% in Q2. Manufacturers in particular benefited from the recovery in the global economy by increasing export volumes. The recovery was less impressive in the service sector due to depressed business and consumer confidence. Improved economic conditions did however help financial institutions repair some of the damage the recession caused to their balance sheets, alleviating credit risk concerns and to some extent re-opening frozen financial markets.

Inflation has remained above the Bank of England's target rate of 2% since late 2009. The Consumer Price Index (CPI) rate peaked in April at 3.7% and eased back over the past few months as the effects of a number of temporary factors waned. Despite inflation remaining over target, the Bank of England maintained Bank Rate at 0.5% to avoid the risk of a further downturn in economic growth, with just one Monetary Policy Committee (MPC) member voting for a rise in July and August.

Looking ahead, the economic recovery is expected to slow as government spending cuts and tax rises dampen demand. The Bank of England expects lower demand to weigh on inflation, eventually causing the CPI rate to fall below target in the medium term. The most recent Bank of England forecasts for GDP growth and inflation suggest little need for monetary tightening for some time.

## **4.00 TREASURY MANAGEMENT ACTIVITIES DURING THE PERIOD APRIL – AUGUST 2010**

4.01 The following were the main treasury activities during the period:

- A quarterly update report including a Landsbanki update was presented to the Audit Committee on 28<sup>th</sup> June 2010. Another update is due at the meeting on 29<sup>th</sup> September.
- The Council was one of the first members of the CIPFA Treasury Management Forum and continues to be an active member of the CIPFA Benchmarking Club. A number of topical issues are being discussed within the forum.
- The Council's Treasury Adviser contract was tendered in March 2010. Three offers were received and the evaluation report recommended the re-appointment of Sterling Consultancy Services. The contract began on

1<sup>st</sup> May 2010 and is for is for 3 years until 30<sup>th</sup> April 2013 with an option to extend for a further 2 years.

- Data has been supplied to CIPFA on debt and investment levels as at 30<sup>th</sup> June 2010. This will be used for a nationwide Risk Survey and results should be available in late September.
- The maximum investments the Authority had on deposit at any one time was £70.9 million (m). The average investment balance was £61.3m. The financial environment during this time continued to be challenging.
- Two longer term investments were made during June 2010 (see paragraph 6.06).
- Several new counterparties, meeting the Council's ratings criteria and on the current lending list have been used to further spread risk.
- Work on a 3 year rolling cash flow forecast is on-going.
- The Council's cash flow was managed on a daily basis. The Authority acted both as a borrower and as a lender and was a net borrower over the period in question. The maximum long-term borrowing at any one time was £173.6m. Restructuring of debt took place in May 2010, with estimated savings in the region of £250k for 2010/11 (see paragraph 5.02).

## **5.00 TREASURY MANAGEMENT DEBT STRATEGY**

5.01 The total long term debt outstanding, brought forward into 2010/11 totalled £173.6m of which £154.7m was at fixed rate and £18.9m was variable in the form of Lobos (Lender's Option, Borrower's Option). The Council's overall borrowing rate was 5.65%

5.02 The Debt Strategy as stated in the Policy Statement 2010/11 and the mid-year outcomes are recorded below:

- To effect borrowing required in 2010/11 at the cheapest cost commensurate with future risk based on interest rate forecasts outlined in the strategy statement

There was a long term borrowing requirements of £2.45m for 2010/11, as reported in the Treasury Management Policy & Strategy Statement. However no borrowing has yet been undertaken as it has not been required and there is a heightened credit risk of temporarily investing borrowed cash.

- The Head of Finance will keep under review, along with its Treasury Consultants, the opportunities which may arise for restructuring the Council's debt in order to take advantage of potential savings as interest rates change and to enhance the balance of the long term portfolio (amend the maturity profile and/or the balance of volatility). Any actions carried out under delegated powers will be reported to the Executive and County Council as appropriate.

Some debt re-structuring was undertaken in May 2010. Five loans with interest rates of 4.45% have been reduced in total by £10m and replaced by a new variable rate loan at 0.65% for 10 years. After consideration of the cost of the premium for early repayment and the allocation of savings to the HRA, the resultant savings were estimated to be in the region of £250K for 2010/11, which is already assumed as part of the 2010/11 budget. Details of the transaction are shown below:

#### **Repaid Loans**

<b>Ref</b>	<b>Original Amount</b>	<b>Amount Repaid</b>	<b>Rate</b>	<b>Maturity Date</b>
490416	3,700,000	2,000,000	4.45%	18 April 2031
490417	6,900,000	2,000,000	4.45%	18 April 2032
490418	6,600,000	2,000,000	4.45%	18 April 2033
490419	3,800,000	2,000,000	4.45%	18 April 2034
490420	4,244,611	2,000,000	4.45%	18 April 2035

#### **New Loan**

497119	10,000,000	0.65%	05 May 2020
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Further re-structuring and debt repayment is under review.

- To manage the Council's debt maturity profile, i.e. to leave no one future year with a high level of repayments that could cause problems in re-borrowing with the limits stated within the strategy statement.

The debt portfolio of the Council has changed slightly since the debt restructuring as the part paid loans were longer term than the new 10 year loan. The debt maturity profile as at 31 August 2010 is shown on page 11. This shows a debt maturity profile in line with CIPFA's recommendations of having no more than 10% of the debt portfolio maturing in any one future year.

- To monitor and review the level of variable interest rate loans in order to take greater advantage of interest rate movements, within the limits stated in the strategy statement.

The Council has one variable PWLB rate loan of £10 million. This is within the Council's limit of £20 million for variable interest rate exposures. The interest rate on the Council's LOBOs can be increased by the lender but the Council has the opportunity to repay. This event has not occurred in 2010/11 as market rates remain low.



## **6.00 TREASURY MANAGEMENT INVESTMENT STRATEGY**

### **6.01 The Council's investment strategy is:**

The Council hold surplus funds which represent income received in advance of expenditure plus balances and reserves held. Both the CIPFA Code and WAG Guidance require the Council to invest prudently and to have regard to security and liquidity of its investments before seeking the highest rate of return or yield.

Part 1 of the Local Government Act 2003, which introduced the Prudential Capital Finance System, gives a local authority power to invest for any purposes relevant to its functions under any enactment, or for the purposes of the prudent management of its financial affairs. The Act requires an authority to 'have regard to guidance issued by Welsh Assembly Government (WAG)'.

The WAG requires a local authority, before the start of each financial year, to draw up an Investment Strategy which must be approved by the full council and be published. This document should contain certain investment limits. As allowed by the Guidance, Flintshire County Council incorporate the requirements this Policy Statement. WAG Guidance requires the Council to approve certain investment limits and other related information on the following:

- Specified Investments
- Non-specified Investments
- Investments which can be prudently committed for more than one year
- Credit Risk Assessment
- Investment Consultants
- Investment Training
- Investment money borrowed in advance of need.

6.02 Investment transactions totalled £160.1m during the period with interest earned amounting to £200k. Temporary investment income receivable for 2010/11 is currently projected to be near the budgeted level of £544k. A full list of transactions undertaken is available in the background papers. All investments were made in accordance with the Treasury Management Policy & Strategy Statement 2010/11.

6.03 The weighted average temporary investment rate obtained for August of 0.75% is higher than the seven day LIBID rate of 0.43% which is a proxy of a return without effective cash flow management.

6.04 No temporary borrowing was required during this period which is a measure of the accuracy of short term cash flow management.

6.05 The maturity of investments has been regularly reviewed with the aim of maximising returns whilst managing the risk of future interest rate movements.

As at 31 August 2010, the maturity of investments is shown in the table below:

Maturity Due	Percentage of Portfolio		
	Policy %	April 2010 %	August 2010 %
< 1month	35.0	84.2	52.7
1 – 12 months	55.0	8.0	36.7
> 12 months	10.0	0.0	3.7
Icelandic Investments		7.8	6.9

This table shows that the percentage of cash invested in the short term has reduced during the year from 84.2% of the portfolio to 52.7%, thereby reducing interest rate risk. Although the percentage of shorter term investments is still higher at 52.7% than that stated in the Policy Statement of 35%, most of the cash is invested in call accounts which at this time are paying higher rates than other counterparties in the market for over 1 month. This is an unusual situation and is being monitored.

6.06 The Investment Strategy sets a limit of £40 million for non-specified investments. Non-specified investments are defined as investments over 364 days, including forward deals with counterparties which meet the credit rating. The following long term investments have been made in 2010/11:

- £2 million invested with Barclays bank for 367 days at 1.34%
- £2 million 'collared' investment made for 2 years. The interest rate, which is based on LIBOR plus 15 basis points, will be reviewed every 3 months and is subject to a minimum of 1.85% and a maximum of 3.70%. The rate for the first 3 months was set at 1.85%

6.07 It is Council policy to minimise daily cash flow balances. However, on certain occasions it is uneconomic to deal (below £200,000) and therefore, the balance is kept in the bank account.

6.08 The performance of external cash managers is monitored by Sterling Consultancy Services and if it is considered appropriate in the future to appoint such a manager, then a recommendation will be made to Executive. Several councils are using money market funds for short term cash investments. Flintshire's Policy Statement excludes money market funds due to current Welsh legislation which states that the purchase of shares in a money market fund by a local authority counts as capital expenditure. However, this may go some way to

explaining why this Council has experienced more difficulty in placing short term cash. A business case for investing in Money Markets Funds is being prepared.

## **7.00 LANDSBANKI INVESTMENTS - UPDATE**

- 7.01 On 7<sup>th</sup> October 2008, Landsbanki was placed in receivership. At that time Flintshire had £3.7 million of Council monies invested with the UK subsidiary. The investments were made as follows –

£1.2 million maturing 17<sup>th</sup> October 2008 (invested on 22<sup>nd</sup> July 2008)  
£1.5 million maturing 14<sup>th</sup> November 2008 (invested on 1<sup>st</sup> September 2008)  
£1.0 million maturing 18<sup>th</sup> November 2008 (invested on 8<sup>th</sup> September 2008)

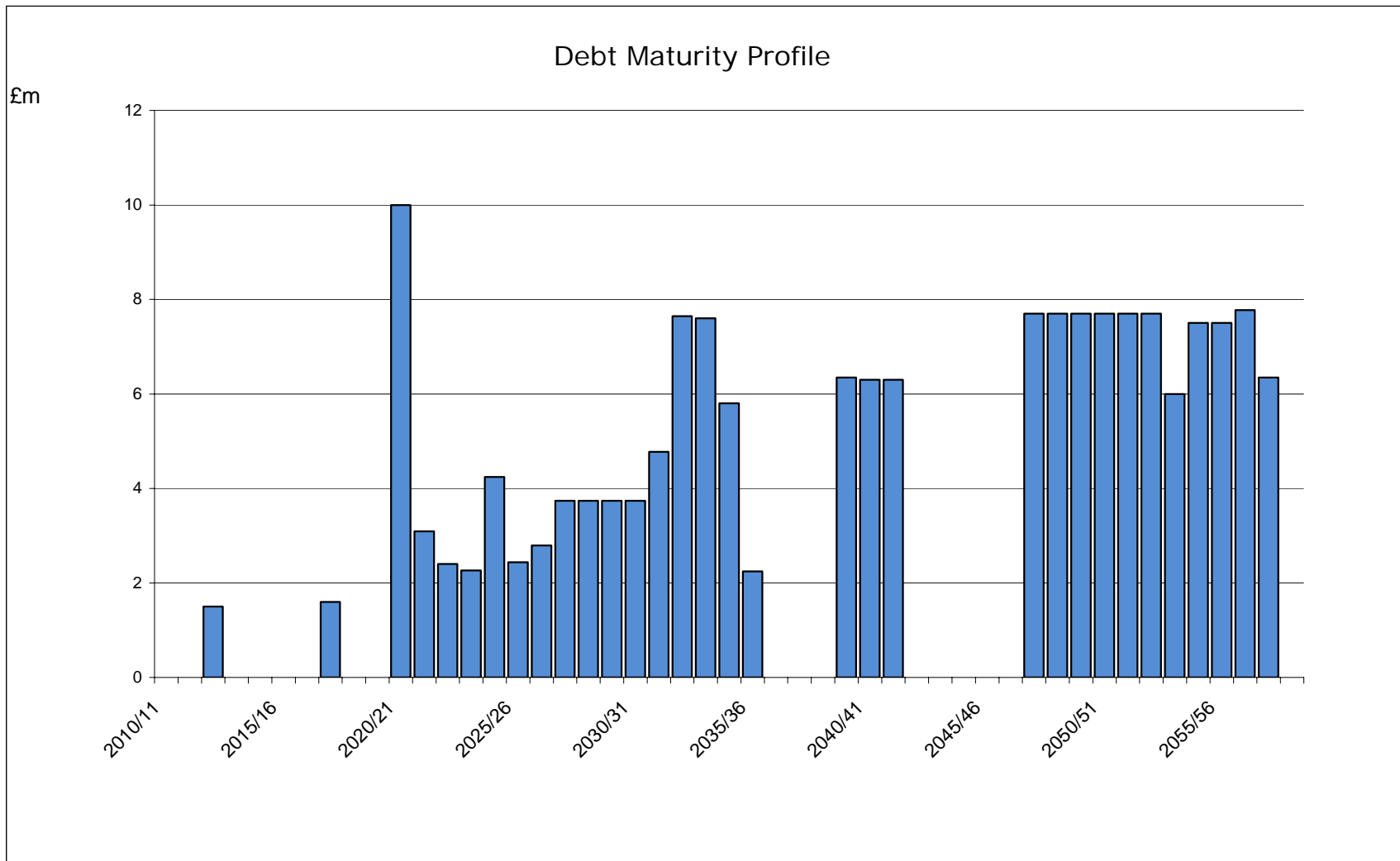
- 7.02 A recent update, dated 7<sup>th</sup> September 2010, from Bevan Brittan has detailed that filed written submissions of the test case authorities have been served together with the supporting documentation. The cases are likely to be allocated by the Chief Justice of the Icelandic District Court after 1<sup>st</sup> October 2010, hopefully the first hearing of the case will be mid to late October.

## **8.00 PEER GROUP PERFORMANCE COMPARISON**

- 8.01 Flintshire County Council is a member of the CIPFA Treasury Management Benchmarking Club. Half yearly data will be sent to CIPFA in early October and the Benchmarking Report will be returned at the end of October. The findings will be reported to Audit Committee on 22<sup>nd</sup> December 2010.

## **9.00 CONCLUSION**

- 9.01 The treasury management function has operated within the statutory and local limits detailed in the 2010/11 Treasury Management Policy Statement.



## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 13**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **19 OCTOBER 2010**  
**REPORT BY:**      **DIRECTOR OF LIFELONG LEARNING**  
**SUBJECT :**         **SCHOOL ADMISSIONS POLICY**

### **1.00 PURPOSE OF REPORT**

- 1.01 To report back to members on the outcome of the change in the nursery admissions policy for September 2010 and to outline the timetable for the statutory annual consultation on admission arrangements for 2011.

### **2.00 BACKGROUND**

- 2.01 The policy regarding nursery admissions was amended by the Council last year to enable parents to express a preference for the nursery of their choice, with oversubscription criteria to be applied if necessary if there are more applications than there are places available. This took effect for September 2010 nursery admissions and it was agreed that the impact of the change of policy would be monitored in terms of the number of refusals compared to previous years.
- 2.02 Members will be aware that the local authority is required each year to undertake a statutory consultation exercise on its admission arrangements for the following year. For September 2012, the authority must have determined its arrangements by 15 April 2011 and the statutory consultation must be concluded by 1st March 2011. Statutory consultees are the governing bodies of all schools, admission authorities for all other maintained schools in the area, the Diocesan authorities and neighbouring authorities.

### **3.00 CONSIDERATIONS**

- 3.01 The change in the nursery admissions policy was effective for September 2010 admissions, and details of the number of applications refused compared to the previous year are provided in the table below.

	2009	2010
No. of applications	1562	1478
No. of nurseries oversubscribed	17	12
No. of applications accepted	1521 (97.4%)	1430 (96.8%)
No. of applications	41 (2.6%)	48 (3.2%)

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**Date: 13/10/2010**

refused		
No. of Nurseries with applications refused	3	9
No. of Nurseries exceeding Admission Number	3	8

3.02 While there has been a slight increase in the total number of applications refused and the number of nurseries affected have increased. These include 3 nurseries in the Buckley area and 1 Welsh medium nursery, with the remainder scattered throughout the County. At 4 of the 9 nurseries with refusals, plus an additional 4 others, it was necessary to allocate places over the Admission Number (i.e. the number of children that can be admitted to each year group, calculated in accordance with Welsh Assembly Government methodology). The total number admitted in excess of the Admission Number was 29. In all these cases there were no available places at an alternative nursery within a convenient distance of the home address. The consequences of oversubscription at nursery stage will have to be addressed when parents apply for full time education for Reception.

3.03 It is not proposed to make any changes to the existing admissions policy for 2012, which is detailed in Appendix 1. It is proposed to undertake the statutory consultation between 1st November and 17th December 2010. All community schools, admission authorities for all other maintained schools in the area, the Diocesan authorities and neighbouring authorities will be consulted and a report on the outcome of the consultation will be submitted to the Executive in February and then full Council in March in order to meet the statutory deadlines.

#### **4.00 RECOMMENDATIONS**

4.01 That members note the outcome of the change in the nursery admissions policy and the timetable for the statutory annual consultation on admission arrangements for 2011.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 None.

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

6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 None.

**8.00 EQUALITIES IMPACT**

- 8.01 All parents have an opportunity to express a preference for a particular school/nursery and all applications are dealt with in an open and transparent manner in accordance with the admissions criteria.

**9.00 PERSONNEL IMPLICATIONS**

- 9.01 None.

**10.00 CONSULTATION REQUIRED**

- 10.01 The statutory consultation must be completed by 1 March 2011.

**11.00 CONSULTATION UNDERTAKEN**

- 11.01 None.

**12.00 APPENDICES**

- 12.01 Appendix 1 - Current Admission Arrangements

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

None

Contact Officer: Tom Davies  
Telephone: 01352 704180  
E-Mail: tom\_davies@flintshire.gov.uk

**Policy and Process for Admissions to Schools**

The County Council, as the Local Authority, is responsible for determining the arrangements for admissions, and for admissions to all Community Primary, Secondary and Special Schools and Voluntary Controlled Schools. The LA will consult annually with school Governing Bodies and the Diocesan Education Authorities in relation to admissions.

The LA will comply with statutory requirements and will give full recognition to the expression of parental preference, and, in the case of sixth form admissions, to the expression of a preference by a young person, in the context of its duty to ensure the provision of effective education and the efficient use of education resources. The LA will admit pupils up to the Admission Number and will not refuse applicants for a particular school unless that school has reached its Admission Number.

The Admission Number for each school relates to the number of children that can be admitted to each year group during the school year. The Admission Number for each school is indicated on the 'Schools List'.

The LA will not, however, expand a school to meet demand which does not comply with the admissions criteria.

**Admissions Procedure**

The annual admissions procedure applicable to the relevant age group will include the following stages:

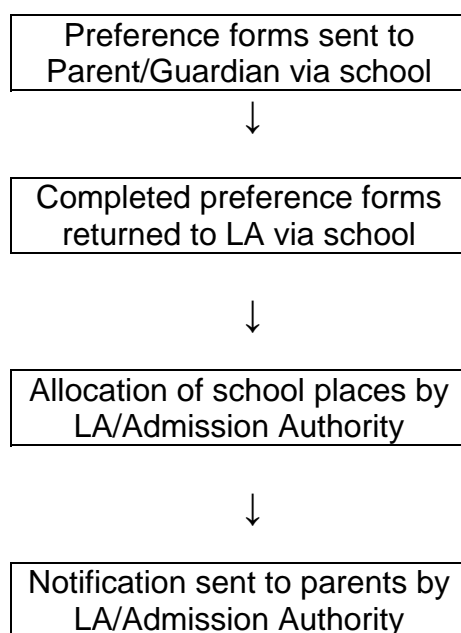
- Publication of the 'Guide to Education Services'.
- Arrangements to enable parents to express a preference for a school they wish their child/children to attend, and, in the case of sixth form admissions, expression of a preference by a young person.
- Consideration of preferences in accordance with the admissions criteria, up to the Admission Number for each school.

**Please Note**

Expressing a preference does not guarantee a place at your chosen school if that school is oversubscribed. If more parents apply for places at the school than the number of places available, the Authority will apply the oversubscription criteria for allocating places as set out in this Guide.



## Admissions Process September 2011



**For entry to school in 2011 children must have reached the required age for each sector as set out below by 31<sup>st</sup> August 2011.**

Nursery – 3yrs    Reception – 4yrs    Junior – 7yrs    Secondary – 11yrs

## Admissions Timetable

Admission Stages	Admission forms available to parents by:	Parental consideration period:	Parents return completed forms to schools/LEA closing date:	Allocation of places period:	LEA to inform parents by:
Secondary	06.09.10	06.09.10 - 31.10.10	01.11.10	01.11.10 – 14.01.11	31.01.11
Reception, Infants to Juniors	06.09.10	06.09.10 – 31.10.10	01.11.10	01.11.10 – 04.03.11	18.03.11
Nursery	05.01.11	05.01.11 – 18.02.11	21.02.11	21.02.11 – 01.04.11	15.04.11

All applications received by the closing date will be considered collectively and assessed against the Authority's criteria. Late applications received before offers of places are made, will be considered using the same published criteria. However, should a school be over-subscribed then any late applications will be considered after those received by the cut off date, unless the Local Authority considers that there are good reasons for the application being late, which must be stated at the time of the application, i.e. exceptional medical reasons preventing an earlier application, recent move into the area, etc. Supporting documentation must be provided.

This means that you may have less opportunity to be allocated to your preferred school if you send your form after the closing date.

*Please note administration dates of neighbouring counties may be different to those above but Flintshire LA will work closely with neighbouring LAs to coordinate admission arrangements. If the school, for which you wish to express a preference, is in another county, please contact the respective LA to ensure you do not miss the closing date.*

Denbighshire County Council  
Directorate of Lifelong Learning  
Council Offices  
Wynnstay Road  
Ruthin  
Denbighshire  
LL15 1AT  
Tel: 01824 712621

Wrexham County Borough Council  
Children and Young People Service  
16 Lord Street  
Wrexham  
LL11 1LG  
Tel: 01978 298810 / 298812/ 298813

Cheshire West & Chester Authority  
Children and Young People's Services  
School Admissions  
Wyvern House, The Drummer  
Winsford, Cheshire CW7 1AH  
Tel: 0300 123 7039

### **Admissions Criteria**

The LA will comply with its duty to ensure the provision of effective education and the efficient use of resources. In so doing, the LA will have regard to the total resources, including accommodation and staffing, available to each school and any constraints imposed by the school organisation and curriculum. It will also consider the resource implications for the authority and impact on other education policies.

Should the number of applications for a place at the school be greater than the Admission Number of the year group, then the application will be considered in a priority order as set out below.

### **Admissions Policy for Early Entitlement to Education**

A part-time education place is available for every child the term after his/her third birthday.

<b>Children born in...</b>	<b>Entitled to...</b>
Autumn Term	2 terms of educational provision (Spring and Summer)
Spring Term	1 term of educational provision (Summer)

Children born in the Summer term receive their education entitlement in the school nursery classes in the Autumn term after their 3<sup>rd</sup> birthday. Parents may state a preference for an approved setting which may be a pre school playgroup (English or Welsh), a private day nursery, a 'network' childminder or school nursery class. Application for a place is made directly to the setting. Forms are available all year.

**Notes:**

- 1. Admission to an Early Entitlement setting at a particular school does not guarantee subsequent admission to nursery at that school.**
- 2. No transport is provided.**

For further information on approved settings please contact:  
The Early Years Advisor, Tel: 01352 704104.

## **Nursery**

### **Criteria to be applied by the Authority for Nursery Admissions**

A child becomes eligible for a place at a nursery class in the September following the child's 3<sup>rd</sup> birthday. Nursery education is not compulsory and parents have no right of appeal regarding nursery admissions under the School Standards and Framework Act 1998.

Nursery schooling in all schools/units will be provided on the basis of 5 x 2.5 hour sessions per week for each child.

Parents may express a preference for any nursery irrespective of where the child's home is in relation to the school. However, expressing a preference does not guarantee a place at that nursery.

In the event of oversubscription, applications for nursery places will be dealt with by applying the admissions criteria in respect of primary schools as set out in this Guide.

**When making the decision about the 'nearest suitable school' the Authority will accept only the pupil's home address and not that, for example, of childminder or grandparents. Parents will be asked to provide official documentation showing home address. Parents are advised that a school place may be lawfully withdrawn if the information given on their application form is fraudulent or misleading.**

Application forms for nursery school admission are available from headteachers at all nursery/infant/primary schools. The forms will be available according to Admissions timetable as set out in this Guide.

**Notes:**

- 1. Admission to a nursery class at a particular Infant or Primary School does not guarantee subsequent admission to reception class at that school.**
- 2. No transport is provided.**

**Primary****Admission to Primary Schools in Flintshire**

The Authority will admit a child to a maintained infant/primary school at the beginning of the school year if the child has achieved his/her 4<sup>th</sup> birthday on or before August 31<sup>st</sup> of that calendar year.

Admission is the responsibility of the Director of Lifelong Learning and will be based on the criteria listed below.

For pupils transferring from infant to junior school a parental preference form will be sent to each parent/guardian. Parents may express a preference for their nearest junior school or may insert the name of another school should they prefer that school.

In accordance with legislation, infant class sizes (Reception, Year 1 and Year 2) are restricted to a limit of no more than 30 per school teacher. In respect of junior classes (Year 3 to Year 6), the target is no more than 30 per school teacher.

**Criteria to be applied in order of priority by the Authority for admission to Nursery, Infant, Junior or Primary Schools:****Nursery, Infant and Primary Schools:**

- a) the LA will consider the needs of a 'looked after child' (child in care) and pupils with a statement of special educational needs which includes a named school
- b) pupils for whom the preferred school is the nearest appropriate school to the pupil's home address
- c) pupils who have expressed a preference for a school which is not the nearest to their home address will be admitted if they have a sister or brother attending the preferred school
- d) pupils for whom the preferred school is not the nearest to their home address

If there are more applicants than places in any of the above categories, priority will be given to applicants living nearest the school, measured from the child's home address to the recognised main entrance of the school.

## **Junior School**

Parents of pupils transferring from Infant to Junior School will be given the opportunity to express a preference and places will be allocated using the following criteria:

- a) the LA will consider the needs of a 'looked after child' (child in care) and pupils with a statement of special educational needs which includes a named school
- b) pupils for whom the preferred school is the nearest appropriate school to the pupil's home address
- c) pupils who have attended the 'feeder' infant school and for whom the preferred school is the nearest appropriate school
- d) pupils who have expressed a preference for a school which is not the nearest to their home address will be admitted if they have a sister or brother attending the preferred school
- e) pupils who attend the 'feeder' infant school but for whom the preferred school is not the nearest to their home address
- f) pupils for whom the preferred school is not the nearest to their home address

## **Secondary**

### **Admission to a Secondary School in Flintshire**

Pupils will normally be transferred from a primary to a secondary school in the September following their eleventh birthday.

The Director of Lifelong Learning will invite parents to express their preference for a secondary school for their child. A Parental Preference Form will be sent to each parent, and parents are invited to express a preference for one or more schools and may give a reason for the preference/s. However, where a school is oversubscribed, places will be allocated up to the Admission Number in accordance with the admissions criteria set out in priority order as described below.

**It should be noted that transport will only be provided in accordance with the Transport Policy set out in this Guide.**

**Criteria to be applied in order of priority by the Authority for admissions to Secondary Schools:**

For entry into a designated **secondary** school, the following specific

arrangements will apply:

- a) the LA will consider the needs of a 'looked after child' (child in care) and pupils with a statement of special educational needs which includes a named school
- b) pupils for whom the preferred school is the nearest appropriate school to the pupil's home address
- c) where a preference is expressed for a school other than the nearest to a pupil's home address, where an older brother or sister is registered and will still be attending when the younger sibling will be starting, the younger sibling will be admitted to that school. The 'sibling rule' will only be applied for the statutory period of education i.e. between the Years 7-11 to enable the Local Authority to plan the provision of school places. Where an older sibling is continuing to attend the same secondary school for their Post-16 courses, the Authority will look to apply the 'sibling rule' in the case of the younger child
- d) where a preference has been expressed for a school other than the nearest to a pupil's home address and there is no brother or sister attending that school, pupils will be admitted in order of proximity to that alternative school and up to its Admission Number.

If there are more applicants than places in any of the above categories, priority will be given to applicants living nearest the school, measured from the child's home address to the recognised main entrance of the school.

**The nearest appropriate school is interpreted as:**

- (a) the school nearest to the child's home measured from child's home address to the recognised main entrance of the school.**
- (b) the nearest Welsh medium school where parents wish their children to receive their education through the medium of Welsh.**
- (c) the nearest Denominational school where parents wish to have their children educated in a denominational school.**

**The Council uses Routefinder, a network analysis system fully integrated into the Geographical Information System (GIS) software, to calculate home to school distance in miles. The shortest route is calculated from an applicant's home address to the recognised main entrance of the school.**

**Sibling (brother/sister)**

A sibling is defined as a full, half, step or foster brother or sister living together as one household at the same address and where the elder sibling is of statutory school age and will still be registered at the preferred school (or, in

the case of an infant school, attending the partner junior school) when the younger child is eligible to attend.

### **Admissions to schools other than those maintained by the LA**

Parents wishing to express a preference for a school in another county other than Flintshire should still use the Flintshire LA preference form and it will be passed to the relevant neighbouring Authority, with the exception of Cheshire West and Chester Council who request you contact them directly. Please be aware of each Authority's admission timetable and closing dates.

### **Accepting or Declining Places Offered**

Parents will be required to accept or decline the school place offered by returning a proforma by a set deadline. The Local Authority reserves the right to withdraw places not accepted by the deadline.

### **Waiting Lists**

If a parent is refused a place for their child at their preferred school during the normal admissions round, the LA will, in agreement with the parent, place the child's name on a waiting list until 31 August in the school year in which they apply. If additional places become available while the waiting list is in operation, and before any appeals are heard, they will be allocated to applicants on the waiting list in accordance with the oversubscription criteria and not according to the date the application was submitted. Placing a name on a waiting list, however, is not a guarantee of an eventual place at the school applied for and also does not affect the parent's right of appeal.

### **Admission of Pupils from outside Flintshire**

Children residing outside Flintshire will only be admitted in accordance with the stated criteria. See 'Admissions Criteria'.

### **Change of School within Flintshire at times other than normal transfer points**

Schools in Flintshire have an agreed protocol for transfers from one nominated school to another other than at the normal transition point. A parent seeking such a transfer should initially speak to the headteacher of the child's current school to discuss the reasons for that transfer. If, following this discussion, the parent wishes to continue the process, contact should then be made with the headteacher of the new school. Headteachers will refer parents to an officer of the Local Authority, particularly in cases where pupil numbers in the new school have exceeded the Admission Number in the appropriate year group. In such circumstances admission to the new school may be refused. Parents who are dissatisfied with this may give notice of appeal, as outlined below.

## **Admissions other than at normal entry point**

For pupils moving into the area at times other than the normal admission round (September of each year), the LA will endeavour to meet parental preferences as far as possible. However, where it is deemed to be prejudicial to the efficient and effective use of resources, parents will be offered a place at an alternative school. The parent may then accept the alternative placement, or may give notice of appeal.

## **Appeals Procedure**

If the Authority is unable to comply with the parental preference then the parent will be offered a place at another school. The parent may then accept the alternative placement, or may give notice of appeal. Further details about the appeals process will be made available to parents by contacting the Access Officer (01352 704068).

Appeals must be made in writing giving reasons, and sent to the Director of Lifelong Learning. The Authority will initiate the appeals procedure in accordance with the School Standards and Framework Act 1998. The parents, or parent accompanied by a friend if desired, will be given an opportunity to appear before an independent Appeal Panel. The decision of the Independent Appeal Panel will be final and binding on all parties. Details describing the appeals procedure is outlined in a leaflet which is available on request.

## **Provision for Children with Additional Needs**

The Authority, with the schools it maintains, makes appropriate and relevant provision for pupils with additional needs. Schools will have regard to the Code of Practice for Special Educational Needs when identifying, assessing and providing for children who have these needs. Some children may require special educational provision which is over and above that which a mainstream school could reasonably be expected to provide. The Authority will assess the needs of such pupils in accordance with the guidelines laid down by the Code of Practice. Where the assessment indicates this to be necessary, it will arrange for extra provision to be made for them. This provision will be included in a statement of special educational need for the child concerned. This document is negotiated with parents and schools. It states the child's needs and how and where those needs will be met.



## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 14**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **19 OCTOBER 2010**  
**REPORT BY:**      **HEAD OF LEGAL AND DEMOCRATIC SERVICES**  
**SUBJECT :**         **BUCKLEY COMMON BYE-LAWS**

### **1.00 PURPOSE OF REPORT**

- 1.01 To recommend that the County Council approve the making of new byelaws in respect of Buckley Common as attached to this report.

### **2.00 BACKGROUND**

- 2.01 The current byelaws for Buckley common were made in 1933.
- 2.02 The proposed byelaws seek to control the use of Buckley Common with current local environmental and other issues in mind and in respect of potential uses of Buckley Common that require control.

### **3.00 CONSIDERATIONS**

- 3.01 New model byelaws were issued by the Home Office and consultation with the Commons Consultative Group was completed in respect of the attached draft byelaws. WAG have provisionally approved the draft byelaws as attached to this report which, as members will see, seek to comprehensively control leisure activities in respect of Buckley Common, such as horse riding, angling climbing etc.
- 3.02 Once the byelaws have been made there will be a period of notification in local papers before submission to the Welsh Assembly Government for confirmation.

### **4.00 RECOMMENDATIONS**

- 4.01 The County Council is recommended to approve the making of the proposed byelaws in the form attached to this report, and that the byelaws will be submitted to the Welsh Assembly Government for confirmation after the appropriate notification process has been undertaken.

### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 No provision has been made for any additional costs associated with the publication and subsequent administration of the byelaws. Those costs will be met within existing resources.

**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 No further consultation required

**11.00 CONSULTATION UNDERTAKEN**

11.01 Buckley Town Council have been consulted and the proposed byelaws approved.

11.02 Welsh Assembly Government have been consulted and the proposed byelaws approved.

**12.00 APPENDICES**

12.01 Proposed Buckley Common byelaws.

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

None

Contact Officer: Matthew Georgiou  
Telephone: 01352 702330  
E-Mail: matthew\_georgiou@flintshire.gov.uk

# **CYNGOR SIR Y FFLINT**

## **IS-DDEDDFAU**

Is-ddeddfau a wnaed gan Gyngor Sir y Fflint o dan y Cynllun Rheoliadau a wnaed yn unol ag adran 1 o Ddeddf Tiroedd Comin 1889 gan Gyngor Dosbarth Trefol Bwcle ar 13 Mehefin 1933 ac a gafodd gymeradwyaeth y Bwrdd Amaeth a Physgodfeydd ar 4 Gorffennaf 1933 ac yn unol â holl bwerau galluogi eraill, mewn perthynas â Chomin Isaf, Canol ac Uchaf Bwcle.

### **1. DEHONGLIAD**

Yn yr Is-ddeddfau hyn:

“y Cyngor” yw Cyngor Sir y Fflint

“y Comin” yw Comin Bwcle, a dynodir yr ardal yn fanylach ar y map sydd ynghlwm wrth y cynllun.

“y Cynllun” yw'r Cynllun Rheoliadau y cyfeirir ato uchod.

### **2. AWYRENNAU**

Ni chaiff unrhyw un, ac eithrio mewn argyfwng neu gyda chaniatâd y Cyngor, hedfan o'r Comin, na glanio arno, mewn awyren, barcut crog na balwn aer cynnes.

### **3. PYSGOTA**

Ni chaiff unrhyw un daflu rhwyd na lein i'w defnyddio, neu gyda'r bwriad o'u defnyddio i bysgota ar y Comin ac eithrio mewn dwr lle rhoddwyd caniatâd i bysgota gan y Cyngor.

### **4. SAETHYDDIAETH**

Ni chaiff unrhyw un gymryd rhan mewn saethyddiaeth ar y Comin, ac eithrio mewn cysylltiad â digwyddiad a drefnir gan, neu gyda chaniatâd, y Cyngor.

### **5. YMDROCHI**

Ni chaiff unrhyw un, heb esgus rhesymol, ymdrochi na nofio mewn dyfrffordd ar y Comin, ac eithrio mewn ardal lle mae hysbysiad yn dangos bod y Cyngor yn caniatáu hynny.

### **6. CYCHOD**

Ni chaiff unrhyw un lansio na hwylio cwch, cwch modur, dingi, canw, bwrdd hwylio, cwch aer nac unrhyw gwch tebyg ar unrhyw ddyfrffordd ar y Comin, heb ganiatâd y Cyngor.

## **7. CAMPIO**

Ni chaiff unrhyw un godi pabell na defnyddio unrhyw gerbyd, gan gynnwys carafan, neu unrhyw adeiledd arall at ddibenion campio ar y Comin, heb ganiatâd y Cyngor, ac eithrio mewn ardal sydd wedi'i neilltuo neu lle mae hysbysiad yn dangos y caniateir campio.

## **8. SAFLEOEDD CHWARAE I BLANT**

(1) Ni chaiff unrhyw un sydd wedi troi 14 oed ddefnyddio offer ar y Comin sydd, yn ôl hysbysiad a roddwyd ar neu ger y safle, wedi ei neilltuo gan y Cyngor ar gyfer plant dan 14 oed.

(2) Ni chaiff unrhyw un sydd wedi troi 14 oed fynd i'r safle chwarae i blant a elwir Safle Chwarae'r Comin Uchaf

(3) Nid yw'r is-ddeddf hon yn berthnasol i unrhyw un sy'n gofalu am blentyn dan 14 oed.

## **9. DRINGO**

Ni chaiff unrhyw un, heb esgus rhesymol, ddringo unrhyw wal na ffens ar neu'n amgylchynu'r Comin, nac unrhyw goeden, rhwystr, rheiliau, pyst nac unrhyw adeiledd arall.

## **10. PELI CRICED**

Ni chaiff unrhyw un ddefnyddio pêl griced, ac eithrio ar ran o'r Comin lle rhoddwyd hysbysiad mewn lle amlwg sy'n dweud bod y rhan honno wedi'i neilltuo gan y Cyngor ar gyfer defnyddio pêl griced.

## **11. BEICIO**

(1) Ni chaiff unrhyw un fynd ar gefn beic ar y Comin, ac eithrio'r rhannau hynny lle mae hawl tramwy ar gyfer beiciau, neu ar hyd y llwybrau hynny a bennir gan y Cyngor, ac a ddynodir ag arwyddion a osodwyd mewn llefydd amlwg ar y Comin.

- (2) Yn yr Is-ddeddf hon, mae "beic" yn golygu beic dwy olwyn, tair olwyn neu bedair olwyn neu ragor, ac nid beic modur neu fath arall o fodur ar unrhyw gyfrif,.

## **12. TAFLU DISGEN**

Ni chaiff unrhyw un daflu disgen ar y Comin, ac eithrio mewn cysylltiad â digwyddiad a drefnir gan neu gyda chaniatâd y Cyngor.

## **13. CODI ADEILEDDAU**

Ni chaiff unrhyw un godi postyn, rheilen, ffens, polyn, pabell, bwth, stondin, adeilad nac unrhyw adeiledd arall ar y Comin, heb ganiatâd y Cyngor.

## **14. TANAU**

- (1) Ni chaiff unrhyw gynau tân ar y Comin, na gosod, taflu neu adael i fatsen a daniwyd, neu unrhyw beth arall a all achosi tân, syrthio ar y ddaear.
- (2) Nid yw'r is-ddeddf hon yn rhwystro neb rhag tanio na defnyddio stôf neu gwcer gwersylla priodol ar unrhyw ran o'r Comin a neilltuwyd at y diben hwn mewn ffordd a all greu tân neu ddifrod tân.

## **15. GEMAU**

- (1) Os yw'r Cyngor wedi neilltuo rhan o'r Comin ar gyfer chwarae gemau a ddisgrifir mewn hysbysiadau a roddir mewn llyfyll amlwg, ni chaiff unrhyw un: -
- (a) chwarae unrhyw gêm yno ac eithrio'r gêm a nodir
  - (b) defnyddio'r rhannau hyn o'r Comin mewn ffordd a all fod yn rheswm digonol i gythruddo unrhyw un sydd eisoes yn defnyddio'r safle at y dibenion a nodir yn yr hysbysiad; na
  - (c) chwarae unrhyw gêm y nodir y dylid ei chwarae mewn unrhyw ran arall o'r Comin mewn ffordd sy'n rhwystro unrhyw un nad yw'n chwarae'r gêm rhag defnyddio'r rhan honno o'r Comin.
- (2) Ni chaiff unrhyw un chwarae gemau ar y rhannau a neilltuwyd gan y Cyngor at y diben hwnnw, os yw cyflwr y Comin, neu unrhyw reswm arall, yn ei gwneud yn anaddas i'w ddefnyddio, ac os rhoddwyd hysbysiad mewn lle amlwg yn gwahardd unrhyw un rhag chwarae ar y rhan honno o'r Comin.
- (3) (a) Ni chaiff unrhyw un chwarae gêm ar y Comin:-

- (i) os yw hynny'n rheswm digonol i gythruddo unrhyw un arall ar y Comin; neu
- (ii) os yw hynny'n debygol o greu difrod i unrhyw goeden, llwyn neu blanhigyn ar y Comin.
- (b) Nid yw'r is-ddeddf hon yn ymestyn i unrhyw ran a neilltuir gan y Cyngor ar gyfer chwarae unrhyw gêm.

## 16. **GIATIAU**

Os yw'r Cyngor yn nodi mewn hysbysiad a roddir mewn lle amlwg ar neu wrth ymyl unrhyw giât ar y Comin, y gwaherddir unrhyw un rhag gadael y giât ar agor, ni chaiff unrhyw un sy'n agor y giât honno, neu sy'n achosi iddi agor, ei gadael ar agor.

## 17. **GOLFF**

Ni chaiff unrhyw un gledro, tsipio neu daflu pêl golff galed ar y Comin ac eithrio ar dir a neilltuir gan y Cyngor i'w ddefnyddio fel cwrs golff, cwrs ymarfer golff neu gwrs pytio.

## 18. **PORI**

Ni chaiff unrhyw un droi unrhyw anifail i bori ar y Comin na chaniatáu iddo wneud hynny, heb ganiatâd y Cyngor.

## 19. **TAFLU'R ORDD**

Ni chaiff unrhyw daflu'r ordd ar y Comin, ac eithrio mewn cysylltiad â digwyddiad a drefnir gan neu gyda chaniatâd y Cyngor.

## 20. **CEFFYLAU : (MARCHOGAETH MEWN FFORDD BERYGLUS)**

Ni chaiff unrhyw un farchogaeth ceffyl ar y Comin mewn ffordd a all niweidio unrhyw arall sy'n defnyddio'r Comin, naill ai'n fwriadol neu oherwydd esgeulustra. .

## 21. **CEFFYLAU : (DIM OND MEWN MANNAU DYNODEDIG)**

Oes rhoddwyd hysbysiad mewn lle amlwg ar unrhyw ran o'r Comin i ddangos y'i neilltuwyd gan y Cyngor fel man lle caniateir marchogaeth ceffyl, ni chaiff unrhyw un farchogaeth ceffyl ar unrhyw ran arall o'r Comin heb ganiatâd y Cyngor.

## 22. **YMYRRYD AG OFFER ACHUB BYWYD**

Ni chaiff unrhyw un symud na disodli, nac ymyrryd ag unrhyw offer achub bywyd a roddwyd ar y Comin gan y Cyngor, ac eithrio mewn argyfwng.

**23. TAFLU GWAYWFFON**

Ni chaiff unrhyw un daflu gwaywffon ar y Comin ac eithrio mewn cysylltiad â digwyddiad a drefnir gan neu gyda chaniatâd y Cyngor.

**24. HEDFAN BARCUD**

Ni chaiff unrhyw un hedfan barcud ar y Comin nac achosi neu ganiatáu i hynny ddigwydd mewn ffordd sy'n peryglu neu'n cythruddo unrhyw un arall ar y Comin .

**25. LLEOLWR METEL**

Ni chaiff unrhyw un ddefnyddio unrhyw ddyfais ar y Comin a gynlluniwyd neu a addaswyd i ddarganfod neu leoli unrhyw fetelau neu fwynau yn y ddaear.

**26. SAETHYNNAU**

Ni chaiff unrhyw un daflu na rhyddhau unrhyw saethyn ar y Comin mewn ffordd a all beryglu neu gythruddo unrhyw un arall ar y Comin.

**27. AWYRENNAU MODEL**

(1) Yn yr is-ddeddf hon :-

mae "awyrennau model" yn golygu awyrennau sydd naill ai'n pwyso dim mwy na 7 cilogram heb danwydd neu fodel sydd, am y tro cyntaf, wedi'i eithrio (fel awyren fodel) rhag darpariaethau Gorchymyn Llywio Awyrennau 2000 (S.I. 2000/1562);

mae "pŵer-yriant" yn golygu gyriant sy'n seiliedig ar hylosgi anwedd petrol neu unrhyw anwedd hylosg arall neu sylweddau hylosg eraill neu drwy ddefnyddio modur neu foduron trydan neu nwy cywasgedig.

(2) (a) ni chaiff unrhyw un ryddhau awyren fodel sy'n cael ei bwer-yrru ar y Comin i'w hedfan nac i reoli awyren o'r fath yn yr awyr;

(b) ni chaiff unrhyw un achosi i awyren fodel sy'n cael ei bwer-yrru gychwyn ei thaith na glanio ar y Comin.

**28. CYCHOD MODEL : (DIM OND MEWN MANNAU DYNODEDIG)**

Ni chaiff unrhyw un reoli na hwylio unrhyw gwch model ar unrhyw ddyfrffordd ar y Comin heb ganiatâd y Cyngor, ac eithrio mewn man lle rhoddodd y Cyngor hysbysiad i ganiatáu defnyddio cychod o'r fath.

**29. CYCHOD MODEL(PWER-YRIANT): (DIM OND MEWN MANNAU DYNODEDIG)**

(1) Ni chaiff unrhyw un reoli na hwylio unrhyw gwch model pwer-yriant ar unrhyw ddyfrffordd ar y Comin, ac eithrio mewn man lle rhoddodd y Cyngor hysbysiad i ganiatáu defnyddio cychod o'r fath.

(2) Yn yr Is-ddeddf hon, mae "pwer-yriant" yn golygu gyriant drwy hylosgi anwedd petrol neu unrhyw anwedd hylosg arall neu sylweddau hylosg eraill

**30. SWN**

(1) Os bydd unrhyw un ar y Comin yn achosi neu'n caniatáu unrhyw swm drwy:

- (a) weiddi neu ganu,
- (b) canu offeryn cerdd, neu
- (c) ddefnyddio, neu adael i rywun arall ddefnyddio, unrhyw radio, gramoffon, chwyddseinydd, recordydd tâp neu declyn tebyg

sydd mor uchel neu mor ddi-dor neu ailadroddus nes ei fod yn rheswm digonol i gythruddo pobl eraill ar y Comin, bydd yn rhaid iddo/iddi beidio os bydd swyddog o'r Cyngor, neu unrhyw un a gythruddwyd neu y tarfwyd arno, neu unrhyw un sy'n gweithredu ar ei ran/rhan, yn gofyn iddo/iddi wneud hynny.

(2) Ni fydd yr is-ddeddf hon yn berthnasol i unrhyw un sy'n cynnal neu'n cymryd rhan mewn adloniant a ganiateir gan y Cyngor.

**31. PARCIO DROS NOS**

Ni chaiff unrhyw un adael unrhyw gerbyd nac achosi na chaniatáu i unrhyw gerbyd gael ei adael ar y Comin rhwng 12 hanner nos a 6.00 a.m.

**32. LLYGRU DYFRFFYRDD**

Ni chaiff unrhyw un faeddu na llygru unrhyw ddyfrffordd ar y Comin yn fwriadol, drwy ddiofalwch neu esgeulustra.



**33. DIOGELU GWELYAU BLODAU COED, GLASWELLT ETC.**

(1). Ni chaiff unrhyw un sy'n dod â cherbyd, neu sy'n gyfrifol am ddod â cherbyd ar y Comin, ei symud na'i barcio dros neu ar:

(a) unrhyw wely blodau, llwyn neu blanhigyn, nac unrhyw dir sy'n cael ei baratoi ar gyfer tyfu blodau, coed, llwyn neu blanhigyn; nac

(b) unrhyw ran o'r Comin lle rhoddodd y Cyngor hysbysiad mewn lle amlwg ar y tir sy'n gwahardd symud na pharcio cerbyd.

(2) Ni chaiff unrhyw un ar y Comin sefyll ar :

(a) unrhyw wely blodau, llwyn neu blanhigyn, nac ar unrhyw dir sy'n cael ei baratoi; nac

(b) unrhyw ran o'r comin a neilltuwyd ar gyfer glaswellt neu dyweirch, lle roddwyd hysbysiad digonol yn rhybuddio pobl i gadw draw oddi ar y glaswellt neu'r tyweirch.

**34. DIOGELU BYWYD GWYLLT**

(1) Ni chaiff unrhyw un ladd, niweidio, cymryd nac aflonyddu ar anifail na physgodyn ar y Comin, na hela, saethu na physgota, na gosod trapiau na rhwydi, na gosod maglau.

(2) Nid yw'r is-ddeddf hon yn gwahardd unrhyw un rhag pysgota mewn lle a ganiateir gan yr Awdurdod..

**35. SIOEAU, ARDDANGOSFEYDD AC ADEILEDDAU CYHOEDDUS**

Ni chaiff unrhyw un gymryd rhan mewn unrhyw sioe nac arddangosfa ar y Comin, na gosod siglen, llithren nac unrhyw beth tebyg, heb ganiatâd y Cyngor.

**36. SYMUD ADEILEDDAU**

Ni chaiff unrhyw un symud na disodli unrhyw rwystr, rheiliau, postyn na sedd, nac unrhyw ran o unrhyw adeiledd neu addurn ar y Comin, nac unrhyw offeryn a ddefnyddir i osod neu i gynnal a chadw'r Comin, heb esgus rhesymol.

**37. SYMUD DEUNYDDIAU**

Ni chaiff unrhyw un symud na disodli unrhyw garreg, pridd na thyweirch ar y comin, na phlanhigyn, llwyn na choeden gyfan, nac unrhyw ran ohonynt.

**38. SYMUD CERBYDAU, ANIFEILIAID AC ADEILEDDAU**

Caiff unrhyw swyddog o'r Cyngor, ar ôl rhoi rhybudd rhesymol, symud unrhyw gerbyd modur neu gerbyd a dynnir gan geffyl oddi ar y Comin, neu unrhyw wrthrych (gan gynnwys carafan) a osodir neu a adewir ar y Comin, yn groes i'r Cynllun neu i unrhyw un o'r is-ddeddfau hyn.

**39. TRWSIO CERBYDAU**

Ni chaiff unrhyw un lanhau, peintio na thrwsio unrhyw gerbyd sydd wedi'i barcio ar y Comin, oni bai fod damwain wedi digwydd, neu fod y cerbyd wedi torri i lawr neu fod argyfwng arall o ryw fath.

**40. HYRDDIO PWYSAU**

Ni chaiff unrhyw un hyrddio pwysau ar y Comin ac eithrio mewn digwyddiad a drefnir gan neu gyda chaniatâd y Cyngor.

**41. SGLEFRFYRDDIO A SGLEFROLIO**

Ni chaiff unrhyw un sglefrio ar esgidiau rholio, byrddau, olwynion nac unrhyw declyn mecanyddol arall ar y Comin mewn ffordd a all beri niwed neu ofid i bobl eraill ar y Comin neu fod yn rheswm digonol dros eu cythruddo.

**42. MASNACHU**

Ni chaiff unrhyw un werthu na dangos unrhyw nwyddau nac eitemau er mwyn eu gwerthu, na chynnig na dangos unrhyw nwyddau nac eitemau i'w rhentu neu eu hurio ar y Comin, heb ganiatâd y Cyngor.

**43. CERBYDAU**

(1) Ni chaiff unrhyw un deithio ar gefn beic modur na theithio mewn cerbyd modur neu unrhyw gerbyd arall sy'n cael ei yrru'n fecanyddol (ac eithrio beic) ar y Comin heb esgus rhesymol, na dod, neu achosi i unrhyw un ddod â beic modur, cerbyd modur, trelar neu unrhyw gerbyd arall sy'n cael ei yrru'n fecanyddol ar y Comin, ac eithrio ar ran o'r Comin lle mae hawl tramwy ar gyfer y math hwnnw o gerbyd.

(2) Os yw'r Cyngor wedi neilltuo safle ar y Comin i gerbydau o unrhyw ddosbarth yna nid yw'r is-ddeddf hon yn rhwystro neb rhag gyrru'r cerbydau hynny ar y safle hwnnw a neilltuwyd, neu ar lwybr a ddynodwyd gan arwyddion a osodwyd mewn llefydd amlwg, rhyngddo a'r fynedfa i'r Comin.

(3) Nid yw'r is-ddeddf hon yn berthnasol i gerbydau pobl ag anabledd

(4) Yn yr is-ddeddf hon :-

mae “cerbyd pobl ag anabledd” yn golygu cerbyd, p'un a yw'n cael ei yrru'n fecanyddol ai peidio, nad yw'n pwyso mwy na 150 cilogram pan fydd yn wag, ac nad yw'n mesur mwy na 0.85 metr o led ac a adeiladwyd neu a addaswyd i'w ddefnyddio i gario un unigolyn, a'r unigolyn hwnnw'n dioddef rhyw nam neu anabledd corfforol, ac a ddefnyddir gan yr unigolyn hwnnw'n unig.

mae “beic modur” yn golygu cerbyd a yrrir yn fecanyddol, nad yw'n gerbyd i bobl ag anabledd, a fwriedir neu a addaswyd i deithio ar y ffyrdd.

mae “trelar” yn golygu cerbyd sy'n cael ei dynnu gan gerbyd modur, gan gynnwys carafan.

#### **44. DYFRFFYRDD**

Ni chaiff unrhyw un rwystro na dargyfeirio llif unrhyw ddraen neu ddyfrffos, ac ni chaiff agor, cau na gweithredu unrhyw lifddor neu gyfarpar tebyg ar y tir.

#### **45. RHWYSTRO**

Ni chaiff unrhyw un ar y Comin:

- (a) rwystro'n fwriadol unrhyw swyddog o'r Cyngor rhag cyflawni ei (d)dyletswyddau;
- (b) rwystro'n fwriadol unrhyw un rhag ymgymryd â gwaith sy'n angenrheidiol er mwyn cwblhau unrhyw gontract â'r Cyngor; neu
- (c) rwystro'n fwriadol unrhyw unigolyn arall rhag defnyddio'r Comin mewn ffordd briodol, neu ymddwyn mewn ffordd sy'n rheswm digonol i gythruddo unrhyw un arall ar y Comin.

#### **46. EITHRIADAU**

- (1) Ni fydd gweithred sy'n angenrheidiol er mwy i swyddog o'r Cyngor gyflawni'i ddyletswydd yn briodol, neu unrhyw weithred sy'n angenrheidiol er mwyn cwblhau contract â'r Cyngor, yn cael eu hystyried yn drosedd o dan yr is-ddeddfau hyn.

(2) Ni fydd unrhyw beth a nodir yn yr is-ddeddfau hyn neu a wneir yn unol â'u darpariaethau yn amharu ar unrhyw hawl tramwy cyhoeddus drwy'r Comin mewn unrhyw ffordd, nac ar hawliau unrhyw un sy'n ymddwyn yn unol â'r gyfraith yn rhinwedd rhyw ystad, hawl neu ddiddordeb yn y Comin, neu ran ohono, neu sy'n effeithio arno neu ran ohono.

**47. COSB**

Bydd unrhyw un sy'n troseddu yn erbyn unrhyw un o'r is-ddeddfau hyn yn agored i gael ei ddirwyo ar lefel 2 ar y raddfa safonol os ceir collfarn ddiannod yn ei erbyn.

**48. CANIATÂD**

Os nodir yn yr is-ddeddfau hyn bod yn rhaid i bobl gael caniatâd y Cyngor, rhaid gofyn am y caniatâd hwnnw drwy anfon llythyr at y swyddog priodol yn y Cyngor yn Neuadd y Sir, yr Wyddgrug CH7 6NR.

**49. DIDDYMU**

Mae'r is-ddeddfau a wnaed gan Gyngor Dosbarth Trefol Bwcle ar 12 Rhagfyr 1933 ac a gadarnhawyd gan y Gweinidog Iechyd ar 9 Chwefror 1934 mewn perthynas â'r Comin, drwy hyn, wedi'u diddymu.

RHODDWDYD dan Sêl Gyffredin Cyngor Sir y Fflint

2010.

Gosodwyd **SÊL GYFFREDIN**  
**CYNGOR SIR Y FFLINT**  
yma ym mhresenoldeb :-

a awdurdodwyd gan y Cyngor

Drwy weithredu'r cyfrifoldebau a roddwyd i Gynulliad Cenedlaethol Cymru, cadarnheir yr Is-ddeddfau uchod drwy awdurdod Gweinidog yr Amgylchedd, Cynllunio a Chefn Gwlad, sy'n gweithredu ar ran Llywodraeth Cynulliad Cymru

Daw'r Is-ddeddfau i rym ar

2010.

**LLOFNODWYD** drwy awdurdod Gweinidog y Cynulliad ar gyfer yr Amgylchedd, Cynllunio a Chefn Gwlad .

K S POWELL  
Pennaeth yr Adran Cynllunio

# **FLINTSHIRE COUNTY COUNCIL**

## **BYELAWS**

Byelaws made by Flintshire County Council under the Scheme of Regulation made pursuant to section 1 of the Commons Act 1889 by the Buckley Urban District Council on 13 June 1933 and approved by the Board of Agriculture and Fisheries on 4 July 1933 and under all other enabling powers, in respect of the Buckley Lower, Middle and Upper Commons.

### **1. INTERPRETATION**

In these Byelaws:

“the Council” means Flintshire County Council

“the Common” means Buckley Commons, the area of which is more particularly delineated on the attached plan

“the Scheme” means the aforementioned Scheme of Regulation

### **2. AIRCRAFT**

No person shall, except in cases of emergency or with the consent of the Council, take off from or land upon the Common in an aircraft, helicopter, hang-glider or hot-air balloon.

### **3. ANGLING**

No person shall on the Common cast any net or line used or intended for use in angling except upon any waters comprised in the Common where fishing is permitted by the Council.

### **4. ARCHERY**

No person shall on the Common, except in connection with an event organised by or with the consent of the Council, engage in the sport of archery.

### **5. BATHING**

No person shall, without reasonable excuse, bathe or swim in any waterway comprised in the Common, except in an area where a notice exhibited by the Council permits bathing and swimming.

**6. BOATS**

No person shall, without the consent of the Council, launch, operate or sail on any waterway comprised in the Common any boat, power craft, dinghy, canoe, sailboard, inflatable or any like craft.

**7. CAMPING**

No person shall on the Common, without the consent of the Council, erect a tent or use any vehicle, including a caravan, or any other structure for the purpose of camping, except on any area which may be set apart and indicated by a notice as a place where camping is permitted.

**8. CHILDREN'S PLAY AREAS**

(1) No person who has attained the age of 14 years shall use any apparatus on the Common which, by a notice placed on or near thereto, has been set apart by the Council for the exclusive use of persons under the age of 14 years.

(2) No person who has attained the age of 14 years shall enter or remain in the children's play area known as Higher Common Play Area.

(3) This by-law shall not apply to any person who is in charge of a child under the age of 14 years.

**9. CLIMBING**

No person shall, without reasonable excuse, climb any wall or fence on or enclosing the Common, or any tree, barrier, railing, post or other structure.

**10. CRICKET BALLS**

No person shall use a cricket ball, except on any part of the Common which by a notice placed in a conspicuous position has been set aside by the Council as an area where a cricket ball may be used.

**11. CYCLING**

(1) No person shall, without reasonable excuse, ride a cycle on the Common, except in any part of the Common where there is a right of way for cycles, or along such routes as may be fixed by the Council and indicated by signs placed in conspicuous positions on the Common.

- (2) In this Byelaw, “cycle” means a bicycle, tricycle or a cycle having four or more wheels, not being in any case a motor cycle or motor vehicle.

**12. DISCUS THROWING**

No person shall on the Common, except in connection with an event organised by or with the consent of the Council, engage in the sport of discus throwing.

**13. ERECTION OF STRUCTURES**

No person shall on the Common without the consent of the Council, erect any post, rail, fence, pole, tent, booth, stand, building or other structure.

**14. FIRES**

- (1) No person shall on the Common intentionally light a fire, or place, throw or let fall a lighted match or any other thing so as to be likely to cause a fire.

- (2) This byelaw shall not prevent the lighting or use of a properly constructed camping stove or cooker in any area set aside for the purpose in such a manner as not to cause danger of or damage by fire.

**15. GAMES**

- (1) Where the Council has, by a notice placed in a conspicuous position on the Common, set apart an area on the Common for the playing of such games as may be specified in the notice, no person shall :-
- (a) play in such an area any game other than the game for which it has been set apart.
  - (b) use any such area so as to give reasonable grounds for annoyance to any person already using that area for any purpose for which it has been set apart ; or
  - (c) play any game so specified in any other part of the Common in such a manner as to exclude any person not playing the game from the use of that part.
- (2) No person shall, in any area of the Common which may have been set apart by the Council for any game, play any games when the state of the Common or other cause makes it unfit for use and a notice is placed in a conspicuous position prohibiting play in that area of the Common.

- (3) (a) No person shall on the Common play any game ;
- (i) so as to give reasonable grounds for annoyance to any other person on the Common ; or
- (ii) which is likely to cause damage to any tree, shrub or plant on the Common.
- (b) This byelaw shall not extend to any area set apart by the Council for the playing of any game.

**16. GATES**

Where the Council indicates by a notice conspicuously exhibited on or alongside any gate on the Common that leaving that gate open is prohibited, no person, having opened that gate, or caused it to be opened, shall leave it open.

**17. GOLF**

No person shall on the Common drive, chip or pitch a hard golf ball except on land set aside by the Council for use as a golf course, golf driving range, golf practice area or putting course.

**18. GRAZING**

No person shall, without the consent of the Council, turn out or permit any animal to graze on the Common.

**19. HAMMER THROWING**

No person shall on the Common, except in connection with an event organised by or with the consent of the Council, engage in the sport of hammer throwing.

**20. HORSES : (DANGEROUS RIDING)**

No person shall on the Common intentionally or negligently ride a horse to the danger of any other person using the Common.

**21. HORSES : (ONLY IN DESIGNATED AREAS)**

Where any part of the Common has, by a notice placed in a conspicuous position on the Common, been set apart by the Council as an area where horse riding is permitted,



no person shall, without the consent of the Council, ride a horse on any other part of the Common.

**22. INTERFERENCE WITH LIFE-SAVING EQUIPMENT**

No person shall, except in case of emergency, remove from or displace on the Common or otherwise tamper with any life-saving appliance provided by the Council.

**23. JAVELIN THROWING**

No person shall on the Common, except in connection with an event organised by or with the consent of the Council, engage in the sport of javelin throwing.

**24. KITES**

No person shall on the Common fly or cause or permit to be flown any kite in such a manner as to cause a danger or annoyance to any other person on the Common.

**25. METAL DETECTORS**

No person shall on the Common use any device designed or adapted for detecting or locating any metal or mineral in the ground.

**26. MISSILES**

No person shall on the Common, to the danger or annoyance of any other person on the Common, throw or discharge any missile.

**27. MODEL AIRCRAFT**

(1) In this byelaw :-

“model aircraft” means an aircraft which either weighs not more than 7 kilograms without its fuel or is for the time being exempted (as a model aircraft) from the provisions of the Air Navigation Order 2000 (S.I. 2000/1562);

“power-driven” means driven by the combustion of petrol vapour or other combustible vapour or other combustible substances or by one or more electric motors or by compressed gas.

(2) (a) no person shall on the Common release any power-driven model aircraft for flight or control the flight of such an aircraft ;

- (b) no person shall cause any power-driven model aircraft to take off or land on the Common.

**28. MODEL BOATS : (ONLY IN DESIGNATED AREAS)**

No person shall, without the consent of the Council, operate or sail on any waterways comprised in the Common any model boat, except in an area where a notice exhibited by the Council permits the use of such boats.

**29. MODEL BOATS (POWER DRIVEN) : (ONLY IN DESIGNATED AREAS)**

(1) No person shall operate or sail on any waterway comprised in the Common any power-driven model boat, except in any area where a notice exhibited by the Council permits the use of such boats.

(2) In this bye-law, “power-driven” means driven by the combustion of petrol vapour or other combustible vapour or other combustible substances.

**30. NOISE**

(1) No person on the Common shall, after being requested to desist by an officer of the Council, or by any person annoyed or disturbed, or by any person on his behalf

- (a) by shouting or singing,
- (b) by playing on a musical instrument, or
- (c) by operating or permitting to be operated any radio, gramophone, amplifier, tape recorder or similar instrument,

cause or permit to be made any noise which is so loud or so continuous or repeated as to give reasonable cause for annoyance to other persons on the Common.

(2) This byelaw shall not apply to any person holding or taking part in any entertainment held with the consent of the Council.

**31. OVERNIGHT PARKING**

No person shall, without the consent of the Council, leave any vehicle or cause or permit any vehicle to be left on the Common at any time.

**32. POLLUTION OF WATERWAYS**

No person shall intentionally, carelessly or negligently foul or pollute any waterway comprised in the Common.

**33. PROTECTION OF FLOWER BEDS, TREES, GRASS ETC.**

(1). No person who brings or causes to be brought on to the Common a vehicle shall wheel or park it over or upon :

(a) any flower bed, shrub or plant, or any ground in the course of preparation as a flower bed or for the growth of any tree, shrub or plant; or

(b) any part of the Common where the Council, by a notice placed in a conspicuous position in the ground, prohibits its being wheeled or parked.

(2) No person shall on the common tread upon :

(a) any flower bed, shrub or plant, or any ground in the course of preparation as a flower bed, or for the growth of any tree, shrub or plant ; or

(b) any part of the common set aside for the renovation of grass or turf, where an adequate notice to keep off such grass or turf is exhibited.

**34. PROTECTION OF WILDLIFE**

(1) No person shall on the Common intentionally kill, injure, take or disturb any animal or fish, or engage in hunting, shooting or fishing, or the setting of traps or nets, or the laying of snares.

(2) This byelaw shall not prohibit any fishing which may be authorised by the Council.

**35. PUBLIC SHOWS, EXHIBITIONS AND STRUCTURES**

No person shall on the Common, without the consent of the Council, place or take part in any show or exhibition, or set up any swing, roundabout or other like thing.

**36. REMOVAL OF STRUCTURES**

No person shall, without reasonable excuse, remove from or displace on the Common any barrier, railing, post or seat, or any part of any structure or ornament, or any implement provided for use in the laying out or maintenance of the Common.

**37. REMOVAL OF SUBSTANCES**

No person shall remove from or displace on the Common any stone, soil or turf, or the whole or any part of any plant, shrub or tree.

**38. REMOVAL OF VEHICLES, ANIMALS AND STRUCTURES**

Any officer of the Council may, after due warning, remove from the Common any vehicle or animal drawn, driven or placed on the Common, or any structure (including a caravan) erected or placed thereon, in contravention of the Scheme or of any of these byelaws.

**39. REPAIRING OF VEHICLES**

No person shall clean, paint or carry out repairs to any vehicle parked on the Common, except in the event of an accident, breakdown or other emergency.

**40. SHOT-PUTTING**

No person shall on the Common, except in connection with an event organised by or with the consent of the Council, engage in the sport of shot-putting.

**41. SKATEBOARDING AND ROLLER SKATING**

No person shall on the Common skate on rollers, skateboards, wheels or other mechanical contrivances in such a manner as to cause danger or nuisance or give reasonable grounds for annoyance to other persons on the Common.

**42. TRADING**

No person shall on the Common, without the consent of the Council, sell or expose for sale, or let to hire, or offer or expose for letting to hire, any commodity or article.

**43. VEHICLES**

(1) No person shall, without reasonable excuse, ride or drive a motor cycle, motor vehicle or any other mechanically propelled vehicle (other than a cycle) on the Common, or bring or cause to be brought on to the Common a motor cycle, motor vehicle, trailer or any other mechanically propelled vehicle (other than a cycle), except in any part of the Common where there is a right of way for that class of vehicle.

(2) If the Council has set apart a space on the Common for use by vehicles of any class this bye-law shall not prevent the riding or driving of those vehicles in the space so set apart, or on a route, indicated by signs placed in conspicuous positions, between it and the entrance to the Common.

(3) This byelaw shall not extend to invalid carriages.

(4) In this byelaw :-

“invalid carriage” means a vehicle, whether mechanically propelled or not, the unladen weight of which does not exceed 150 kilograms, the width of which does not exceed 0.85 metres and which has been constructed or adapted for use for the carriage of one person, being a person suffering from some physical defect or disability, and is used solely by such a person.

“motor cycle” means a mechanically propelled vehicle, not being an invalid carriage, intended or adapted for use on roads.

“trailer” means a vehicle drawn by a motor vehicle, and includes a caravan.

**44. WATERCOURSES**

No person, shall knowingly cause or permit the flow of any drain or watercourse on the Common to be obstructed or diverted, or open, shut or otherwise work or operate any sluice or similar apparatus on the land.

**45. OBSTRUCTION**

No person shall on the Common :

(a) intentionally obstruct any officer of the Council in the proper execution of his duties ;

(b) intentionally obstruct any person carrying out an act which is necessary to the proper execution of any contract with the Council ; or

**46. SAVINGS**

(2) Nothing in or done under any of the provisions of these byelaws shall in any respect prejudice or injuriously affect any public right of way through the Common, or the rights of any person acting legally by virtue of some estate, right or interest in, over or affecting the Common or any part thereof.

**48. CONSENTS**

## 49. REVOCATION

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In the exercise of the functions vested in the National Assembly for Wales, the foregoing Byelaws are hereby confirmed by authority of the Minister for Environment, Planning and Countryside acting on behalf of the Welsh Assembly Government

The Byelaws shall come into force on the \_\_\_\_\_ day of \_\_\_\_\_ 2010.

**SIGNED** by authority of the Assembly Minister for Environment, Planning and Countryside

K S POWELL  
Head of Planning Division

Date:

**FOR INFORMATION**

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:** EXECUTIVE

**DATE:** 19 OCTOBER, 2010

**REPORT BY:** CHIEF EXECUTIVE

**SUBJECT:** EXERCISE OF DELEGATED POWERS

**1.00 PURPOSE OF REPORT**

1.01 To inform Members of action taken under delegated powers.

**2.00 BACKGROUND**

2.01 At the Executive Meeting held on 31<sup>st</sup> October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

**3.00 RECOMMENDATION**

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

**4.00 FINANCIAL IMPLICATIONS**

4.01 As detailed in each report.

**5.00 ANTI-POVERTY IMPACT**

5.01 As detailed in each report.

**6.00 ENVIRONMENTAL IMPACT**

6.01 As detailed in each report.

**7.00 EQUALITIES IMPACT**

7.01 As detailed in each report.

**8.00 PERSONNEL IMPLICATIONS**

8.01 As detailed in each report

**9.00 CONSULTATION REQUIRED**

9.01 Not applicable

**10.00 CONSULTATION UNDERTAKEN**

10.01 Not applicable



## **11.00 APPENDICES**

11.01 Summary of Decisions taken under Delegated Powers.

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

Background documents: See individual report.

Contact Officer: Detailed on the individual reports.

## **APPENDIX 1**

### **EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN**

#### **Directorate**

#### **Subject**

Environment

Extension of Mold to Saltney Greenway  
(Mold to Afonwen)

Disposal of part of the site of the former  
Belmont School, Buckley for the  
construction of a Primary Health Care  
Centre

Release of restrictive covenant at 19 Kings  
Road, Connah's Quay, Flintshire

Proposed puffin crossing on the B5125,  
Ewloe, outside No 113 The Highway

Acquisition of lease for 24 Ryeland Street,  
Shotton

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

## **EXECUTIVE FORWARD WORK PROGRAMME**

### **MONTHS 05/10 to 10/10**

The following reports are included in the Forward Work Programme for submission to this meeting of the Executive. However, the reports are not included on the agenda for the reasons stated:-

#### **Chief Executive Update**

- Final Outcome Agreement  
(Deferred until 14 December as the final draft has recently been reviewed by the Welsh Assembly Government)

#### **ICT & Customer Services Update**

- Customer Services Strategy - Update  
(Deferred until 16 November to allow for scoping of Flintshire Futures connected projects)

#### **Community Services Update**

- Gypsy Strategy  
(Deferred until 14 December as work is being undertaken on the Strategy)

#### **Environment Update**

- Agricultural Estate Review  
(Deferred as key issues around requirements in the estate are being reviewed by the Welsh Assembly Government. Further information and reporting will be made when the position has settled more clearly)
- Carbon Reduction Strategy  
(Deferred as an analysis is being undertaken on December performance and the overall energy utilisation)

## EXECUTIVE MEETING DATES

### FORWARD WORK PROGRAMME ITEMS – MAY 2010 - OCTOBER 2010

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE (Strategic / Operational)	PORTFOLIO
12 May 2010	Chief Executive	▪ Council (Governance Plan)	Strategic	Corporate Governance & Strategy
		▪ Outcome Agreement with Welsh Assembly Government	Strategic	Corporate Governance & Strategy
		▪ County Vision	Strategic	Corporate Governance & Strategy
		▪ Directorate Plans	Operational	Corporate Governance & Strategy
		▪ Public Services Reform	Operational	Corporate Governance & Strategy
	Human Resources and Organisational Development	▪ MASS – Quarter 4 – 2009/10	Operational	Corporate Management and Strategy
	ICT and Customer Services	▪ Customer Services Strategy	Strategic	Corporate Management and Strategy

	Finance	<ul style="list-style-type: none"> <li>Revenue Budget Monitoring 2009/10 (Month 11)</li> </ul>	Operational	Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> <li>Impact Southwark Judgement</li> <li>Housing Stock Options</li> <li>Amendments to the Housing Allocation Policy</li> </ul>	Strategic  Strategic  Operational	Social Services + Housing Management and Function  Housing Management and Function  Housing Management and Function
	Environment	<ul style="list-style-type: none"> <li>Highways Asset Management Plan</li> <li>Traffic Calming</li> <li>Municipal Waste Strategy – Adoption</li> <li>Highways Inspection Policy</li> </ul>	Strategic  Strategic  Strategic  Operational	Environment, Regeneration and Tourism  Environment, Regeneration and Tourism  Waste Management and Strategy  Leisure, Public Protection & Clean Team Activity and Theatre Clwyd
<b>1 June 2010</b>	Chief Executive	<ul style="list-style-type: none"> <li>Clwyd Theatr Cymru – modernisation proposals</li> </ul>	Strategic	Corporate Governance & Strategy

		<ul style="list-style-type: none"> <li>Regulatory Plan</li> <li>Housing Ballot Reports</li> <li>Housing Renewal Area</li> <li>National Performance Indicator Review</li> <li>Voluntary Sector Grant Management</li> <li>Organisational Strategy Phase II</li> </ul>	<p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Operational</p> <p>Operational</p> <p>Operational</p>	<p>Corporate Governance &amp; Strategy</p> <p>Corporate Governance &amp; Strategy</p> <p>Corporate Governance &amp; Strategy</p> <p>Corporate Governance &amp; Strategy</p> <p>Corporate Governance &amp; Strategy</p> <p>Corporate Governance &amp; Strategy</p>
	Human Resources and Organisational Development	<ul style="list-style-type: none"> <li>Workforce Information – Quarter 4 – 2009/10</li> </ul>	Operational	Corporate Management and Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> <li>North Wales Procurement Partnership – Update</li> </ul>	Operational	Corporate Management and Strategy
	Finance	<ul style="list-style-type: none"> <li>Revenue Budget Monitoring 2009/10 (Month 12)</li> </ul>	Operational	Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> <li>Fleet Review</li> </ul>	Operational	Housing Management and Function

	Environment	<ul style="list-style-type: none"> <li>Food Waste Update</li> </ul>	Strategic	Waste Management and Strategy
	Lifelong Learning	<ul style="list-style-type: none"> <li>Deeside Leisure Centre – Phase 1 Work Package</li> </ul>	Operational	Leisure, Public Protection & Clean Team Activity and Theatre Clwyd
<b>22 June 2010</b>	Chief Executive	<ul style="list-style-type: none"> <li>Risk Management Strategy</li> <li>Strategic Assessment of Risks and Challenges; end of year review</li> <li>2009/10 Performance Report Overview</li> <li>2009/10 Service Performance reports</li> <li>Welsh Language Scheme Annual Report</li> <li>Equality Annual reports: Race and Gender</li> <li>Changing Climate, Changing Places – Review</li> </ul>	Strategic  Strategic  Operational  Operational  Operational  Operational	Corporate Governance & Strategy  Corporate Governance & Strategy  Corporate Governance & Strategy  Corporate Governance & Strategy  Corporate Governance & Strategy  Corporate Governance & Strategy

	ICT and Customer Services	<ul style="list-style-type: none"> <li>▪ Organisational Redesign Programme – Corporate Services Administration and Support Services</li> <li>▪ Organisational Redesign Programme – Design and Print Progress Report</li> </ul>	Operational  Operational	Corporate Management and Strategy  Corporate Management and Strategy
	Community Services	<ul style="list-style-type: none"> <li>▪ Annual Council Reporting Framework (ACRF)</li> </ul>	Operational	Social Services
	Environment	<ul style="list-style-type: none"> <li>▪ Speed Limit Review</li> <li>▪ Progress Update – NWRWTP</li> <li>▪ Food Service Plan</li> <li>▪ TAITH Update</li> </ul>	Strategic  Strategic  Operational  Operational	Environment, Regeneration and Tourism  Waste Management and Strategy  Leisure, Public Protection & Clean Team Activity and Theatre Clwyd  Environment, Regeneration and Tourism
	Lifelong Learning	<ul style="list-style-type: none"> <li>▪ Leisure Organisation Re-design: Management Arrangements</li> </ul>	Operational	Leisure, Public Protection & Clean Team Activity and Theatre Clwyd



		<ul style="list-style-type: none"> <li>Results of Consultation regarding the Amalgamation of Broughton Infants and Juniors</li> <li>Results of Consultation regarding the Amalgamation of Wats Dyke Infants and Mynydd Isa Juniors</li> </ul>	Operational	Education and Youth Services
			Operational	Education and Youth Services
<b>13 July 2010</b>	Chief Executive	<ul style="list-style-type: none"> <li>Strategic Partnership Performance Mid Year Review</li> </ul>	Operational	Corporate Governance & Strategy
	Human Resources and Organisational Development	<ul style="list-style-type: none"> <li>HR Policy Update</li> </ul>	Operational	Corporate Management and Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> <li>ICT Strategy – Progress Report</li> <li>Change Programme – Agile Working Project</li> </ul>	Strategic	Corporate Management and Strategy
			Operational	Corporate Management and Strategy
	Finance	<ul style="list-style-type: none"> <li>Procurement Strategy Update</li> </ul>	Operational	Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> <li>Mobile Working</li> </ul>	Operational	Social Services
	Environment	<ul style="list-style-type: none"> <li>Delivery of Shared Service for Minerals &amp; Waste Planning in North Wales</li> </ul>	Strategic	Environment, Regeneration and Tourism

		<ul style="list-style-type: none"> <li>Energy Policy Update</li> </ul>	Strategic	Finance and Asset Management
	Lifelong Learning	<ul style="list-style-type: none"> <li>Dual User Centres: Management Arrangements</li> </ul>	Operational	Leisure, Public Protection & Clean Team Activity and Theatre Clwyd and Education and Youth
<b>10 August 2010</b>	Chief Executive	<ul style="list-style-type: none"> <li>Draft Single Equality Scheme</li> </ul>	Strategic	Corporate Governance & Strategy
		<ul style="list-style-type: none"> <li>Outcome Agreement with Welsh Assembly Government</li> </ul>	Strategic	Corporate Governance & Strategy
		<ul style="list-style-type: none"> <li>Welsh Language Scheme Annual Report</li> </ul>	Operational	Corporate Governance & Strategy
	Human Resources and Organisational Development	<ul style="list-style-type: none"> <li>People Strategy – Quarter 1 – 2010/11</li> </ul>	Strategic	Corporate Management and Strategy
		<ul style="list-style-type: none"> <li>MASS – Quarter 1 – 2010/11</li> </ul>	Operational	Corporate Management and Strategy
	Finance	<ul style="list-style-type: none"> <li>Capital Programme 2009/10 (Outturn)</li> </ul>	Operational	Finance and Asset Management
		<ul style="list-style-type: none"> <li>Prudential Indicators – Actuals 2009/10</li> </ul>	Operational	Finance and Asset Management

		<ul style="list-style-type: none"> <li>Revenue Budget Monitoring 2009/10 (Final Outturn)</li> <li>Interim Revenue Budget Monitoring 2010/11</li> </ul>	Operational	Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> <li>Affordable Homes Strategy</li> <li>Community Housing Agreement</li> <li>Mold Extra Care Scheme Update</li> </ul>	Strategic	Housing Management and Function
	Lifelong Learning	<ul style="list-style-type: none"> <li>Results of Statutory Consultation on Amalgamation of Broughton Infants and Juniors</li> <li>Results of Statutory Consultation on Amalgamation of Wats Dyke and Mynydd Isa Juniors</li> </ul>	Operational	Education and Youth Services
			Operational	Education and Youth Services
<b>21 September 2010</b>	Chief Executive	<ul style="list-style-type: none"> <li>Q1 Performance report</li> <li>Green Dragon Audit</li> </ul>	Operational	Corporate Governance & Strategy
			Operational	Corporate Governance & Strategy

		<ul style="list-style-type: none"> <li>▪ Final Outcome Agreement with Welsh Assembly Government</li> <li>▪ Regional Partnership Board/Local Service Boards update</li> <li>▪ Organisational Strategy Phase III</li> <li>▪ Flintshire Futures Model</li> </ul>	Strategic	Corporate Governance & Strategy
			Strategic	Corporate Governance & Strategy
			Operational	Corporate Governance & Strategy
			Operational	Corporate Governance & Strategy
	Human Resources and Organisational Development	<ul style="list-style-type: none"> <li>▪ Workforce Information – Quarter 1 – 2010/11</li> <li>▪ HRMIS Phase II</li> </ul>	Operational	Corporate Management and Strategy
			Operational	Corporate Management and Strategy
	Finance	<ul style="list-style-type: none"> <li>▪ Annual Treasury Management Report</li> <li>▪ Revenue Budget Monitoring 2010/11 (Month 3)</li> <li>▪ Making the Connections – Making the Most of our Resources</li> </ul>	Operational	Finance and Asset Management
			Operational	Finance and Asset Management
			Operational	Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> <li>▪ Progress Report on Housing Renewal Area</li> </ul>	Operational	Housing Management and Function

	Environment	<ul style="list-style-type: none"> <li>▪ Review of Supplementary Planning Guidance Associated with the UDP</li> <li>▪ Timetable for Delivery of the Local Development Plan</li> <li>▪ Air Quality Strategy</li> <li>▪ Progress Update – NWRWTP</li> <li>▪ Food Waste Update</li> <li>▪ Car Parking Enforcement/Traffic Management Act Update</li> </ul>	<p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Operational</p>	<p>Environment, Regeneration and Tourism</p> <p>Environment, Regeneration and Tourism</p> <p>Leisure, Public Protection &amp; Clean Team Activity and Theatre Clwyd</p> <p>Waste Management and Strategy</p> <p>Waste Management and Strategy</p> <p>Environment, Regeneration and Tourism</p>
	Lifelong Learning	<ul style="list-style-type: none"> <li>▪ Deeside Leisure Centre: Phase 2 Work Package</li> <li>▪ Greenfield Valley Trust Accounts</li> </ul>	<p>Operational</p> <p>Operational</p>	<p>Leisure, Public Protection &amp; Clean Team Activity and Theatre Clwyd</p> <p>Education and Youth</p>
<b>19 October 2010</b>	Chief Executive	<ul style="list-style-type: none"> <li>▪ Annual Performance Report 2009/10</li> </ul>	Operational	Corporate Governance & Strategy

		<ul style="list-style-type: none"> <li>Final Outcome Agreement with Welsh Assembly Government</li> </ul>	Strategic	Corporate Governance & Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> <li>Customer Services Strategy – Update</li> </ul>	Strategic	Corporate Management and Strategy
	Finance	<ul style="list-style-type: none"> <li>Capital Programme 2010/11 (Month 4)</li> <li>Treasury Management Mid-Year Report</li> <li>Revenue Budget Monitoring 2010/11 (Month 4)</li> </ul>	Operational  Operational  Operational	Finance and Asset Management  Finance and Asset Management  Finance and Asset Management
	Community Services	<ul style="list-style-type: none"> <li>Gypsy Traveller Strategy</li> </ul>	Strategic	Corporate Management
	Lifelong Learning	<ul style="list-style-type: none"> <li>Leisure Organisational Re-design: Progress</li> </ul>	Operational	Leisure, Public Protection & Clean Team Activity and Theatre Clwyd
	Environment	<ul style="list-style-type: none"> <li>Agricultural Estate Review</li> <li>Carbon Reduction Strategy – Review of Progress</li> </ul>	Strategic  Strategic	Finance and Asset Management  Finance and Asset Management

## **FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET**

COMMITTEE: Executive

DATE: 19 October 2010

AGENDA ITEM NO: 17


REPORT OF: (Director of originating Department)

Director of Community Services

SUBJECT:

PROPOSED REGIONAL TELECARE MONITORING CENTRE

**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.**

	<b><u>Para</u></b>	
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	
<b><u>For Standards Committee meetings only:</u></b>	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	
<b><u>Confidential</u></b> matters which the County Council is not permitted to disclose	Sec. 100A(3)	

### **PLEASE TICK APPROPRIATE BOX**

\* Means exempt only if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Note 1: Information is not exempt under paragraph 14 if such information is required to be registered under Companies Act 1985, the Friendly Societies Acts of 1974 and 1992, the Industrial and Provident Societies Act 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972  
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

**REPORT:** PROPOSED REGIONAL TELECARE  
MONITORING CENTRE  
**AUTHOR:** Alan Butterworth  
**MEETING AND DATE** Executive on 19 October 2010  
**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 15.

**Factors in favour of disclosure:**

To demonstrate that the Council is actively pursuing collaborative initiatives.

**Prejudice which would result if the information were disclosed:**

Disclosure would be likely to undermine trust and confidence in the Council as an employer in potentially sensitive negotiations with other North Wales Authorities, staff and trade unions.

**My view on the public interest test is as follows:**

That the balance is in favour of non-disclosure.

**Recommended decision on exemption from disclosure:**

That the information be exempt from disclosure.

**Date:** 27/09/2010

**Signed:**



**Post:** Head of Legal and Democratic Services

I accept the recommendation made above.



Proper Officer

Date: 27/09/2010



## FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 19 October 2010

AGENDA ITEM NO: 18



REPORT OF: (Director of originating Department)

Director of Lifelong Learning

SUBJECT:

LEISURE SERVICES ACTION PLAN

**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)
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### PLEASE TICK APPROPRIATE BOX

\* Means exempt only if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Note 1: Information is not exempt under paragraph 14 if such information is required to be registered under Companies Act 1985, the Friendly Societies Acts of 1974 and 1992, the Industrial and Provident Societies Act 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972  
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

**REPORT:** LEISURE SERVICES ACTION PLAN  
**AUTHOR:** Mike Hornby  
**MEETING AND DATE** Executive on 19 October 2010  
**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:**

Paragraphs 12 and 15.

**Factors in favour of disclosure:**

Transparency.

**Prejudice which would result if the information were disclosed:**

Staff would learn of proposals affecting their posts through the media or other inappropriate channels rather than through proper consultation processes.

**My view on the public interest test is as follows:**

Disclosure would adversely effect staff morale and mean the Council was not following normal employment practices.

**Recommended decision on exemption from disclosure:**

The report should be exempt from disclosure.

**Date:** 08/10/2010

**Signed:**



**Post:** Head of Legal and Democratic Services

I accept the recommendation made above.



Proper Officer

Date: 08/10/2010