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County Legal and Democratic Services  
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Swyddog Gwasanaethau Cyfreithiol a  
Democrataidd y Sir



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

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

Your Ref /  
Eich Cyf  
Our Ref / Ein NG  
Cyf  
Date / Dyddiad 30/09/2008  
Ask for /  
Gofynner am Graham  
Connah  
Direct Dial /  
Rhif Union 01352 702336  
Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM,  
COUNTY HALL, MOLD** on **TUESDAY, 07 OCTOBER 2008** at **09:30** to consider the  
following items.

Yours faithfully

Assistant Director (Democratic Services)

#### **AGENDA**

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on  
16/09/2008 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

**STRATEGIC REPORTS**

4. **STRATEGIC ASSESSMENT OF RISKS AND CHALLENGES 2008/09  
REVIEW**

Report of the Chief Executive - Portfolio of the Executive Member for  
Corporate Governance and Strategy. A presentation will be also be received  
at the meeting.

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

5. ANNUAL PERFORMANCE REPORT 2007/08  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
6. PERFORMANCE MANAGEMENT REPORTING ARRANGEMENTS  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governane and Strategy. A presentation will also be received at the meeting.
7. DRAFT PROCUREMENT STRATEGY 2008/09 - 2010/11  
Report of the County Finance Officer - Portfolio of the Leader and Executive Member for Finance and Asset Management
8. INFORMATION AND COMMUNICATIONS TECHNOLOGY STRATEGY UPDATE  
Report of the Assistant Director of ICT and Customer Services - Portfolio of the Executive Member for Corporate Governance and Strategy
9. VOLUNTARY SECTOR COMPACT  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
10. COMMUNITY SAFETY STRATEGIC PLAN  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
11. UPDATE ON CHANGES IN THE NHS  
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
12. REGIONAL TECHNICAL STATEMENT FOR FUTURE AGGREGATES SUPPLY  
Report of the Director of Environment - Portfolio of the Executive Member for Housing Strategy and Planning

**OPERATIONAL REPORTS**

13. REGULATORY PLAN: MIDYEAR REVIEW  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
14. HIGHWAYS INFRASTRUCTURE AUDIT - UPDATE  
Report of the Director of Environment - Portfolio of the Executive Member for Environment
15. OUTCOMES OF THE CARE AND SOCIAL SERVICES INSPECTORATE (WALES (CSSIW) OF THE FLINTSHIRE FOSTER CARE SERVICES 2006 AND 2007  
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services

16. NORTH WALES REGIONAL COLLABORATION  
Report of the Chief Executive and Assistant Director of ICT and Customer Services - Portfolio of the Leader of the Council
17. MAKING THE CONNECTIONS - MAKING THE MOST OF OUR RESOURCES  
Report of the County Finance Officer - Portfolio of the Leader and Executive Member for Finance and Asset Management
18. PLANNING DEVELOPMENT CONTROL - REVIEW OF PERFORMANCE AND IMPROVEMENTS  
Report of the Director of Environment - Portfolio of the Executive Member for Housing Strategy and Planning
19. REVENUE BUDGET MONITORING 2008/09 (MONTH 4)  
Report of the County Finance Officer - Portfolio of the Executive Member for Finance and Asset Management
20. CAPITAL PROGRAMME 2008/09 (MONTH 4)  
Report of the County Finance Officer - Portfolio of the Executive Member for Finance and Asset Management
21. ENFORCEMENT POLICY - HEALTH AND SAFETY SECTION, PUBLIC PROTECTION  
Report of the Director of Environment - Portfolio of the Executive Member for Leisure and Public Protection
22. ENFORCEMENT POLICY - LICENSING SECTION, PUBLIC PROTECTION  
Report of the Director of Environment - Portfolio of the Executive Member for Leisure and Public Protection
23. PROPOSED DEDICATION OF COUNCIL-OWNED LAND AS PUBLIC FOOTPATH AT CASTLE PARK, FLINT  
Report of the County Legal and Democratic Services Officer - Portfolio of the Executive Member for Environment
24. SURFACE WATER SEWER AT YR YDLAN, BRYN ROAD, BRYN-Y-BAAL  
Report of the County Legal and Democratic Services Officer - Portfolio of the Executive Member for Environment and Executive Member for Estate Management (Housing and Industrial/Commercial and Agricultural)
25. RECRUITMENT OF NEW MEMBERS, AND RE-APPOINTMENT OF EXISTING MEMBERS, TO THE FLINTSHIRE LOCAL ACCESS FORUM  
Report of the County Legal and Democratic Services Officer and Director of Environment - Portfolio of the Executive Member for Environment
26. GREENFIELD VALLEY TRUST LTD - ACCOUNTS FOR 2007  
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education and Youth
27. EXERCISE OF DELEGATED POWERS  
Report of the Chief Executive enclosed.

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

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

**STRATEGIC REPORTS**

28. NORTH EAST WALES COMMUNITY EQUIPMENT SERVICE  
Report of the Director of Community Services and Director of Environment -  
Portfolio of the Executive Member for Environment and Executive Member  
for Social Services

**FOR INFORMATION**

A copy of the Executive Forward Work Programme (Months 09/08 to 11/08)  
(as considered by the Executive on 5 August, 2008) together with an update  
are enclosed for information.

An updated copy of the Executive Forward Work Programme (Month 12/08  
to 04/09) will be circulated under separate cover.

**EXECUTIVE**  
**16 September 2008**

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 16 September, 2008.

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

Councillors: P Heesom, M Higham, D Hutchinson, N Matthews, N Phillips, T Sharps, N Steele-Mortimer and H Yale.

**ALSO PRESENT:** Councillors A Aldridge, B Attridge, R Baker, C Bithell, B Dunn, G Hardcastle, R Hampson, R Jones, D Mackie, Mrs D Mackie and C Thomas.

**IN ATTENDANCE:**

Chief Executive, Director of Community Services, County Legal & Democratic Services Officer, Acting Director of Community and Housing, Acting Director of Environment and Regeneration, Chief Education Officer, Assistant Director of ICT and Customer Services, Assistant Director (Funds and Customer Accounts) and Head of Committee, Member and Electoral Services.

**APOLOGY:**

Councillor C Ellis.

**75. MINUTES**

The Minutes of the meeting of the Executive held on 5 August 2008 were confirmed as a correct record.

**76. DECLARATIONS OF INTEREST**

No declarations of interest were made.

**77. EMERGING FLINTSHIRE UNITARY DEVELOPMENT PLAN: CLOSE OF PUBLIC ENQUIRY AND TIMETABLE FOR ADOPTION**

A report of the Acting Director of Environment and Regeneration, copies of which had been previously circulated to Members, was submitted. The Acting Director presented the report the purpose of which was to inform Members of the closure of the Unitary Development Plan Inquiry, to advise on the procedures for the adoption of the UDP, and to seek Member endorsement of "Additional Further Proposed Changes" to the UDP, including submission to County Council recommending that these additional changes be approved for development control purposes.

The Acting Director referred to substantial additional changes in respect of minerals buffer zones which needed to be taken into account for planning decisions on mineral sites. Discussions were also ongoing with the Inspector to attempt to bring forward the conclusion of the Inquiry process from the latest provisional date of 9 March 2009.

The Executive Member for Housing Strategy and Planning said that this was high risk document for the Authority and with the provisional conclusion date being March 2009, and a probable further consultation on the modifications, the adoption of the plan was some time off. He also referred to the proposed changes which had not been through Member consultation, and that the Member Panel had not met since its last meeting in May 2005. In supporting the recommendations of the report the Executive needed to have regard to the time factors of the UDP particularly for land use for development purposes. He expressed support for the beginnings of a local development plan. He also referred to the extension of the County Council's responsibilities on the waterline for the Dee estuary.

**RESOLVED:**

- a) That the additional further proposed changes to the UDP as set out in the appendix to the report be endorsed; and
- b) That the submission of the report to the County Council, with a recommendation that the "Additional further proposed changes", July 2008 be approved for development control purposes.

**78. TAITH DRAFT REGIONAL TRANSPORT PLAN**

A report of the Acting Director of Environment and Regeneration, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to seek views on the Draft Regional Transport Plan following its publication in June 2008.

At this juncture, Councillor H D Hutchinson, sought the Monitoring Officer's advice as to whether he needed to declare an interest as a bus operator and to leave the meeting during consideration of the report. The Monitoring Officer advised the Member that this was a personal interest which was not prejudicial; therefore there was no need for him to leave the meeting and he could take part in the debate and vote.

The Acting Director referred to the background to the report and the Welsh Assembly Government's requirement for each of the four regions in Wales to produce a Regional Transport Plan. For the North Wales region the plan was being developed by the Taith consortium of the six Local Authorities under an Executive Board which had delegated power from each Authority. The plan would be a significant document as it would provide the framework for procurement of Transport Grant funding from the Welsh Assembly Government. Members' attention was drawn to the North Wales Regional Transport Plan objectives which were set out in section 4.2 of the appendix, the North Wales Regional Transport priorities and the appropriate interventions for North Wales.

The Executive Member for the Environment endorsed the Acting Director's statement and emphasised the need for support from all Members, Members of Parliament and Assembly Members on the aims of the plan for future residential and business development. Members also commented on

the plan in the report which illustrated the transport connectivity in North Wales which appeared to focus on a North South access; greater emphasis was needed on the East West links to attract inward investments both in terms of road, rail, shipping and the links to the Deeside Industrial Park and the M56 motorway. It was also suggested that the plan should make reference to expanding the use of Hawarden Airport.

**RESOLVED:**

That the Executive, on behalf of Flintshire County Council, supports the objectives, priorities and interventions within the Draft Regional Transport Plan.

**79. SCHOOL ORGANISATION STRATEGY: PLANNING AND CONSULTATION SCHEDULE TO MID 2009**

A report of the Chief Education Officer, copies of which had been previously circulated to Members, was submitted. The Chief Education Officer presented the report the purpose of which was to provide the Executive with the proposed main stages of action for the planning and consultation for the School Organisation Strategy for the period up to mid 2009, including a proposed detailed schedule for the final stage of the production and completion of the Education Asset Management Plan.

The Executive was reminded that at its meeting on 5 August 2008 approval had been given to the intention to move forward to the recruitment of two key temporary appointments to provide strategic capacity to undertake essential work on the School Organisation Strategy.

The Executive, at its meeting on 5 August, had agreed that an update on progress regarding the strategy process would be submitted to this meeting of the Executive. The main areas covered in the report were the proposed schedule of main stages in the planning and consultation stages of the School Organisation Strategy up to mid 2009. In appendix 1 to the report a schedule of planning and consultation to mid 2009 provided an illustration of the various stages and timescale. Appendix 2 to the report provided information on the Predicted Budget for 2008-2012 and the Indicative Budget for 2012-2016. Major consultation would be required on the School Organisation Strategy and this would need to be coordinated with the statutory admissions consultation. Ongoing collaborative working with Secondary Head Teachers was taking place and meetings with Primary Head Teachers were being arranged. Continued working with schools, dioceses and other stakeholders would be required throughout the Autumn term 2008 and during the Spring term 2009.

The Executive Member for Education and Youth fully supported the recommendations of the report and referred to the implications of the January 2009 Estyn inspection of educational services on the School Organisation Strategy. He also referred to the Welsh Assembly Government Minister who had attended County Hall the previous week and met with himself, the Chief Executive and Leader, the new Director and key Officers and had also visited

Bryn Coch School in Mold in relation to the implementation of the Foundation Phase.

In considering the report Members made reference to Asset Management and due to uncertain times it would not be easy to predict the outcomes and also comments were made on the previous submitted evidence that school numbers were not reliable and would increase and this needed to be monitored. In response to a question on the school surplus places a Member sought assurance that there would be no school closures in Flintshire. The Leader confirmed that this would be the case and it was important to retain schools in small communities which was essential for the viability of such communities.

**RESOLVED:**

- a) That the focus be maintained during the Autumn term 2008 on the key strategic planning areas of the School Organisation Strategy as set out in appendix 1 of the report and the use of the main stages in the process that had been proposed for the period 2008-2009; (Note: there was a risk to the Local Authority that slippage could occur on the schedule of main stages due to unforeseen circumstances);
- b) To develop an initial medium term financial plan covering the period 2008-2012 and that this plan be coordinated with the wider School Organisation Strategy timeline. It was also agreed that the predictive medium term financial planning should coordinate with pupil forecast numbers in the first instance up to 2012-13 and after this point pupil data would become less reliable and indicative pupil projections would need to be calculated for the next medium term Financial Plan cycle from 2012-13 to 2016-17 as set out in appendix 2 to the report;
- c) Following the approval received at the 5 August 2008 meeting the Executive noted the intention to make two temporary six month appointments, in the first instance, to secure essential staff capacity to support the School Organisation process (Revenue funding had been secured for these two appointments) as follows:-
  - i) School Organisation Project Manager
  - ii) School Place Planning Management Information Officer
- d) That a further report be brought to the Lifelong Learning Overview and Scrutiny Committee and Executive on Flintshire Local Education Authority's Schools Capital Programme of Funding, to include a summary of the wider implications for School Capital Funding programmes of the new Welsh Assembly Government Strategic Capital Investment framework recently received by the Authority.



**80. COMMUNITY PLANNING AND THE FLINTSHIRE LOCAL SERVICE BOARD**

A report of the Chief Executive, copies of which had been previously circulated to Members, was submitted. The Chief Executive presented the report the purpose of which was to seek endorsement of the local approach to Community Planning and the Flintshire Local Service Board.

The Chief Executive referred to the Local Service Boards to be established in every Unitary Authority in Wales by the end of 2008/09, with an expectation that local delivery agreements would be finalised by 2009/10. The report outlined Flintshire's developing LSB arrangements and that the first meeting of the LSB Strategy Group had been held on 14 August, 2008. Members had agreed that the terms of reference for the group would be based around four key principle areas of effective partnership relationships, discharging the responsibilities of the LSB, consistent and effective governance and performance of local strategic partnerships, and working together on common issues as public bodies and employers.

**RESOLVED:**

That the approach taken in the development of the Local Service Board and the Community Strategy be endorsed.

**81. MEDIUM TERM FINANCIAL STRATEGY/BUDGET 2009/10 – PROCESS AND TIMETABLE**

A report of the Chief Executive and County Finance Officer, copies of which had been previously circulated to Members, was submitted. The Chief Executive presented the report the purpose of which was to provide an update on the work being undertaken on both the Medium Term Financial Strategy and the 2009/10 Budget.

Members were reminded that they had received a presentation at the meeting on 5 August 2008 which outlined the definition of the Medium Term Strategy and detailed the key principles and activities underpinning the Strategy. The Assembly had issued the timetable for the 2009/10 Local Government Revenue Settlement. The key dates were the Assembly Government's Draft Budget would be published on 7 October; the Provisional Settlement would be announced on 15 October; the Final Settlement would be published on 10 December, 2008.

**RESOLVED:**

That the report be noted.

## **82. POST OFFICE CLOSURES – NORTH WALES**

A report of the Chief Executive, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to provide an update on the recommended Post Office closure proposals for North Wales and to consider making a recommendation to the County Council on the Council's formal response.

The Chief Executive reported that since the consideration of this matter at the previous meeting on 5 August, 2008 details of the proposed branch closures across North Wales had been announced by Post Office Ltd and a seven week public consultation had been commenced. In announcing the Branch Closure Programme, Post Office Ltd had referred to the need to ensure that people continued to have adequate access to Post Office services by applying the minimum access criteria prescribed to it by the Government. The Executive had noted that the seven week consultation period was very limited and would not provide a forum for debate on individual branch closures. The Chief Executive explained that his initial response on behalf of the County Council had recorded the Council's dissatisfaction and disagreement with the network change programme consultation. An item was to be included on the Agenda for the Special Meeting of the County Council to be held on 25 September, 2008 to allow Members to have a full discussion on this matter. The Post Office had agreed to send two senior representatives to the meeting. Copies of Correspondence on this matter was attached to the report as an appendix.

The Chief Executive also referred to the Post Office Development Fund and to the Welsh Assembly Government issuing a consultation document "A re-focussed Post Office Development Fund" which set out some draft proposals for the type of support a new fund could provide to diversify and improve Post Offices within Wales. The closing date for this consultation was 30 October 2008 and the Executive would consider a report on this consultation at its meeting on 29 October, 2008.

The Deputy Leader asked the Chief Executive to ascertain the views of the Post Office Association and obtain any information which Mr David Hanson MP may be able to provide on the proposals ahead of the Council meeting. The Chief Executive agreed to request this information for County Council and he also referred to paragraph 3.03 of the report where the Post Office had been invited to discuss openly with elected Members and Officers for areas of network operation. The first two areas were in relation to resourcing Post Offices to be retained to meet the additional customer demands transferred from areas no longer to be served by a Post Office and secondly, how outreach services would support in practice the areas no longer to be served by a Post Office. These two areas were critical factors which the County Council needed to consider.

### **RESOLVED:**

That the County Council be recommended to consider the following:-

- a) The Post Office branch closures proposed in Flintshire and the resultant impacts in the local community;
- b) To support in principle the proposed reopening of a re-focussed Post Office Development Fund;
- c) That the Chief Executive write to the Secretary of State for Work and Pensions making clear the importance that the County Council placed on the social role that Post Offices played in their local community and its concern about the impact that any future loss of business would have should the Post Office Card Account be discontinued; and
- d) That the Chief Executive ascertain the views of the Post Office Association and obtain any information which Mr David Hanson MP may be able to provide on the proposals ahead of the Council meeting.

### **83. REVENUE BUDGET MONITORING 2008/09 (MONTH THREE)**

A report of the County Finance Officer, copies of which had been previously circulated to Members, was submitted. The Assistant Director presented the report which provided an update on the Council's financial position for 2008/09 in respect to the General Fund and the Housing Revenue Account.

Members were requested to note the projected overspend of £0.291m on the General Fund and the projected underspend of £0.127m on the Housing Revenue Account. This report was at an early stage in the year and there were risks associated with the projection and some of these were identified in paragraph 2.18 of the report.

The Executive Member for Housing Strategy and Planning referred to the current economic situation and the need to give careful consideration to non standard inflation and as this was an all Wales issue it needed to be addressed through the WLGA and Welsh Assembly Government.

The Chief Executive referred to the down turn in the economy and the realisation of capital receipts could have an impact on the Capital Programme. He emphasised the importance of in year monitoring and the County Finance Officer's report to the last meeting had confirmed the need to manage expenditure and to report any variations as soon as possible. The Welsh Assembly Government would be requested to provide additional support for non standard inflation through the WLGA. The consideration of the Medium Term Financial Strategy had been the subject of a presentation to the 5 August Executive. Consideration of the Phase 2 of the Organisational Review and Redesign which was expected to produce efficiency savings and reduce overheads would assist the budget considerations.

The Chief Executive also referred to the forecast cost of Out of County placements and that this was currently being reviewed by himself, the Director of Community Services and the Assistant Director of Childrens' Services to provide more accurate reports. He had also spoken to the County Finance

Officer over the approach to the Contingency Reserve which could not be assumed to meet in-year overspends without specific Executive approval.

**RESOLVED:**

- a) That the report be noted;
- b) That the over all allocation of non standard inflation be dealt with as one amount on a business case basis;
- c) That the General Fund contingency sum available as at 31<sup>st</sup> March 2009 be noted; and
- d) That the projected final level of balances on the Housing Revenue Account be noted.

**84. PROPOSED CYCLE LINK – ZONES THREE AND FOUR, DEESIDE INDUSTRIAL PARK**

A report of the Acting Director of Environment and Regeneration, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to inform Members of the proposed cycle path linking Zones Three and Four on the Deeside Industrial Park and for Members to agree to the proposals.

The Acting Director referred to the original proposal which was to design and construct a bridge which would take the link over the Wrexham-Bidston railway line. Unfortunately, land acquisition difficulties had not enabled this to take place and an alternative alignment to the route had been proposed. The proposal was to take the route under the railway line utilising land owned by the County Council at Zone Three and Four and Network Rail land through the existing A548 underpass.

**RESOLVED:**

That the proposals as outlined in the report be approved in order to progress the scheme.

**85. TOWN CENTRE HEALTH CHECK STUDY AND TOWN ACTION PLANS**

A report of the Acting Director of Environment and Regeneration, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to inform Members of the findings of the Flintshire Town Centre Health Check Study and to consider the next steps with regards to town centre regeneration as a key part of a regeneration strategy for Flintshire.

The Executive Member for Regeneration and Tourism referred to the study which was a start of regeneration and development of action plans and there was a need for further consultation with the public. Work had already commenced and as an example he referred to the Ffordd Llanarth proposals

which had been agreed by the Planning and Development Control Committee at a recent meeting.

The Executive Member for the Environment supported the report but made observations in relation to Queensferry/Shotton and the number of industrial units that remained empty including the former B&Q site. The Executive Member for Leisure and Public Protection also referred to the limited investment in Buckley which also needed to be addressed.

The Chief Executive referred to the consideration of the Flintshire Local Service Board earlier in the meeting and the development of the Local Vision, and to work being undertaken with the Mersey Dee Alliance and the Spatial Plan, and the recognition that towns needed to be included. The involvement of Town and Community Councils needed to be incorporated.

**RESOLVED:**

- a) That the contents of the Town Centre Health Check Study and its role as a baseline document to help inform the development of Town Action Plans be noted; and
- b) That the next steps of the development of Town Action Plans be approved.

**86. COMMUNITIES NEXT – OUTCOME OF THE CONSULTATION ON THE FUTURE OF THE COMMUNITIES FIRST PROGRAMME**

A report of the Acting Director of Environment and Regeneration, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to update Members on the proposed changes and recommendations on the next stage of the Communities First Programme 1 April 2009 to 31 March 2012.

The Acting Director reported that the Welsh Assembly Government had consulted widely on their proposals to strengthen the programme which was to be rebranded on vision, financing and delivering outcomes to the local community. The programme would continue to be known as the Communities First Programme.

The Executive Member for Housing Strategy and Planning proposed that Overview and Scrutiny should consider the Communities First Programme and there was a need for more accountability on the membership of the representation on the Communities First Programme.

**RESOLVED:**

- a) That the potential changes and recommendations by the Welsh Assembly Government for the next phase of the Communities First Programme be noted; and

- b) That the relevant Overview and Scrutiny Committee be requested to consider this report and recommend a mechanism to enable liaison between Members on Communities First matters and that elected Members on Communities First Boards be invited to take part in the committee's discussions.

## **87. IMPROVING ACCESS TO THE COUNCIL FOR THE CUSTOMER**

A report of the Assistant Director of ICT and Customer Services, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to provide an update to Members on current and proposed improvements to customer access to the Council.

The Assistant Director in presenting the report referred to the variety of channels that the customer could use to access the Council. The considerations of the report highlighted these and particular reference was made to the mobile office which was a valued service in the community but usage was not high with the average number of annual visits being 1,000. The future use needed to be considered and if it was to be withdrawn as a service, consideration would have to be given as to how to provide access to Council services in rural communities.

The Executive Member for Corporate Governance in moving the recommendations of the report thanked the Assistant Director for the work undertaken on this matter and emphasised the need to reconsider the mobile office provision and welcomed the other proposals set out in the report.

In the discussion that ensued, the Executive Member for Education and Youth referred to the valued service provided by the mobile office to the rural areas particularly to the North West of the county and suggested that its role could be developed further with additional Officers from different departments being in attendance. Other Members referred to the development of kiosk technologies and other electronic access channels.

The Executive Member for Environment asked for the report to be deferred as he considered that the investment in this project could be better used on other essential services.

The Chief Executive referred to the inadequacy of the County Hall facilities for the general public including access, parking, and reception particularly for those attending over planning applications and enquiries. It was intended to create an integrated reception for regular visitors at Phase three with Phase One being the civic entrance. The ongoing developments were highlighted in the report and he also referred to the need to examine the future role of the mobile office.

### **RESOLVED:**

- a) That the multi channel approach to customer access be endorsed;

- b) That the proposals to improve receptions at County Hall, Mold including the introduction of a Customer Services reception, be noted and endorsed;
- c) That the launch of the new Flintshire web site be noted and that the longer term objective of making the web site the access channel of choice by 2013 be supported; and
- d) That the Council continues to provide the mobile office for the time being but looks at options for the improvement of the service and other options in rural communities for further consideration in the future.

**88. HEALTH AND SAFETY UPDATE – OCCUPATIONAL HEALTH STATISTICS 2007/08**

A report of the Chief Executive, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to report referral trends to the Occupational Health and Safety Unit during 2007/08 by Directorate and cause for referral.

The Chief Executive reported that the Unit continued to generate income by providing services to external customers, the largest being the North Wales Fire and Rescue Service. The unit also continued to contribute to the Authority's over all productivity by facilitating an early return to work following sickness absence, through liaison with external health agencies and giving advice on rehabilitation, redeployment or retirement. Appendix 2 to the report provided information in relation to employee and manager satisfaction surveys which indicated over all satisfaction rates of 98% and 100% respectively.

The Executive Member for Environment asked if the recently introduced HR system could provide information on absenteeism on and if possible could a report be provided. The Assistant Director confirmed that this information was available and that a report could be submitted to a future meeting.

**RESOLVED:**

- a) That the report be accepted as a summary for OHSU referral/clinic activities in 2007/08;
- b) That Flintshire County Council remains committed to the provision of high quality in-house Occupational Health and Safety services including the provision of counselling services;
- c) That the statistical collation would change to reflect the new organisational structure; and
- d) That a further report be provided on staff absences.

**89. WELSH LANGUAGE SCHEME MONITORING REPORT 2007- 08**

A report of the Chief Executive, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to provide Members with the Council's Welsh Language Scheme Annual Monitoring Report 2007/08 and to seek agreement of the formal submission of the report to the Welsh Language Board.

This report had previously been considered by the Executive and by the People and Performance Overview and Scrutiny Committee and was now submitted to the Executive for endorsement.

**RESOLVED:**

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

**90. BUSINESS RATES – WRITE OFFS**

A report of the County Finance Officer, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to seek authorisation to write off a single debt outstanding for Business Rates to the value of £28,272.24.

**RESOLVED:**

That the write off of this debt amounting to £28,272.24 be approved.

**91. ANNUAL TREASURY MANAGEMENT REPORT 2007/08**

A report of the County Finance Officer, copies of which had been previously circulated to Members, was submitted. The Assistant Director presented the report, the purpose of which was to provide Members with the Annual Treasury Management Report for 2007/08.

**RESOLVED:**

That the Annual Report for 2007/08 be noted.

**92. AMALGAMATION OF DEE ROAD INFANTS SCHOOL AND CUSTOM HOUSE LANE JUNIOR SCHOOL: INITIAL REPORT**

A report of the Chief Education Officer, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to provide the Executive with an initial report on the possible amalgamation of Dee Road Infants School and Custom House Lane Junior School, Connah's Quay. Secondly; provide the Executive with background information on the amalgamation process and to outline the next stage in the move towards entering a formal amalgamation process; make arrangements to present a full proposal to the Executive to be titled Amalgamation Report



One and seek the Executive approval to commence the formal amalgamation process.

The report provided the background to legislation and guidance together with the process of amalgamation and amalgamation process options. There were six key steps in the process and the details of these were provided in the report. A timeline for the proposals would be presented with the next report to the Executive.

The Executive Member for Education and Youth referred to the comments made on the report considered earlier in the meeting and emphasised that this was not a school closure as both schools were on the same site and would provide a more efficient use of resources.

**RESOLVED:**

- a) That the information enclosed within this initial report on the generic amalgamation process and early position on the possible amalgamation of Dee Road Infants School and Custom House Lane Junior School, be received;
- b) That the next step in moving towards an amalgamation process in the form of a meeting to be held in October with the two Head Teachers and Chairs of Governing Body be noted; and
- c) That arrangements for the Executive to receive an Amalgamation Report One containing a full proposal to amalgamate and supporting information of the process actions and timeline, financial implications both revenue and capital, and personnel implications be noted.

**93. DEVELOPMENT OF SANDYCROFT HOUSEHOLD WASTE RECOVERY CENTRE (RECYCLING PARK)**

A report of the Acting Director of Community and Housing, copies of which had been previously circulated to Members, was submitted. The Executive Member for Waste Strategy and Management presented the report, the purpose of which was to seek approval to develop a split level Recycling Park at Prince William Avenue, Sandycroft to replace the single level site at Queensferry.

The Executive Member reminded Members that the Queensferry Recycling Park, along with the Queensferry Operational Depot were the subject of a Compulsory Purchase Order as part of the intended A494 road widening scheme at Aston Hill. The recent decision of the Public Inquiry Inspector was not to proceed with the proposed road widening scheme but it was considered that a lesser scheme would, at a future date, be brought forward and to that end both the recycling park and depot would remain blighted. It was therefore intended to proceed with the proposals for the recycling park at Sandycroft.

The Acting Director of Community and Housing referred to the financial implications of the report and provided details on the financing of the project. The Chief Executive referred to considerations that had been given to funding this project through prudential borrowing. This was not recommended as it would add a cost to the future Capital Programme.

**RESOLVED:**

- a) That the use of £0.150m from the additional SWMG monies to top up the available programme budget (from £0.644m to £0.794m) in order to enable the development of a split level recycling park in Sandycroft to assist the meeting of the wider landfill diversion targets, be approved;
- b) That the use of a further £0.050m from the additional SWMG monies be approved to provide the deposit for the procurement of the industrial land in order to realise the “Spend to Save” initiative relating to the procurement over lease option for the site at Sandycroft as set out in paragraph 2.11 of the report, with the balance of the land purchase monies (£0.250m) to be added to the agreed 2008/09 Capital Programme of Capital Scheme Priorities; and
- c) That the allocation of £0.083m from the Contingency Reserve, to reinstate on a one off basis the approved 2008/09 Budget Savings Option relating to the intended closure of the Saltney Recycling Park in July 2008 be approved.

**94. CAPITAL PROGRAMME 2008/09 – PLAY AREA IMPROVEMENTS**

A report of the Head of Leisure Services, copies of which had been previously circulated to Members, was submitted. The Chief Executive presented the report which provided the proposed redeployment of the capital allocation in the 2008/09 Programme for Play Area Improvements.

The Chief Executive referred to the previous Council’s decision to provide a capital allocation in the 2008/09 Programme of £350,000 for play area improvements throughout the County. The reasons for this were the decline in capital investment and ageing equipment becoming unserviceable. The report emphasised the need to make meaningful improvements a sum of £250,000 of the allocation should be used for improvement schemes of a value up to £50,000 at five destinations which were highlighted in paragraph 3.02. The remaining balance of £100,000 would be used to provide five £20,000 schemes to upgrade play areas which were in a poor condition and provided low play area for children and these were outlined in paragraph 3.03. There was also a need for provision to be made for the maintenance of the play areas and a maintenance sum would need to be identified as part of the 2009/10 Budget process.

The Head of Leisure Services reported that there were some 165 play facilities of varying size and quality throughout Flintshire and the report emphasised the focus had been given to play needs and value in bringing

forward the proposals in the report. This would not deal with all play areas but would deal with the most urgent ones.

The Executive Member for Leisure and Public Protection welcomed the recommendations of the report and the Budget provision of £350,000 and emphasised the need to secure further funding to deal with the other outstanding areas which needed investment.

**RESOLVED:**

That the proposals for the redeployment of the funding allocation of £350,000 be approved for design and implementation and that the addition of £17,500 to the Revenue Budget for Play Areas be considered as part of the 2009/10 Budget process.

**95. EXERCISE OF DELEGATED POWERS**

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

The actions taken were as set out below:-

- a) Transfer of land known as Coronation Park, Chester Road, Buckley to Buckley Town Council – Acting Director of Community and Housing
- b) Disposal of land to rear of Cornist Hall Courtyard, off Cornist Lane, Flint - Acting Director of Community and Housing
- c) Disposal of land at 4 Bod Hyffryd, Chapel Street, Flint – Acting Director of Community and Housing
- d) Capital Minor Works Programme 2008/09 – Director of Community Services.

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

**RESOLVED:**

That the press and public be excluded from the meeting for the following agenda item as it was likely it would involve the disclosure of exempt information as defined in paragraphs 12, 13 and 15 of Part 1 of Schedule 12 (a) of the Local Government Act 1972 (as amended)

**97. DESIGN AND PRINT SERVICE REVIEW**

A report of the Assistant Director of ICT and Customer Services, copies of which had been previously circulated to Members, was submitted. The purpose of the report was to provide the Executive with details of the outcome

of the review of the Design and Print service and seek approval to the proposed structural changes.

**RESOLVED:**

That the findings of the Service Review be endorsed and the proposed restructure be approved.

**98. DURATION OF MEETING**

The meeting commenced at 9.30am at ended at 12.05pm.

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

There were two members of the press in attendance.

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Chairman

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

<b>EXECUTIVE</b>	<b>DATE: 16<sup>th</sup> September 2008</b>
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<b>MEMBER</b>	<b>ITEM</b>	<b>MIN. NO. REFERS</b>
NO DECLARATIONS WERE MADE		

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 4**

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

**DATE :** **07 OCTOBER 2008**

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

**SUBJECT :** **STRATEGIC ASSESSMENT OF RISKS AND CHALLENGES  
2008/09 REVIEW**

**1.00 PURPOSE OF REPORT**

1.01 To receive the review of the strategic assessment of risks and challenges and to agree the process for sharing the revised assessment with Overview and Scrutiny Committees and the Audit Committee.

**2.00 BACKGROUND**

2.01 The strategic assessment of risks and challenges was endorsed by the Executive in June 2008, having first been approved in March 2008.

2.02 The revised approach to risk assessment was approved by Executive on 30 January; denoting a clear demarcation between the operational assessments at service level and the strategic assessments at the corporate level. Three categories of risks and challenges are identified within the assessment:

- Community Leadership - critical issues which cannot be solely managed by the Council
- Council Delivery - public service issues which are largely within the control and responsibility of the Council
- Council Governance - issues of organisational governance and management.

**3.00 CONSIDERATIONS**

3.01 The assessment of strategic risks and challenges is a long-term statement capturing the organisational challenges where change and improvement is required. The assessment contains work-streams which are a fundamental part of an organisational change programme, for example school asset planning, and more immediate improvement challenges such as housing repairs and maintenance.

3.02 The assessment informs (1) the Council Plan, (2) the Improvement Plan (3) The Joint Risk Assessment, (4) the Regulatory Plan, (5) the Community Strategy, (6) the Improvement Agreement and (7) the annual and forward budget process.

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Date: 30/09/2008

3.03 The review document will provide a mid year update statement for each of the items within the assessment. In particular it will:

- provide a commentary against each of the items,
- identify deletions from the assessment,
- review the net risk level i.e. our view of how the risk levels have altered following actions which have been completed or are in progress,
- suggest new or increased risks and challenges.

3.04 The review document will then be presented to Overview and Scrutiny Committees and the Audit Committee during October and November 2008. The feedback from the Committees will be used to further revise the assessment i.e. taking account of new/emerging risks. This revised assessment (a position statement/snap shot in time) for each of the risks and challenges will be presented to Executive on 6th January 2009.

#### **4.00 RECOMMENDATIONS**

Executive Members to:

4.01 Consider and note the progress against the strategic risks and challenges.

4.02 To agree the process for sharing details of progress made against the risks and challenges with the Overview and Scrutiny and Audit Committees.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no direct financial implications resulting from this report. However, the review of the assessment and the any resulting financial implications will be considered as part of the budget planning process for 2009/10 and further years as part of the medium term financial strategy.

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

6.01 There are no direct anti poverty implications within this report.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no direct environmental implications within this report.

#### **8.00 EQUALITIES IMPACT**

8.01 There are no direct equalities implications within this report.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no direct personnel implications within this report.

#### **10.00 CONSULTATION REQUIRED**

10.01 Consultation will take place with Overview and Scrutiny committees in relation to specific items within the assessment as part of their Forward Work Programmes.

**11.00 CONSULTATION UNDERTAKEN**

11.01 All Directorates have been involved in the review and refresh of the strategic assessment.

**12.00 APPENDICES**

12.01 Appendix 1 - Review of Strategic Risks and Challenges 2008/09

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

Strategic Assessment of Risks and Challenges

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 5**

**REPORT TO:**        **EXECUTIVE**

**DATE :**             **07 OCTOBER 2008**

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

**SUBJECT :**         **ANNUAL PERFORMANCE REPORT 2007/08**

**1.00 PURPOSE OF REPORT**

1.01 To endorse the proposed contents of, and communication plans for the 2007/08 Annual Performance Report.

**2.00 BACKGROUND**

2.01 The Annual Improvement Plan is a statutory requirement of the Wales Programme for Improvement and must be published by 31st October each year. The Wales Programme for Improvement (Circular 28/2005) allows for local flexibility in the production of the Improvement Plan. The role and purpose of the Plan is to report the organisation's previous year's performance and the key risks and challenges it faces. The plan states our organisational performance and priorities for change and improvement. The Annual Performance Report is published to represent the second half of the Improvement Plan.

2.02 The formal requirements for the Plan include:

- a summary of the authority's long-term strategic objectives, taken from the community strategy or other relevant sources
- a commentary on performance from the previous reporting year, highlighting progress towards key objectives and the extent to which key risks have been addressed. This should be supported by outturn performance information for the previous reporting year, including:
  1. audited data for all national strategic indicators, along with current and (if relevant) future targets:
  2. data for all other (core set, shared outcome, local or survey) indicators which illustrate progress towards the authority's key objectives and/or alleviation of key risks.
- a summary of the plans for improvement for future years, drawing on the current or most recent Joint Risk Assessment
- details of where to obtain further information including business planning,

the relationship manager's annual letter and other regulators' and inspectors' reports.

2.03 The Improvement Plan must be approved by the full Council before publication: it cannot be the sole responsibility of the Executive. A summary of the Plan must be published by the end of November for general public circulation.

2.04 Historically the plan has been produced as a full colour publication and presented on the Council's website with supporting documentation. It has been distributed to the main Council Offices and libraries. The summary has been incorporated within the 'Your Community, Your Council' publication distributed to all households during November and December.

### **3.00 CONSIDERATIONS**

3.01 The Annual Performance Report for 2007/08 will be based upon progress against our strategic assessment of risks and challenges and the performance outturns.

3.02 The statutory requirements outlined in para 2.01 will be met with a focus on the key risks, performance and priorities within service areas. Attached at Appendix 1 is an outline of the proposed contents of this year's report which meet these requirements.

3.03 It is intended this year that the final plan will be formatted as a web-based document which will be available on the Council's website and at libraries etc. 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 final draft of the Annual Performance Report will be presented to a special meeting of Executive on 21 October. This report will then be subject to approval by County Council on 28 October.

### **4.00 RECOMMENDATIONS**

4.01 To endorse the proposed contents of, and communication plans for the 2007/08 Annual Performance Report.

4.01 Members to consider the final draft report at a special meeting of the Executive on 21 October prior to approval by County Council on 28 October.

### **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 Appendix 1 - Outline of the contents of the 2007/08 Annual Performance Report.

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

Executive Report - 2007/08 PI Outturns

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## **ANNUAL PERFORMANCE REPORT 2007/ 08**

### **Contents Outline**

1. Introduction
  - New approaches in 2007/08
    - strategic risk assessment; replacing the previous Council Plan
    - new approach to target setting for 2008/09
    - improved links between risk assessment, regulatory activity and accountability
  - Overall performance summary
2. Strategic assessment of risks and challenges
  - Description of new approach (categories, accountability, milestones)
  - Relationship with regulatory programme (JRA, regulatory plan, monitoring)
  - Update on Council Plan
3. Performance during 2007/08
  - Overall summary
    - Trend, targets met/not met, national position
    - Explanation re. number of comparable / new indicators
    - Refer to Executive report June of all 2007/08 outturns
  - Service performance and progress against key activities within risk assessment:
    - Social Care, Housing, Planning, Environment, Education, Public Protection, Waste etc.
  - Targets for 2008/09
    - new approach
    - critical areas (KPI's)
4. Looking towards 2009/10: assessment of risks/performance for 2009/10 – late October; emerging themes
5. Efficiency targets; actual for 2007/08 and anticipated for 2008/09
6. Signpost to supporting documents:
  - Strategic Assessment of Risks and Challenges Review 2008/9
  - Relationship Manager's Annual Letter
  - Outturn performance indicator 2007/08 tables
  - Key Performance Indicators 2008/09 (critical areas of performance)
  - Progress against Regulatory Plan (external audit and inspection)

### **Communications**

- APR published on website and distributed to libraries etc
- incorporate summary within Your Community, Your Council (end Nov, early Dec)

**REPORT TO:**     **EXECUTIVE**

**DATE :**           **07 OCTOBER 2008**

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

**SUBJECT :**       **PERFORMANCE MANAGEMENT REPORTING**  
**ARRANGEMENTS**

**1.00 PURPOSE OF REPORT**

- 1.01 To advise and update members on the current arrangements for reporting performance management issues.
- 1.02 To advise members of methods to ensure consistent and relevant reporting arrangements which inform the organisation in an accurate and timely manner about performance.

**2.00 BACKGROUND**

- 2.01 Performance management reporting is currently undertaken through a variety of ways both locally and nationally. At a local level there is a well-established programme of performance reporting to members of both the Executive and Overview and Scrutiny Committees on a quarterly basis.
- 2.02 Within Directorates and across service areas there are a variety of reporting arrangements. These include monitoring and reporting of business/service plans, reviewing of relevant performance information on varying timescales according to the nature of the service.
- 2.03 It is essential that the organisation makes more business 'sense' in dealing with the myriad of information and data that it receives, produces and reports upon.

**3.00 CONSIDERATIONS**

- 3.01 The Council's approach to target setting has been reviewed to improve reporting, understanding and decision-making. Categories of targets were endorsed by Executive on 5 August 2008 as:
- an **improvement target** where performance is currently unsatisfactory; and
  - an **incremental target** where a marginal improvement in performance is sought as a business objective where performance is currently satisfactory; and

- a **maintenance target** where performance is currently good and needs to continue.

These categories have been applied to all reported indicators and the current position is attached as Appendix 1.

- 3.02 Target categorisation has been initially considered by Overview and Scrutiny chairs and vice chairs at a joint meeting on 18 August 2008.

The Scrutiny Committee resolved:

"To endorse the new approach to target setting and for all Overview & Scrutiny Committees' collective views be forwarded to the Executive and the data provided used for assessment and determination of 2008/09 targets and targets for later years."

- 3.03 Our targets need to remain alive to the organisation's circumstances and the priorities for change and improvement.

- 3.04 Reporting formally on the Council's performance to Executive would remain on the same basis as at present. The first stage of reporting the 2008/09 performance to Executive will be in November when a mid year position (quarters one and two) will be presented. Executive members will be accountable for performance in their portfolios, alongside senior officials and may request Scrutiny to undertake further work on their behalf.

- 3.05 All Overview and Scrutiny Committees will continue to receive the service performance data that is relevant to their area on a quarterly basis. This information will be provided to Scrutiny facilitators for inclusion within their Forward Work Programmes. It will be the prerogative of each Scrutiny Committee if they review the performance of all relevant indicators or those under a certain category e.g. improvement. Scrutiny's role will be to review the progress of performance and advise on the quality of the Action Plans being followed to achieve performance.

- 3.06 The Local Government Data Unit will be releasing all Authorities 2007/08 performance data on 2 October. This will be accompanied by an overview of national trends etc, as in previous years. This document will be launched at a national press conference on 2 October by Dr Brian Gibbons AM, Minister for Social Justice and Local Government.

The WLGA will also be publishing a commentary to highlight areas of success or concern.

- 3.07 A presentation will be provided to Executive to update members on the content of the Data Unit's Bulletin and Flintshire's position in relation to some of the key messages.

#### **4.00 RECOMMENDATIONS**

4.01 Members are recommended to endorse the approach to performance management reporting for further development and review at the mid year point.

4.02 Members are recommended to endorse the categorisation of targets and receive reports back from Overview and Scrutiny Committees as to further development.

4.03 Members are recommended to receive an update in the form of a presentation on the Data Unit's Bulletin published 2 October 2008.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no direct financial implications at this time.

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

6.01 There are no direct anti poverty implications at this time.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no direct environmental implications at this time.

#### **8.00 EQUALITIES IMPACT**

8.01 There are no direct equalities implications at this time.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no direct personnel implications at this time.

#### **10.00 CONSULTATION REQUIRED**

10.01 Consultation with all Overview and Scrutiny Committees needs to be built into work programmes before early November.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Consultation has already taken place with the joint Overview and Scrutiny members and senior officers.

#### **12.00 APPENDICES**

12.01 Appendix 1: Performance Indicators by Scrutiny Committee

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

None

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Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>COMMUNITY &amp; HOUSING - IMPROVEMENT TARGETS</b>								
Community & Housing	Energy	National (50/683a)	Percentage change in carbon dioxide emissions in the non domestic public building stock	26.05%	<b>29%</b>	Improvement Target	The minimum would be 14.65% which has been exceeded and since this is a cumulative figure would be irrelevant	Above
Community & Housing	Homelessness	KPI National (274)	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	88.10%	<b>80%</b>	Improvement Target	This indicator depends on the client's individual circumstances.	Above
Community & Housing	Housing Landlord Services	KPI (333)	Reduce the average re-let times for: All Council homes from 92 days in 2007 to 64 days by 2010	103.6 Calendar Days	<b>96 Calendar Days</b>	Improvement Target	The average re-let time for all Council homes will not exceed 64 days. However, the 07/08 figures are 106, 98, 108.8, 104 giving an average for they year of 103.6 which is in excess of the starting position for this indicator. Maybe the minimum standard should be set as this years target.	N/A
Community & Housing	Housing Landlord Services	National (72)	The average number of calendar days taken to let lettable units of accommodation during the financial year, for permanent accommodation	103.6 Calendar Days	<b>96 Calendar Days</b>	Improvement Target	The average re-let time for all Council homes will not exceed 64 days. However the 07/08 figures are 106,98,108.8,104 giving an average for the year of 103.6 which is in excess of the starting position for this indicator. Maybe the minimum standard should be set as this years target.	Below
Community & Housing	Housing Landlord Services	KPI (554)	Reduce the average re-let times for: All Council homes, excluding hard-to-let and special circumstances properties, from 80 days in 2007 to 42 days by 2010	96.7 Calendar Days	<b>89 Calendar Days</b>	Improvement Target	The average re-let time for all Council homes, excluding hard-to-let and special circumstances properties will not exceed 42 days. However the 07/08 figures are 90, 94.7, 97, 103 giving an average for the year of 96.7 which is in excess of the starting position for this indicator. Maybe the minimum standard should be set as this years target.	N/A
Community & Housing	Housing Repairs	KPI National (74)	The average number of calendar days taken to complete: Emergency repairs	0.92 Calendar Days	<b>1 Calendar Day</b>	Improvement Target	Emergency repairs are completed within 1 day	Below

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Community & Housing	Housing Repairs	KPI National (75)	The average number of calendar days taken to complete: Urgent repairs	16.68 Calendar Days	<b>7 Calendar Days</b>	Improvement Target	Urgent repairs are completed within 7 calendar days	Below
Community & Housing	Housing Repairs	KPI National (76)	The average number of calendar days taken to complete: Non-urgent repairs	88.94 Calendar Days	<b>50 Calendar Days</b>	Improvement Target	Non urgent repairs are completed within 50 calendar days	Below
Community & Housing	Housing Repairs	KPI (331.1)	Increase the percentage of: Emergency repairs completed within 1 calendar day from 89.82% in 2006 to 99% by 2010	88.33%	<b>94%</b>	Improvement Target	Emergency repairs are completed within 1 day	N/A
Community & Housing	Housing Repairs	KPI (332.1)	Increase the percentage of: Urgent repairs completed within 7 calendar days from 53.91% in 2006 to 99% by 2010	43.19%	<b>75%</b>	Improvement Target	Urgent repairs are completed within 7 calendar days	N/A
Community & Housing	Housing Repairs	KPI (550)	Increase the percentage of: Non-urgent repairs completed within 50 calendar days from 38.60% in 2006 to 75% by 2010	60.60%	<b>75%</b>	Improvement Target	This indicator is dependant upon categorisation of urgent and emergency repairs and would not be appropriate to set a minimum standard.	N/A
Community & Housing	Housing Repairs	TBC	Percentage of gas safety checks completed (cumulative)	N/A	<b>100%</b>	Improvement Target	This is a new indicator relating to our statutory responsibility to serviceable gas appliances only.	N/A

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>COMMUNITY &amp; HOUSING - INCREMENTAL TARGETS</b>								
Community & Housing	Asset Management	National (261)	The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level: 1 Urgent	6.10%	<b>7%</b>	Incremental Target	It would not be appropriate to set a minimum standard at the present moment. Ideally this should be zero, but emergencies and Health and Safety legislation/statutory requirements mean it never will be. At present only 60% of buildings have been surveyed and undertaking the remaining surveys is dependant on funding availability. When the remaining surveys are undertaken it is likely that the outturn will increase, therefore the target has been set at a higher value than the 2007/08 outturn.	Above
Community & Housing	Asset Management	National (262)	The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level: 2 Essential	45.24%	<b>48%</b>	Incremental Target	This is dependant upon the on-going budget maintenance budget (Capital and Revenue) to reduce this. At present only 60% of buildings have been surveyed and undertaking the remaining surveys is dependant on funding availability. When the remaining surveys are undertaken it is likely that the outturn will increase, therefore the target has been set at a higher value than the 2007/08 outturn.	Above
Community & Housing	Asset Management	National (263)	The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level: 3 Desirable	48.70%	<b>45%</b>	Incremental Target	This value is the remainder of the budget not used in the 2 previous indicators (260/261). At present only 60% of buildings have been surveyed and undertaking the remaining surveys is dependant on funding availability. When the remaining surveys are undertaken it is likely that the outturn will increase, therefore the target has been set at a higher value than the 2007/08 outturn.	Below
Community & Housing	Homelessness	National (59)	The percentage of homeless presentations accepted as statutorily homeless.	78.70%	<b>80%</b>	Incremental Target	We are unable to predict when a household will be homeless and the reasons for it.	N/A
Community & Housing	Housing Landlord Services	National (64)	The total amount of rent collected during the financial year from current and former tenants as a percentage of the total rent collectable for the financial year, in permanent accommodation	95.60%	<b>97%</b>	Incremental Target	A minimum standard could be set for this indicator based on previous years data collection. FCC will collect 90% of total rent due from current and former tenants.	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Community & Housing	Housing Landlord Services	National (68.1)	The total amount of rent arrears owed by former tenants in the following types of accommodation which were written off as unrecoverable during the financial year as a percentage of the total rent collectable for the financial year: Permanent accommodation	0.89%	<b>1.00%</b>	Incremental Target	A minimum standard could be set for this indicator based on previous years data collection. FCC will not write off more that 0.95% of the total rent collectable.	Above
Community & Housing	Housing Landlord Services	National (275)	The total amount of rent arrears owed by current tenants in the following types of accommodation as a percentage of the total rent collectable for the financial year: Permanent accommodation	3..44%	<b>3%</b>	Incremental Target	A minimum standard could be set for this indicator based on previous years data collection. The total amount in rent arrears owed by current tenants will not exceed 4% of the total rent collectable.	Below
Community & Housing	Housing Landlord Services	National (277)	The total amount of rent arrears owed by former tenants in the following types of accommodation as a percentage of the total rent collectable for the financial year: Permanent accommodation	0.48%	<b>0.40%</b>	Incremental Target	A minimum standard could be set for this indicator based on previous years data collection. The total amount in rent arrears owed by former tenants will not exceed 0.55% of the total rent collectable.	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>COMMUNITY &amp; HOUSING - MAINTENANCE TARGETS</b>								
Community & Housing	Homelessness	National (55)	The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless.	121.6 Working Days	<b>122 Working Days</b>	Maintenance Target	We are unable to predict the amount of time it takes for the LA to discharge its duty due to the shortage of permanent accommodation.	Above
Community & Housing	Homelessness	National (56.1)	The amount of the Council Fund resources spent on Bed and Breakfast accommodation during the year as a percentage of the total Council Fund resources spent on the homelessness and housing advice services	12.40%	<b>12.00%</b>	Maintenance Target	A minimum standard could be set for this indicator based on previous years data collection. FCC will not spend more than 25% of its homeless and housing advice service budget on Bed & Breakfast accommodation.	N/A
Community & Housing	Homelessness	National (60)	The percentage of homeless presentations decided within 33 working days	83.70%	<b>85%</b>	Maintenance Target	A minimum standard could be set for this indicator based on previous years data collection. FCC will decide 80% of its homeless presentations within 33 days.	Below
Community & Housing	Homelessness	National (63)	The percentage of households accepted as statutorily homeless during the year to whom a full homelessness duty has been discharged by the same local authority within the last 2 years.	5.55%	<b>15%</b>	Maintenance Target	We are unable to predict when a household will be homeless and the reasons for it.	Below
Community & Housing	Housing Landlord Services	National (70)	The total amount of rent lost due to lettable units of accommodation being empty as a percentage of the total rent debit for the financial year, for permanent accommodation	2.37%	<b>2.4%</b>	Maintenance Target	A minimum standard could be set for this indicator based on previous years data collection. The total amount of rent lost due to lettable units of accommodation being empty will not exceed 3% of the total rent collectable.	Above
Community & Housing	Waste	National (244)	The percentage of municipal waste reused and/or recycled.	18.79%	<b>21%</b>	Maintenance Target	A minimum standard could be set for this indicator based on previous years' data collection. The percentage of municipal waste reused and/or recycled will exceed 17%.	Below
Community & Housing	Waste	KPI National (245.1)	The percentage of municipal waste: Composted or treated biologically in another way	14.04%	<b>17%</b>	Maintenance Target	A minimum standard could be set for this indicator based on previous years' data collection. The percentage of municipal waste, composted or treated biologically in another way will exceed 13%.	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Community & Housing	Waste	KPI National (247)	The percentage of bio-degradable municipal waste sent to landfill.	62.67%	<b>60%</b>	Maintenance Target	A minimum standard could be set for this indicator based on previous years' data collection. The percentage of bio-degradable municipal waste sent to landfill will be less than 66%.	Below
Community & Housing	Waste	KPI National (251)	The percentage of municipal wastes sent to landfill	62.47%	<b>58%</b>	Maintenance Target	A minimum standard could be set for this indicator based on previous years' data collection. The percentage of municipal waste sent to landfill will be less than 60%.	Above
Community & Housing	Waste	National (255)	The percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted	64.54%	<b>60%</b>	Maintenance Target	A minimum standard could be set for this indicator based on previous years' data collection. The percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted will exceed 52%.	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>COMMUNITY &amp; HOUSING - NO TARGETS</b>								
Community & Housing	Asset Management	National (257)	The percentage of the gross internal area of the local authority's buildings in condition categories: A - Good	N/Av			Data not available	N/A
Community & Housing	Asset Management	National (258)	The percentage of the gross internal area of the local authority's buildings in condition categories: B - Satisfactory	N/Av			Data not available	N/A
Community & Housing	Asset Management	National (259)	The percentage of the gross internal area of the local authority's buildings in condition categories: C - Poor	N/Av			Data not available	N/A
Community & Housing	Asset Management	National (260)	The percentage of the gross internal area of the local authority's buildings in condition categories: D - Bad	0%			Data not available	N/A
Community & Housing	Energy	National (684)	Percentage reduction in energy use in the housing stock	14.25%			A minimum standard cannot be set as this is not in the control of Flintshire County Council. Flintshire County Council can try to make people aware by campaigns/advertising etc. There are too many external factors i.e. fuel cost and recession which make it very difficult to set targets with any degree of accuracy.	Above
Community & Housing	Energy	National (685)	Percentage reduction in carbon dioxide emissions in the housing stock	11.97%			A minimum standard cannot be set as this is not in the control of Flintshire County Council. Flintshire County Council can try to make people aware by campaigns/advertising etc. There are too many external factors i.e. fuel cost and recession which make it very difficult to set targets with any degree of accuracy.	Above
Community & Housing	Homelessness	National (54)	The average number of days all homeless households spend in temporary accommodation	124 Days			Indicator deleted from 2008/09 set  Alternative PI: (HHA/014 - Pics Ref 687) "The average number of days all homeless families with children spent in Bed and Breakfast accommodation"	Above
Community & Housing	Waste	National (253)	The percentage of municipal waste used to recover heat and power	0%			Municipal waste is not currently used to recover heat and power.	Below

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>CORPORATE MANAGEMENT - INCREMENTAL TARGETS</b>								
Corp Management	Finance	National (15)	The percentage of council tax due for the financial year which was received by the authority	97.44%	<b>97.50%</b>	Incremental Target	Aim to improve upon previous good performance during 2008/09	Above
Corp Management	Finance	National (705)	Time taken to process Housing Benefit and Council Tax Benefit new claims and change events	N/A	<b>17.5 days</b>	Incremental Target	New statutory performance indicator for 2008/09	N/A
<b>CORPORATE MANAGEMENT - MAINTENANCE TARGETS</b>								
Corp Management	Finance	National (14)	The percentage of undisputed invoices which were paid within 30 days	92.80%	<b>92%</b>	Maintenance Target	Aim to maintain current previous good performance during 2008/09. In accordance with the PI definition, payment feeds that were previously included in the figures have been excluded from 2008/09. These inflated performance as they were always 100% because no invoices existed.	Above
Corp Management	Finance	National (16)	The percentage of non-domestic rates due for the financial year which were received by the authority	98.98%	<b>98.7%</b>	Maintenance Target	Aim to maintain good performance during 2008/09	Above
<b>CORPORATE MANAGEMENT - NO TARGETS</b>								
Corp Management	Finance	National (706)	The number of changes of circumstances which affect customers' entitlement to Housing Benefit or Council Tax Benefit within the year	N/A	<b>840</b>		New statutory performance indicator for 2008/09	N/A



Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>ENVIRONMENT &amp; REGENERATION - IMPROVEMENT TARGETS</b>								
Environment & Regeneration	Building Control	National (1)	Percentage of Building control 'full plan' applications checked within 15 working days during the year	60.50%	<b>70%</b>	Improvement Target	No minimum standards are set, the returns are placed within a national league table produced annually	Below
Environment & Regeneration	Planning	KPI National (89)	The percentage of these determined appeals that upheld the authority's decision, in relation to planning application decisions	81.2%	<b>75%</b>	Improvement Target	This will depend on the status of the UDP Suggest a minimum standard of 70%	Above
Environment & Regeneration	Planning	KPI National (92)	The percentage of minor planning applications determined during the year within 8 weeks	40.20%	<b>50%</b>	Improvement Target	The changes being introduced to procedures and the introduction of 1 APP should facilitate improvements subject to retention of staff. Suggest a minimum standard of 45%	Below
Environment & Regeneration	Planning	National (94)	The percentage of all other planning applications determined during the year within 8 weeks.	60%	<b>75%</b>	Improvement Target	The improvements described above should help performance. However, it also depends on the types of categories. Suggest a minimum standard of 65%	Below
Environment & Regeneration	Planning	National (95)	The percentage of enforcement complaints resolved during the year within 12 weeks of receipt.	63.60%	<b>65%</b>	Improvement Target	The previous reduction in the backlog has restricted this opportunity to improve on these figures. As many of the long standing cases that remain are not easily resolved. Suggest a minimum standard of 60%	Below

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>ENVIRONMENT &amp; REGENERATION - INCREMENTAL TARGETS</b>								
Environment & Regeneration	Planning	National (86)	The percentage of planning applications determined during the year that were approved.	81.90%	<b>85%</b>	Incremental Target	Dependant on the adoption of the UDP Suggest a minimum standard of 80%	Below
Environment & Regeneration	Planning	KPI National (91)	The percentage of major planning applications determined during the year within 13 weeks	31.80%	<b>35%</b>	Incremental Target	Relatively low numbers resulting in dramatic fluctuations in the figures. Also dependant on the complexity of the case. Suggest a minimum standard of 32%	Below
Environment & Regeneration	Planning	KPI National (93)	The percentage of householder planning applications determined during the year within 8 weeks	82.30%	<b>85%</b>	Incremental Target	The changes being introduced to procedures and the introduction of 1 APP should facilitate this improvement subject to retention of staff. Suggest a minimum standard of 80%	Above
Environment & Regeneration	Private Sector Renewal	National (126)	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.	0.77%	<b>0.70%</b>	Incremental Target	Suggest a minimum standard of 0.50%	Below
Environment & Regeneration	Transport & Highways	National (234.2)	Percentage of: Condition of principal (A) roads	1%	<b>6%</b>	Incremental Target	Suggest a minimum standard of 3%	Above
Environment & Regeneration	Transport & Highways	National (235.1)	Percentage of: Non-principal/classified roads; that are in overall poor condition	2%	<b>6%</b>	Incremental Target	Suggest a minimum standard of 5%	Above
Environment & Regeneration	Transport & Highways	National (239)	The percentage of adults aged 60+ who hold a concessionary travel pass.	84.50%	<b>85%</b>	Incremental Target	To improve % year on year. Suggest a minimum standard of 84.50%	Above
Environment & Regeneration	Transport & Highways	National (240.1)	The percentage of total length of rights of way which are easy to use by members of the public	76.40%	<b>77%</b>	Incremental Target	Budget Dependant. Suggest a minimum standard of 76.40%	Above
Environment & Regeneration	Transport & Highways	KPI National (241)	The average number of calendar days taken to repair street lamp failures during the year	3.87 Calendar Days	<b>3 Calendar Days</b>	Incremental Target	Suggest a minimum standard of 4 Calendar Days	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Environment & Regeneration	Transport & Highways	KPI (495)	Improve energy efficiency by: Reducing the tonnage of CO2 emitted by fleet vehicles by 3% from 2,790 tonnes in 2006 to 2,706 tonnes by 2009	2785 Tonnes	<b>2706 tonnes</b>	Incremental Target		N/A

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>ENVIRONMENT &amp; REGENERATION - MAINTENANCE TARGETS</b>								
Environment & Regeneration	Building Control	National (2)	The percentage of 'full plan' applications approved first time	88%	<b>88%</b>	Maintenance Target	No minimum standards are set, the returns are placed within a national league table produced annually	Below
Environment & Regeneration	Environment	National (230.1)	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	90.68%	<b>92%</b>	Maintenance Target	Suggest a minimum standard of 90%	Below
Environment & Regeneration	Environment	National (282)	The Cleanliness Index	72.1 Index Score	<b>74 Index Score</b>	Maintenance Target	Suggest a minimum standard of 72 Index Score	Above
Environment & Regeneration	Planning	National (90)	The percentage of these determined appeals that upheld the authority's decision, in relation to enforcement notices	None	<b>100%</b>	Maintenance Target	No base data to forecast from	N/A
Environment & Regeneration	Planning	National (96)	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	N/Av	<b>5%</b>	Maintenance Target	The figure is not an indicator of performance nor is it a target. Dependent on the scale of housing proposals approved and built.	N/A
Environment & Regeneration	Planning	National (97)	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	N/Av	<b>5%</b>	Maintenance Target	The figure is not an indicator of performance nor is it a target. Dependent on the opportunities for 'windfall' development.	N/A
Environment & Regeneration	Public Protection	National (102)	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for: Trading Standards	96%	<b>95%</b>	Maintenance Target	It is not appropriate to set a minimum standard for this indicator. The indicator does not relate to the entitlement of clients	Below
Environment & Regeneration	Public Protection	National (103)	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for: Food Hygiene	99%	<b>100%</b>	Maintenance Target	All high risk food businesses liable to a programmed food hygiene inspection should be inspected. Incremental Target because only marginal improvement necessary.	Above
Environment & Regeneration	Public Protection	National (104)	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for: Animal Health	94%	<b>95%</b>	Maintenance Target	It is not appropriate to set a minimum standard for this indicator. The indicator does not relate to the entitlement of clients	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Environment & Regeneration	Public Protection	National (105)	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for: Health and Safety	100%	<b>100%</b>	Maintenance Target	All high risk premises inspected. Due to the way in which we are required to rate premises at inspection, the actual number of premises is low. There is a widespread belief that this is not an effective way of measuring performance and representations are being made to the LG Data Unit about this. We are piloting a suite of Best Practice Standards under the auspices of the Directors of Public Protection Wales. We also continue to submit returns to the Health & Safety Executive on a UK basis, and to the Wales & West Region of HSE based in Cardiff in respect of Wales based enforcement initiatives.	Above
Environment & Regeneration	Public Protection	National (121)	The percentage of significant breaches that were rectified by intervention for Trading Standards	83.70%	<b>85%</b>	Maintenance Target	It is not appropriate to set a minimum standard for this indicator. The indicator does not relate to the entitlement of clients	Above
Environment & Regeneration	Public Protection	National (122)	The percentage of significant breaches that were rectified by intervention for Animal Health	92.30%	<b>85%</b>	Maintenance Target	It is not appropriate to set a minimum standard for this indicator. The indicator does not relate to the entitlement of clients	Above
Environment & Regeneration	Transport & Highways	National (237)	The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance.	99.98%	<b>99.98%</b>	Maintenance target	Suggest a minimum standard of 95%	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>ENVIRONMENT &amp; REGENERATION - NO TARGETS</b>								
Environment & Regeneration	Public Protection	National (106)	The percentage of all eligible food premises with a valid food hygiene award	22.43%			Can't predict the number of Awards that are going to be issued as it depends on findings on inspection. Therefore, no minimum standard/targets set.	Above
Environment & Regeneration	Environment	National (691)	The percentage of reported fly tipping incidents cleared within 5 working days	89.37%			New indicator for 2008/09. Target to be set for 2009/10 based on this year's performance.	N/A
Environment & Regeneration	Planning	National (87)	The number of appeals that were determined during the year in relation to planning application decisions	69 Appeals			This is a figure and outside the Authorities Control	Above
Environment & Regeneration	Planning	National (88)	The number of appeals that were determined during the year in relation to enforcement notices	0 Appeals			No base data to forecast from	Above
Environment & Regeneration	Public Protection	National (108/695)	The percentage of new businesses identified during the year which were subject to an inspection for Food Hygiene.	63.00%			Indicator deleted for 2008/09. Replaced with: The percentage of new businesses identified which were subject to a risk assessment visit for Food Hygiene (no. 695)	Below
Environment & Regeneration	Public Protection	National (110/697)	The percentage of new businesses identified during the year which were subject to an inspection for Health and Safety	23.00%			Indicator deleted for 2008/09. Replaced with: The percentage of new businesses identified which were subject to a risk assessment visit for Health and Safety. (PPN/008 a (iv)	Below
Environment & Regeneration	Transport & Highways	National (236)	Annual highway related claims expenditure as a percentage of the annual structural maintenance expenditure	N/Av			Currently we have only settled 4 out of 59 highway claims for 07/08. It can take up to four years before claims are settled for any one financial year. Taking the worst case scenario with the reserves that have been set aside to settle any claims we are unable to refute the Annual highway related claims expenditure as a percentage of the annual structural maintenance expenditure for 07/08 is 12.10% and obviously this figure will decrease as the 07/08 claims are settled. We do not normally set targets for this P I	N/A

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>LIFELONG LEARNING - IMPROVEMENT TARGETS</b>								
Lifelong Learning	Education	National (29)	The number of: All pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.	30 Pupils	<b>18 Pupils</b>	Improvement Target	A realistic target set to reflect the improvements that wish to be achieved within this area.	Above
Lifelong Learning	Education	National (30)	The number of: Pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.	2 Pupils	<b>5 Pupils</b>	Improvement Target	Knowledge of the pupils involved indicate that a target of 5 pupils is a realistic target.	N/A
Lifelong Learning	Education	National (31.1)	The percentage of: All pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.	1.53%	<b>0.92%</b>	Improvement Target	A realistic target set to reflect the improvements that are hoped to be achieved within this area.	Above
Lifelong Learning	Education	KPI National (32)	The percentage of: Pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.	14.29%	<b>50%</b>	Improvement Target	Knowledge of the pupils involved indicate that this target is realistic.	Below
Lifelong Learning	Education	National (266)	The percentage of final statements of special education need issued within 26 weeks: Including exceptions	82.10%	<b>87%</b>	Improvement Target	Wish to see continuous improvements. Service has experienced a period of instability this has now been resolved and continuing stability is hoped to lead to further improvement	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Lifelong Learning	Education	National (267)	The percentage of final statements of special education need issued within 26 weeks: Excluding exceptions	77.40%	<b>80%</b>	Improvement Target	Wish to see continuous improvements. Service has experienced a period of instability this has now been resolved and continuing stability is hoped to lead to further improvement	Below
Lifelong Learning	Education	KPI (389)	The percentage of eligible pupils, determined by teacher assessment: Achieving level 4 in Key Stage 2 Mathematics from 82% in 2006 to 83.7% by September 2009	79.90%	<b>81.9%</b>	Improvement Target	Targets have been set by Directorate to improve in Core Subject Areas.	N/A
Lifelong Learning	Education	KPI (390)	The percentage of eligible pupils, determined by teacher assessment: Achieving level 4 in Key Stage 2 English from 80.5% in 2006 to 81.5% by September 2009	78.90%	<b>81.20%</b>	Improvement Target	Targets have been set by Directorate to improve in Core Subject Areas.	N/A



Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>LIFELONG LEARNING - INCREMENTAL TARGETS</b>								
Lifelong Learning	Education	KPI National (33)	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	73.30%	<b>76.50%</b>	Incremental Target	Currently satisfied with performance, figure has been set to maintain a realistic increase in performance	Below
Lifelong Learning	Education	National (34)	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	62.40%	<b>63%</b>	Incremental Target	Currently satisfied with performance, figure has been set to maintain a realistic increase in performance	Above
Lifelong Learning	Education	National (48)	The number of pupils per teacher in primary schools maintained by the local authority	20.3 Pupils	<b>20.4 Pupils</b>	Incremental Target	Outturn is currently good, target set to demonstrate improvement in service.	Below
Lifelong Learning	Libraries	National (78)	The number of visits to Public Libraries during the year, per 1,000 population	5680 Uses Per 1000 Population	<b>5671 Uses per 1000 Population</b>	Incremental Target	Minimum standard not set because this is not an entitlement the client can expect.1% per annum incremental improvement projected	Above
Lifelong Learning	Libraries	National (80)	The percentage of available computer hours in use.	34%	<b>34.00%</b>	Incremental Target	Minimum standard not set because this is not an entitlement the client can expect.1% per annum incremental improvement projected (when converted to whole numbers remains at 34%)	Below

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>LIFELONG LEARNING - MAINTENANCE TARGETS</b>								
Lifelong Learning	Education	National (28)	Percentage of pupil attendance in secondary schools.	91.82%	<b>92%</b>	Maintenance Target	Flintshire County Council is one of the best performing authorities for pupil attendance. The target has been set to reflect this and to aim for a marginal increase in an already well performing area. There is a recommended minimum standard of investigation into any pupils with attendance levels either actual or projecting likely to achieve less than 75% attendance, however, the relevant services within Flintshire manage attendance levels at a significantly higher level than the recommended minimum.	Above
Lifelong Learning	Education	National (37)	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language): At the end of Key Stage 2	5.01%	<b>6.30%</b>	Incremental Target	Target set is restricted by the number of pupils that this will apply to. Throughout the County there are only 5 Welsh medium Primary Schools. Figure is satisfactory for the numbers of children involved, therefore a Maintenance Target has been set.	Below
Lifelong Learning	Education	National (38)	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language): At the end of Key Stage 3	4.91%	<b>5.20%</b>	Incremental Target	Target set is restricted by the number of pupils that this will apply to. Throughout the County there is only 1 Welsh medium Secondary School. Figure is satisfactory for the numbers of children involved, therefore a Maintenance Target has been set.	Below
Lifelong Learning	Education	National (39)	Percentage of pupil attendance in primary schools	93.70%	<b>94%</b>	Maintenance Target	Flintshire County Council is one of the best performing authorities for pupil attendance. The target has been set to reflect this and to aim for a marginal increase in an already well performing area. There is a recommended minimum standard of investigation into any pupils with attendance levels either actual or projecting likely to achieve less than 75% attendance, however, the relevant services within Flintshire manage attendance levels at a significantly higher level than the recommended minimum.	Above
Lifelong Learning	Education	National (40)	The number of permanent exclusions during the academic year per 1,000 pupils (primary schools)	0 Per 1000 Pupils	<b>0 Per 1000 Pupils</b>	Maintenance Target	Permanent exclusion decisions are made by the Head teacher and are overseen by a Governors Disciplinary Committee. The LEA can only advise and support Schools in this decision making process. Therefore a maintenance target is set.	N/A

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Lifelong Learning	Education	National (41)	The number of permanent exclusions during the academic year per 1,000 pupils (secondary schools)	0 Per 1000 Pupils	<b>0.95 Per 1000 Pupils</b>	Maintenance Target	Permanent exclusion decisions are made by the Head teacher and are overseen by a Governors Disciplinary Committee. The LEA can only advise and support Schools in this decision making process. Therefore a maintenance target is set.	N/A
Lifelong Learning	Education	National (42)	The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the year	33.4 School Days	<b>30 School Days</b>	Incremental Target	Process for representation to Governing Bodies and independent appeals process aims to get part time provision in place after exclusion which takes a period of time to arrange necessary appropriate provision.	Below
Lifelong Learning	Education	National (43)	The average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision during the academic year	5.4 School Days	<b>4 School Days</b>	Incremental Target	Whilst maintaining a good record targets set to aim for improvement following usage of early intervention techniques.	Above
Lifelong Learning	Education	National (44)	The percentage of school days lost due to fixed-term exclusions during the year, in primary schools	0.02%	<b>0.01%</b>	Maintenance Target	Whilst maintaining a good record targets set to aim for improvement following usage of early intervention techniques.	Below
Lifelong Learning	Education	National (45)	The percentage of school days lost due to fixed-term exclusions during the year, in secondary schools	0.19%	<b>0.14%</b>	Maintenance Target	Whilst maintaining a good record targets set to aim for improvement following usage of early intervention techniques.	Below
Lifelong Learning	Education	National (46.1)	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority.	330 Points	<b>356 Points</b>	Maintenance Target	Outturn is currently good, target set to demonstrate improvement in service.	Below
Lifelong Learning	Education	National (47)	The percentage of key stage 2 primary school classes with more than 30 pupils	0.36%	<b>0%</b>	Maintenance Target	Minimum statutory standard requirement is 30 pupils per class, therefore target set to maintain minimum standard.	Above
Lifelong Learning	Education	National (187)	The percentage attendance of looked after pupils whilst in care in primary schools	N/Av	<b>95%</b>	Maintenance Target	Allows for periods when looked after children moved, therefore target set slightly below average for attendance of ALL pupils.	N/A

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Lifelong Learning	Education	National (188)	The percentage attendance of looked after pupils whilst in care in secondary schools	N/Av	<b>90%</b>	Maintenance Target	Allows for periods when looked after children moved, therefore target set slightly below average for attendance of ALL pupils.	N/A
Lifelong Learning	Education	National (189)	The percentage of children looked after who were permanently excluded from school in the year 1 April – 31 March	0%	<b>0%</b>	Maintenance Target	All pupils supported where necessary through conflict resolution or managed transfers. Looked after children monitored and where necessary early intervention techniques and targeted specialist support received.	Above
Lifelong Learning	Education	National (190)	The average number of days spent out of school on fixed-term exclusions for children looked after who were excluded in the year 1 April – 31 March	2.5 School Days	<b>0 School Days</b>	Maintenance Target	All pupils supported where necessary through conflict resolution or managed transfers. Looked after children monitored and where necessary early intervention techniques and targeted specialist support received.	Above
Lifelong Learning	Education	KPI National (210))	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.	38.50%	<b>42.90%</b>	Maintenance Target	Figure determined by children coming into care not within control of the LEA and fluctuates.	Below
Lifelong Learning	Education	KPI National (269)	The 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	42.90%	<b>16.70%</b>	Maintenance Target	Figure determined by children coming into care not within control of the LEA and fluctuates.	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Lifelong Learning	Education	KPI National (270)	The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher Assessment	16.67%	<b>16.70%</b>	Maintenance Target	Knowledge of the pupils involved indicate that this target is realistic.	Above
Lifelong Learning	Leisure	KPI National (702)	The number of visits to local authority sport and leisure centres during the year	11919 Visits Per 1000 Population	<b>14644 Visits per 1000 Population</b>	Maintenance Target	Due to the new method of accounting for visits and processes target has been conservatively set until all new processes have bedded in.	Above
Lifelong Learning	Libraries	National (79)	The number of publicly accessible computers per 10,000 population	10 Computers per 10000 Population	<b>10 Computers per 10000 Population</b>	Maintenance Target	Current performance exceeds the Welsh Public Library Standard, therefore maintenance target set.	Above
Lifelong Learning	Libraries	National (704)	The percentage of library material requests supplied within 7 calendar days	75%	<b>75%</b>	Maintenance Target	Current performance exceeds the Welsh Public Library Standard, therefore maintenance target set.	N/A

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>PEOPLE &amp; PERFORMANCE - IMPROVEMENT TARGETS</b>								
People & Performance	Human Resources	National (22)	The percentage of employees (including teachers and school based staff) who leave the employment of the local authority, whether on a voluntary or involuntary basis;	12.25%	<b>12%</b>	Improvement Target	Provisional target as agreed with Chief Executive	Below
People & Performance	Human Resources	National (24.1)	The number of working days/ shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	10.66 Days	<b>10.25 Days</b>	Improvement Target	Provisional target as agreed with Chief Executive	Above
People & Performance	Human Resources	National (26)	The percentage of local authority employees from minority ethnic communities.	0.38%	<b>0.50%</b>	Improvement Target	Provisional target as agreed with Chief Executive	Below
People & Performance	Human Resources	National (27)	The percentage of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 2005	1.70%	<b>2.50%</b>	Improvement Target	Provisional target as agreed with Chief Executive	Above
People & Performance	Human Resources	KPI (501)	Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100% by 2009	N/Av	<b>100%</b>	Improvement Target		N/A
<b>PEOPLE &amp; PERFORMANCE - NO TARGETS</b>								
People & Performance	Human Resources	KPI (508)	Increase the percentage of employees feeling that they are well informed to enable them to deliver services effectively from 56% in 2006 to 80% by March 2009	69%			This indicator only measures the percentage of those who have responded to the survey and not the total number of staff. Bi-annual survey.	N/A

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>SOCIAL &amp; HEALTH - IMPROVEMENT TARGETS</b>								
Social & Health	Social Services for Adults	National (136)	The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	62.20%	<b>70%</b>	Improvement Target	All clients should have their care plan reviewed at least annually, so a target of 100% is recommended - this would be meaningful to service users. This is an improvement area because current performance is significantly below the target. However, this may require additional social work resources.	Below
Social & Health	Social Services for Adults	National (140)	Of the adult protection referrals completed during the year, the percentage: Where the client or their property is no longer at risk	53.1	<b>100%</b>	Improvement Target	All referrals should result in clients and their property no longer being a risk, so a target of 100% is recommended - this would be meaningful to carers. This is an improvement area because current recorded performance is significantly below the target, but can be achieved through improved recording.	N/A
Social & Health	Social Services for Adults	National (141)	The rate per 1,000 adult clients (aged 18+) supported in the community who receive a direct payment	23.75 Rate per 1,000	<b>2.8 Rate per 10,000</b>	Improvement Target	No minimum standard set as this is not a client centred indicator. Performance is reasonable, but needs to improve so that more service users can benefit. Staff training is ongoing & additional resources have been allocated to the support service. (Calculation for 08/09 has been amended)	Above
Social & Health	Social Services for Adults	National (142)	The rate per 1,000 adult clients assessed during the year who are provided with electronic assistive technology as part of a package of care	44.7 Rate per 1000	<b>58 Rate per 1000</b>	Improvement Target	No minimum standard set as this is not a client centred indicator	Below
Social & Health	Social Services for Adults	National (146)	The percentage of identified carers of adult service users who were offered an assessment	76.80%	<b>90%</b>	Improvement Target	All carers should be offered an assessment, so a target of 100% is recommended - this would be meaningful to carers. This is an improvement area because current performance is significantly below the target, but can be achieved through improved social work practice & better recording.	Below
Social & Health	Social Services for Adults	National (148)	The percentage of identified carers of adult service users who had an assessment which was an assessment in their own right	89.10%	<b>100%</b>	Improvement Target	All carers who opt for an assessment should have one in their own right, so a target of 100% is recommended - this would be meaningful to carers. This is an improvement area because current performance is significantly below the target, but can be achieved through improved social work practice.	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Social & Health	Social Services for Children	National (159)	The percentage of referrals during the year that: Were allocated to a social worker for initial assessment	31.90%	<b>60%</b>	Improvement Target	This indicator will take a significant upturn this year. This is not a reflection of performance but is due to a change in the processing of referrals. A maintenance target has been set, at the expected level in 2008/09. It would not be appropriate to set a minimum standard for this indicator, as referrals are allocated on a priority basis dependent on the level of need.	Below
Social & Health	Social Services for Children	National (160)	The percentage of referrals during the year that: Were allocated to someone other than a social worker for initial assessment	4.10%	<b>0</b>	Improvement Target	This indicator will take a significant upturn this year. This is not a reflection of performance but is due to a change in the processing of referrals. A maintenance target has been set, at the expected level in 2008/09. It would not be appropriate to set a minimum standard for this indicator, as referrals are allocated on a priority basis dependent on the level of need.	Above
Social & Health	Social Services for Children	KPI National (161)	The percentage of initial assessments carried out within 7 working days	77.50%	<b>80%</b>	Improvement Target	Performance is improving, but further improvement is required. It would be appropriate to set a minimum standard for this indicator of 12 working days to complete an initial assessment, which reflects the CSSIW minimum level.	Above
Social & Health	Social Services for Children	National (162)	The average time taken to complete initial assessments that took longer than 7 working days to complete	14.8 Working Days	<b>10 Working Days</b>	Improvement Target	Performance is improving, but further improvement is required. It would be appropriate to set a minimum standard for this indicator of 12 working days to complete an initial assessment, which reflects the CSSIW minimum level.	Above
Social & Health	Social Services for Children	National (163)	The percentage of required core assessments carried out within 35 working days	72.30%	<b>85%</b>	Improvement Target	Performance is improving, but further improvement is required. It would be appropriate to set a minimum standard for this indicator of 50 working days to complete an initial assessment, which reflects the CSSIW minimum level.	Above



Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Social & Health	Social Services for Children	National (164)	The average time taken to complete those required core assessments that took longer than 35 days	46.1 Working Days	<b>45 Working Days</b>	Improvement Target	Performance is improving, but further improvement is required. It would be appropriate to set a minimum standard for this indicator of 50 working days to complete an initial assessment, which reflects the CSSIW minimum level.	Above
Social & Health	Social Services for Children	National (168)	The 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.	32.50%	<b>50%</b>	Improvement Target	Further improvement is required. It would not be appropriate to set a minimum standard for this indicator, as assessments are allocated on a priority basis dependent on the level of need, and not all children are seen alone at assessment.	Above
Social & Health	Social Services for Children	National (174)	The percentage of open cases of children with an allocated social worker where the child is receiving a service in each of the following groups: Children looked after	85.40%	<b>100%</b>	Improvement Target	Further improvement is required. It would be appropriate to set a minimum standard for this indicator of a Looked After child being allocated a qualified Social Worker.	Below
Social & Health	Social Services for Children	National (177)	The percentage of open cases of children allocated to someone other than a social worker where the child is receiving a service in each of the following groups: Children looked after	14.60%	<b>0%</b>	Improvement Target	This indicator has a reverse direction of improvement. Further improvement is required. It would be appropriate to set a minimum standard for this indicator of a Looked After child being allocated a qualified Social Worker.	Below
Social & Health	Social Services for Children	National (183.1)	The percentage of health assessments for looked after children due in the year that have been undertaken	64.40%	<b>75%</b>	Improvement Target	It would be appropriate to set a minimum standard for this indicator of a child looked after having a health assessment undertaken.	N/A
Social & Health	Social Services for Children	National (185)	The percentage of looked after children who have had their teeth checked by a dentist during the year.	81.90%	<b>85%</b>	Improvement Target	Further improvement is required. It would be appropriate to set a minimum standard for this indicator of a child looked after having had their teeth checked by a dentist.	Below
Social & Health	Social Services for Children	KPI National (191)	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March	52.60%	<b>90%</b>	Improvement Target	Further improvement is required. It would be appropriate to set a minimum standard for this indicator of a Child Looked After being provided with a PEP within 20 school days. The potential benefits of establishing a part time teacher/SENCO post is currently being evaluated.	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Social & Health	Social Services for Children	National (192)	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.	77.60%	<b>90%</b>	Improvement Target	Further improvement is required. It would be appropriate to set a minimum standard for this indicator of a Child Looked After having statutory visits in accordance with regulations.	Above
Social & Health	Social Services for Children	National (199)	The percentage of children looked after who had a fully completed and updated Assessment and Action Record at their third review.	64%	<b>75%</b>	Improvement Target	Further improvement is required. It would be appropriate to set a minimum standard for this indicator of having an Assessment and Action Record in place by the date of the third review.	Above
Social & Health	Social Services for Children	National (202)	The percentage of young carers known to Social Services who were assessed	52.90%	<b>75%</b>	Improvement Target	Further improvement is required. It would not be appropriate to set a minimum standard for this indicator because not all young carers will require an assessment.	Below
Social & Health	Social Services for Children	National (203)	The percentage of young carers known to Social Services who were provided with a service	23.50%	<b>60%</b>	Improvement Target	Further improvement is required. It would not be appropriate to set a minimum standard for this indicator because not all young carers will require a service.	Below
Social & Health	Social Services for Children	National (208)	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19.	65.00%	<b>90%</b>	Improvement Target	Further improvement is required. It would not be appropriate to set a minimum standard for this indicator because not all young care leavers in the cohort will choose to receive leaving care services from the Authority.	Below
Social & Health	Social Services for Children	National (209)	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19.	61.50%	<b>75%</b>	Improvement Target	It would not be appropriate to set a minimum standard for this indicator because not all young care leavers in the cohort will choose to receive leaving care services from the Authority.	Below

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Social & Health	Disabled Facilities Grants	KPI National (124)	The average number of calendar days taken to deliver a Disabled Facilities Grant.	607 Calendar Days	<b>500 Calendar Days</b>	Improvement Target	A meaningful minimum standard could be set for this PI - recommend "High priority DFGs will be delivered within 90 calendar days. Medium priority will be delivered within 300 calendar days. Low priority will be delivered within 365 calendar days." Performance needs to be significantly improved, but will require additional OT resources to achieve.	Below
Social & Health	Disabled Facilities Grants	National (125)	The average number of calendar days taken to deliver an adaptation for a Local Authority tenant where the Disabled Facilities Grant process is not used.	31.68 Calendar Days	<b>25 Calendar Days</b>	Improvement Target	A meaningful minimum standard could be set for this PI - recommend "Adaptations in LA housing will be completed within 35 calendar days." Performance needs to be significantly improved, but will require additional resources in the Occupational Therapy service to achieve.	Above
Social & Health	Disabled Facilities Grants	National (127)	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	<b>184 Calendar Days</b>	<b>140 Calendar Days</b>	Improvement Target	A meaningful minimum standard could be set for this PI - recommend "Low cost adaptations will be delivered within 90 calendar days." Performance needs to be significantly improved, but will require additional resources in the Occupational Therapy service to achieve.	Below

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>SOCIAL &amp; HEALTH - INCREMENTAL TARGETS</b>								
Social & Health	Social Services for Adults	National (129.1)	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	72.45 Rate per 1000	<b>74 Rate per 1000</b>	Incremental Target	No minimum standard set as this is not a client centred indicator. Performance is already good, but needs to be continuously improved. This is being achieved through a shift in resources from residential services to community support.	Below
Social & Health	Social Services for Adults	National (130)	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over.	23.34 Rate per 1000	<b>23 Rate per 1000</b>	Incremental Target	No minimum standard set as this is not a client centred indicator. Performance is already good, but needs to be continuously improved. This is being achieved through a shift in resources from residential services to community support.	Above
Social & Health	Social Services for Adults	KPI National (131)	The percentage of clients who are supported in the community during the year, who are aged 18-64	97.25%	<b>98%</b>	Incremental Target	No minimum standard set as this is not a client centred indicator. Performance is already good, but needs to be continuously improved. This is being achieved through a shift in resources from residential services to community support.	Above
Social & Health	Social Services for Adults	KPI National (132)	The percentage of clients who are supported in the community during the year, who are aged 65+	81.53%	<b>81.50%</b>	Incremental Target	No minimum standard set as this is not a client centred indicator. Performance is already good, but needs to be continuously improved. This is being achieved through a shift in resources from residential services to community support.	Below
Social & Health	Social Services for Adults	National (150)	The percentage of identified carers of adult service users who are awaiting assessment	5.30%	<b>5%</b>	Incremental Target	No minimum standard set as this is not a client centred indicator. Performance is reasonable and needs incremental improvement.	Below

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Social & Health	Social Services for Children	National (181)	The percentage of reviews of child in need plans carried out in accordance with the statutory timetable.	88.20%	<b>90%</b>	Incremental Target	Performance is generally good and a maintenance target has been set. It would be appropriate to set a minimum standard for this indicator of a Child in Need plan being reviewed in accordance with the statutory timetable.	Above
Social & Health	Social Services for Children	National (170)	The percentage of initial assessments taking place during the year where the following is recorded: Religion	92.70%	<b>95%</b>	Incremental Target	Performance is generally good, but further improvement is desirable, as all clients should have their preferences recorded. It would be appropriate to set a minimum standard for this indicator of religion being recorded, subject to the client's preference.	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>SOCIAL &amp; HEALTH - MAINTENANCE TARGETS</b>								
Social & Health	Social Services for Adults	National (128)	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	1.3 Rate per 1000	<b>2.1</b> <b>Rate per 1000</b>	Maintenance Target	No minimum standard set as this is not a client centred indicator. Performance is already very good, but needs to be maintained - no resource or practice implications.	Above
Social & Health	Social Services for Adults	National (135)	The average number of working days taken from completion of the care plan to provision and/or installation of aids/equipment	3 Working Days	<b>3</b> <b>Working Days</b>	Maintenance Target	A meaningful minimum standard could be set for this PI - the 3 days target is an average, so recommend "Equipment will be delivered and installed within 4 working days." Performance is very good, but needs to be maintained at this level - no resource or practice implications.	Above
Social & Health	Social Services for Children	National (154)	The percentage of first placements of looked after children during the year that began with a care plan in place	<b>100%</b>	<b>100%</b>	Maintenance Target	Performance is consistently 100% and a maintenance target has been set. It would be appropriate to set a minimum standard for this indicator of a care plan being in place on the day that a child becomes looked after.	Above
Social & Health	Social Services for Children	National (155)	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date.	94.30%	<b>95%</b>	Maintenance Target	Performance is generally satisfactory, and a maintenance target has been set. It would not be appropriate to set a minimum standard for this indicator as children in Care Proceedings may not have a plan for permanence agreed until the Court has reached a decision.	Above
Social & Health	Social Services for Children	National (156)	The percentage of children looked after at 31 March who have experienced one or more change of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	19.50%	<b>19%</b>	Maintenance Target	Subject to external agency control therefore target set at 19%	Below

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Social & Health	Social Services for Children	National (157)	The percentage of children looked after on 31 March who have had three or more placements during the year.	7.20%	5%	Maintenance Target	This indicator has a reverse direction of improvement. Performance is generally good and a maintenance target has been set. It would not be appropriate to set a minimum standard for this indicator, as the number of placement moves will be dependent on the needs of the child.	Above
Social & Health	Social Services for Children	National (158)	The percentage of referrals during the year on which a decision was made within 1 working day.	92.50%	90%	Maintenance Target	Performance is generally good and a maintenance target has been set. It would be appropriate to set a minimum standard for this indicator of a decision being made on a referral within one working day.	Above
Social & Health	Social Services for Children	National (165)	The percentage of referrals that are re-referrals within 12 months	8.60%	15%	Maintenance Target	This indicator has a reverse direction of improvement. Performance for 2007/08 was exceptional and a maintenance target has been set at 15% as this is realistic given the Wales Average and that the outturn for 2006/07 was 28%. It would not be appropriate to set a minimum standard for this indicator, as the necessity to refer is dependent on the needs of the child.	Above
Social & Health	Social Services for Children	National (167)	The percentage of initial assessments that took place during the year where there is evidence that the child has been seen by the Social Worker	63.30%	60%	Maintenance Target	Performance is generally good and a maintenance target has been set. This is lower than the outturn for last year as it is now a requirement that all Looked After Children are referred to a qualified social worker. This was not a requirement last year. It would not be appropriate to set a minimum standard for this indicator, as assessments are allocated on a priority basis dependent on the level of need, and not all children are seen by a Social Worker at assessment	Above
Social & Health	Social Services for Children	National (169)	The percentage of initial assessments taking place during the year where the following is recorded: Ethnicity	99%	95%	Maintenance Target	Performance is generally good and a maintenance target has been set. It would be appropriate to set a minimum standard for this indicator of ethnicity being recorded, subject to the client's preference.	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Social & Health	Social Services for Children	National (171)	The percentage of initial assessments taking place during the year where the following is recorded: First language choice	98.40%	<b>95%</b>	Maintenance Target	Performance is generally good and a maintenance target has been set. It would be appropriate to set a minimum standard for this indicator of first language choice being recorded, subject to the client's preference.	Above
Social & Health	Social Services for Children	National (173)	The percentage of open cases of children with an allocated social worker where the child is receiving a service in each of the following groups: Children on the child protection register	100%	<b>100%</b>	Maintenance Target	Performance is generally good and a maintenance target has been set. It would be appropriate to set a minimum standard for this indicator of a child on the Child Protection Register being allocated a qualified Social Worker.	Above
Social & Health	Social Services for Children	National (175)	The percentage of open cases of children with an allocated social worker where the child is receiving a service in each of the following groups: Children in need	77.40%	<b>65%</b>	Maintenance Target	Performance is generally good and a maintenance target has been set. This is lower than the outturn for last year as it is now a requirement that all Looked After Children are referred to a qualified social worker. This was not a requirement last year. It would not be appropriate to set a minimum standard for this indicator of as not all Children in	Above
Social & Health	Social Services for Children	National (176)	The percentage of open cases of children allocated to someone other than a social worker where the child is receiving a service in each of the following groups: Children on the child protection register	0%	<b>0%</b>	Maintenance Target	It would be appropriate to set a minimum standard for this indicator of a child on the Child Protection Register being allocated a qualified Social Worker.	Above
Social & Health	Social Services for Children	National (178)	The percentage of open cases of children allocated to someone other than a social worker where the child is receiving a service in each of the following groups: Children in need	22.60%	<b>35%</b>	Maintenance Target	This indicator has a reverse direction of improvement relative to 175. Performance is generally good and a maintenance target has been set. It would not be appropriate to set a minimum standard for this indicator as not all Children in Need are allocated to a Social Worker.	Above
Social & Health	Social Services for Children	KPI National (179)	The percentage of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion	89.30%	<b>85%</b>	Maintenance Target	Performance is generally good and a maintenance target has been set. It would be appropriate to set a minimum standard for this indicator of 15 working days to hold an initial conference.	Above
Social & Health	Social Services for Children	National (180)	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference	81.80%	<b>80%</b>	Maintenance Target	Performance is generally good and a maintenance target has been set. It would be appropriate to set a minimum standard for this indicator of 10 working days to hold a core group meeting.	Above



Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Social & Health	Social Services for Children	National (182.1)	The percentage of child protection reviews carried out within statutory timescales during the year	96.10%	<b>90%</b>	Maintenance Target	Performance was exceptionally good during 2007/08 and a maintenance target has been set as FCC are dealing with a very small cohort which can make a big difference to the outturn if only one review is delayed. Getting the relevant people to the review is prioritised over the timing of the review. It would be appropriate to set a minimum standard for this indicator of a Child Protection plan being reviewed in accordance with the statutory timetable.	Above
Social & Health	Social Services for Children	National (184)	The percentage of children looked after at 31 March who were registered with a provider of general medical services at that date.	99.00%	<b>98%</b>	Maintenance Target	Further improvement is required. Performance is generally good and a maintenance target has been set. It would be appropriate to set a minimum standard for this indicator of a child looked after being registered with a GP.	Above
Social & Health	Social Services for Children	KPI National (186)	The percentage of looked after children reviews carried out within statutory timescales	86.60%	<b>85%</b>	Maintenance Target	Performance was exceptionally good during 2007/08 and a maintenance target has been set as FCC are dealing with a very small cohort which can make a big difference to the outturn if only one review is delayed. Getting the relevant people to the review is prioritised over the timing of the review. It would be appropriate to set a minimum standard for this indicator of a Child Looked After plan being reviewed in accordance with the statutory timetable.	Below
Social & Health	Social Services for Children	National (200)	The percentage of eligible, relevant and former relevant children that have pathway plans as required	94.70%	<b>90%</b>	Maintenance Target	Performance for 2007/08 was exceptional and a maintenance target has been set. Some clients don't want pathway plans so the Authority has little control over the performance. There generally only a small cohort who don't wish to receive support on leaving care. It would be appropriate to set a minimum standard for this indicator of an eligible, relevant or former relevant child having an pathway plan as required.	Above
Social & Health	Social Services for Children	National (201)	The percentage of eligible, relevant and former relevant children that have been allocated a personal advisor	98.70%	<b>90%</b>	Maintenance Target	Performance is generally good and a maintenance target has been set. It would be appropriate to set a minimum standard for this indicator of an eligible, relevant or former relevant child having a personal advisor.	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
Social & Health	Supporting People	National (211)	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: Floating support	3.6 Units per 1000 population	<b>3.6 Units per 1000 Population</b>	Maintenance Target	No minimum standard set as this is not a client centred indicator. Units are currently determined by fixed term contracts, so performance will be maintained at the same level until contracts are renewed.	Above
Social & Health	Supporting People	National (212)	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: Direct access	0.3 Units per 1000 population	<b>0.3 Units per 1000 Population</b>	Maintenance Target	No minimum standard set as this is not a client centred indicator. Units are currently determined by fixed term contracts, so performance will be maintained at the same level until contracts are renewed.	Above
Social & Health	Supporting People	National (213)	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: Temporary accommodation	0.5 Units per 1000 Population	<b>0.5 Units per 1000 Population</b>	Maintenance Target	No minimum standard set as this is not a client centred indicator. Units are currently determined by fixed term contracts, so performance will be maintained at the same level until contracts are renewed.	Below
Social & Health	Supporting People	National (214)	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: Permanent accommodation	0.5 Units per 1000 Population	<b>0.5 Units per 1000 Population</b>	Maintenance Target	No minimum standard set as this is not a client centred indicator. Units are currently determined by fixed term contracts, so performance will be maintained at the same level until contracts are renewed.	Below
Social & Health	Supporting People	National (215)	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: Sheltered accommodation for older people	19 Units per 1000 Population	<b>19 Units per 1000 Population</b>	Maintenance Target	No minimum standard set as this is not a client centred indicator. Units are currently determined by fixed term contracts, so performance will be maintained at the same level until contracts are renewed.	Above

Targets Sorted by Overview Scrutiny Committee

Overview & Scrutiny Committee	Service Area	Ref. 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target		Commentary	Comparison with Welsh Average
<b>SOCIAL &amp; HEALTH - NO TARGETS</b>								
Social & Health	Social Services for Adults	National (134)	The average number of working days between initial enquiry and completion of the care plan including specialist assessments.	71 Days			A meaningful minimum standard could be set for this PI - recommend "All service users will have their care plan completed within 30 working days." Performance needs to be significantly improved. A target has not yet been set because WAG have changed the indicator.	Below
Social & Health	Social Services for Adults	National (147)	The percentage of identified carers of adult service users who had an assessment	57.90%			No target set as performance is not directly controlled by the Council, but is dependent on choices made by individual carers.	Above

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 7**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: COUNTY FINANCE OFFICER**

**SUBJECT : DRAFT PROCUREMENT STRATEGY 2008/09 - 2010/11**

**1.00 PURPOSE OF REPORT**

1.01 The purpose of this report is to seek approval for Flintshire County Council's draft Corporate Procurement Strategy 2008/09 to 2010/11. The strategy provides a three year framework for improving procurement within the Council.

**2.00 BACKGROUND**

2.01 All Service Areas rely on the external procurement of goods, services and works in the delivery of their services, and the Council's external spend is estimated to be in excess of £50m per annum. It is vital that this money is spent wisely and that the Council manages its market position sensibly to ensure that we make the best use of available resources through smarter, sustainable procurement.

2.02 There are growing expectations on the role procurement can play in helping to promote and deliver the aims and objectives of Flintshire County Council and the wider Welsh Assembly Government agenda. In particular help in securing value for money and efficiency gains required by the Council to meet its ever increasing budgetary pressures and to respond to the aspirations contained within 'Making the Connections'.

2.03 Flintshire County Council is facing ever increasing budgetary pressures and the need to make better use of its resources. Making the Connections recognises the critical role that procurement must play in helping to deliver better services through a better use of resources and Delivering the Connections establishes targets for Value for Money gains for the Public Sector within Wales. In addition to calling upon organisations to improve their own procurement activities, a central aspect is the improved collaboration between public sector organisations in Wales whether regionally or nationally.

2.04 The Procurement Strategy is a significant building block in the development of the Medium Term Financial Strategy. The procurement gains and efficiencies identified will be essential elements in the setting of robust future budgets.

### **3.00 DRAFT REPORT**

3.01 The Strategy in its current format is a draft, with feedback and suggestions welcomed.

3.02 The Action Plan needs specific actions and timescales to be agreed and added. These are currently under development and will be incorporated into the final document.

3.03 The Strategy has been to Procurement Board on 9<sup>th</sup> September who endorsed the strategy and agreed to provide comments. It went to Corporate Management Team who agreed to provide comments by 30<sup>th</sup> September 2008. Timescales from here on in are as follows.

Draft Report	CMOSC	30th October
Final Report	Procurement Board	3rd November
Final Report	LSG	4th November
Final Report	Executive	18th November

3.04 Quarterly updates thereafter, will be provided to Executive and Corporate Management Overview and Scrutiny.

### **4.00 RECOMMENDATIONS**

4.01 That the Executive note the contents of the Draft Procurement Strategy 2008/09 to 2010/11 and that a final version will come back to Executive on November 18<sup>th</sup> 2008.

### **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 None.

### **9.00 PERSONNEL IMPLICATIONS**

9.01 None.

**10.00 CONSULTATION REQUIRED**

10.01 Procurement Board.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Procurement Board.

**12.00 APPENDICES**

12.01 Draft Procurement Strategy

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

Various

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# Procurement Strategy And Action Plan

2008/09 – 2010/11



## CONTENTS

<b>Introduction</b>	<b>3</b>
Vision and Aims of the Strategy	4
Procurement in Flintshire	5
Procurement Spend	5
Collaborative Arrangements	6
Structures and Accountabilities	6
Systems and Processes	8
<b>Action Plan</b>	<b>10</b>
Efficiency and Value for Money	11
Contribution and Influence	12
Working Practice	13
Corporate Attitude	14
Consortiums Collaboration and Partnering	15
Supplier Relationship Management	16
Effective use of Technology	17
Resource	18
Central Procurement	18
Directorates	19
Sustainable Procurement	20



## 1. Introduction

### Local Context

This three-year Procurement Strategy 2008/09 to 2010/11, sets out a framework for procurement across the Council, ensuring that all procurement activities operate within the context of value for money, efficiency and continuous improvement, and support the Council's aims and objectives.

The Council spends in excess of £70 million a year on the external procurement of goods, works and services and it is vital that all procurement activity is managed and coordinated to obtain value for money on all procured goods, services and works.

The Procurement Strategy sits alongside the Council's Medium Term Financial Strategy 2007/08-2010/11 which identifies the need for a corporate approach to procurement linked to the drive for efficiencies and also responds to the risks identified in the Strategic Assessment of Risks and Challenges

This is an ambitious strategy, which sets high standards for the Council and is one that will require action by, and commitment from, members and officers across all Service Areas. It will require a new corporate approach which maximises commercial opportunities and takes full advantage of collaboration and partnering opportunities.

### National Context

Welsh Assembly Government's "Making the Connections" agenda identifies the achievement of value for money gains as one of the four principles for better services in Wales. The Welsh Assembly Government (WAG) has set a target of achieving £600 million of value for money improvements across the Welsh public sector by 2010, with at least half of the improvements being reached by 2008. Public Sector procurement spend in Wales is estimated to be £4bn per annum and within the overarching £600 million target there is a distinct target for procurement savings: £120 million of value for money improvements through better procurement by 2008, with the possibility of more by 2010.

## 2. Vision and Aims of the Strategy

The Council's Vision for Procurement which is reflected in this strategy is:

*'To deliver value for money for all procured goods, works and services, through smarter, sustainable and commercial procurement practice which is strategically managed and maximises opportunities for sustainability, collaboration, partnering and exploitation of technology to support the aims and objectives of Flintshire County Council and wider Welsh Assembly Government agenda'.*

### The aim of this strategy is to:

- Ensure that the procurement of all good, works and services represent the best value for money that the Council can achieve.
- Release cashable efficiency savings and thereby increase available resources to deliver services. .
- Manage the risks to the Council from its current approach to procurement
- Ensure that procurement planning and practice supports the Council's aims and objectives and the medium term financial strategy
- Develop a strategic and corporate approach to procurement.
- Secure commitment to effective and co-ordinated procurement from members and officers at all levels throughout the organisation
- Provide greater visibility of the procurement function and its performance
- Establish a mechanism to develop a set of performance indicators and targets for the continuous improvement of procurement activity across the Council
- Develop support for staff involved in procurement across the Council
- Ensure that the principles of sustainability, economic development and equality are promoted, as appropriate, in all procurement activities.
- Develop a detailed Action Plan to deliver the visions and aims of the strategy.

### 3. Procurement in Flintshire

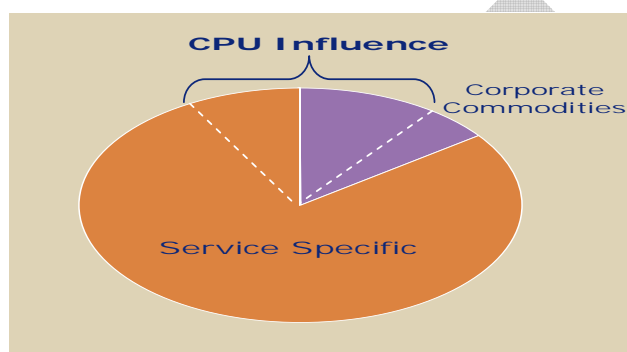
This section sets out a broad summary of Flintshire’s current approach to procurement and highlights areas for change.

Section 4 sets out a detailed Action Plan.

#### 3a Procurement Spend

##### Current Position

The Council’s external spend goes on a range of goods, works and services. It is estimated that the key areas of expenditure for 2007/08 exceeded £ 50 M, with the majority of that spend being in service specific areas, where the Central Procurement Unit historically influence around 15%.



##### For the Future

The diverse range of Council services means that procurement activity includes everything from stationery to major construction projects and understandably the risk varies enormously. It is therefore important that the Council recognises the relative risk and value of purchases in terms of tactical and strategic importance and accordingly establishes appropriate levels of supplier engagement, levels of controls and efficient and effective processes.

There is a need to gain compliance with the corporate purchasing processes and existing corporate framework arrangements across all services to ensure that value for money savings identified are realised and to allow improved terms to be negotiated. It is also recognised that there is a need to gain a better understanding of Service Department requirements, establish a process for feedback on supplier and contract performance and to provide appropriate education and training.

The aim for the future is to reduce overall procurement spend through corporate arrangements and to increase value for money.

### 3b Collaborative Arrangements

#### Current Position

The Council already has a number of corporate and collaborative framework arrangements for the supply of goods and services which are commonly used across departments, from which savings are delivered through improved terms with suppliers

Purchasing consortiums are very useful to the Council as they enable the CPU to access OJEU compliant contracts without the need to go through the OJEU process. This saves between 4 and 6 months and helps services deliver much quicker.

#### Consortiums the Council currently use are:

Consortium	Category	Directorate
North Wales Procurement Partnership	All	All
OGC (Office of Government & Commerce)	All	All
LHC (London Housing Consortium)	Building	C&H , E&R, Education.
NWUPC (North West Universities Consortium)	All	All
SNUPI (Scottish & Northern Universities Purchasing Initiative)	Food	Education & Schools
All Wales Contracts.	All	All
YPO (Yorkshire Purchasing Organisation)	All	All
Fusion 21	Building	C&H , E&R, Education.
NHS Purchasing and Supply Agency (PASA)	Telecare	Adult Social Care
The Consortium	Schools	Education & Schools

#### For the future

The North Wales Procurement Partnership is a newly formed collaborative arrangement aimed at providing operational procurement support to Local Government Organisations in North Wales. It aims to provide a range of collaborative framework contracts. The Council is pro-actively supporting and contributing to the work of the North Wales Procurement Partnership.

### 3c Structures and Accountabilities

#### Current Position

Procurement is currently managed through a combination of central and devolved procurement functions.

- Central - The Corporate Procurement Unit (CPU) (situated within Finance)
- Devolved – Purchasing and procurement operations are present within service areas.

## Central Procurement Unit (CPU)

Historically, the role of CPU has largely been to support departments by:

- Offering advice and guidance on European Union & Procurement legislation with a primary focus on policy and process rather than delivering financial savings.
- Establishing and manage central framework arrangements for the purchase of common use and specialist goods and services to Service Areas and Schools
- Supporting strategic and cross-cutting initiatives and deliver procurement savings and other efficiency measures
- Working closely with external bodies in respect of collaborative procurement initiatives e.g. WLGA, Value Wales (Procurement), the Welsh Purchasing Consortium (WPC), OGC Business

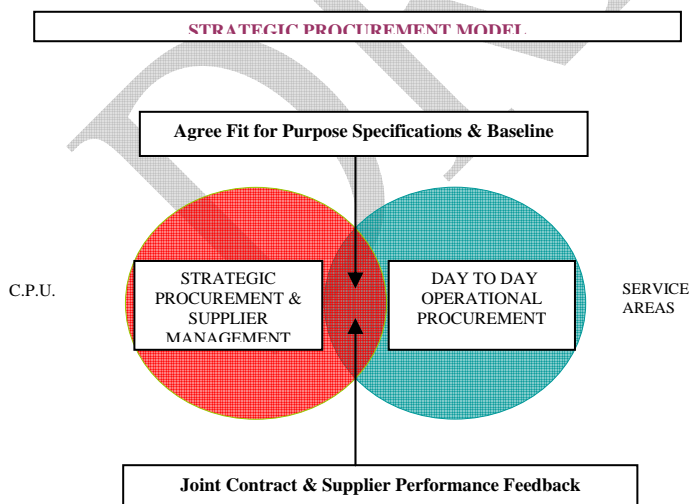
## Departments

The role of devolved procurement within departments has been to maintain and manage service specific contract arrangements with external suppliers.

## For the Future

There is a need for the CPU and departments to work together. This will combine the technical expertise within service areas with the procurement expertise within the CPU. Strategic procurement teams and operational procurement teams, have specific individual skills and responsibilities, but need to work together as shown in the model below.

- Strategic Procurement (CPU) – Supplier and Contract Management
- Operational Procurement (Services Experts) – Day to Day Ordering



## 3d Systems and Processes

### Systems

#### Current Position

The Council currently use the following I.T. systems

- Masterpiece financial ledger from which procurement spend data is extracted
- Alito Analysis which allows more detailed interrogation of spend details, but the data within Alito is taken from Masterpiece.
- Procurement Advise & Support System (PASS) which performs 2 main functions
  - Corporate Contracts Database – available to all officers within the Council. Maintenance of the system is reliant on devolved procurement management, entering and updating contracts. Ownership of all contractual arrangements would be better controlled centrally.
  - Advice & Support – C.P.R. & F.P.R. guidance for officers wishing to conduct procurement exercise themselves.

#### For the future

To improve the Council's spend management in 2008 to 2010, the e- technology available will need to be embraced as the Council does not currently have an e-procurement system. The Welsh Assembly are promoting their e-procurement system branded "X change Wales" which will provide both the Purchase to Pay (P2P) and e-sourcing modules. Flintshire are currently undertaking a scope and readiness survey, with a view to implementing the system in the next 12 months. This will need to fit with development of the Council's main financial systems.

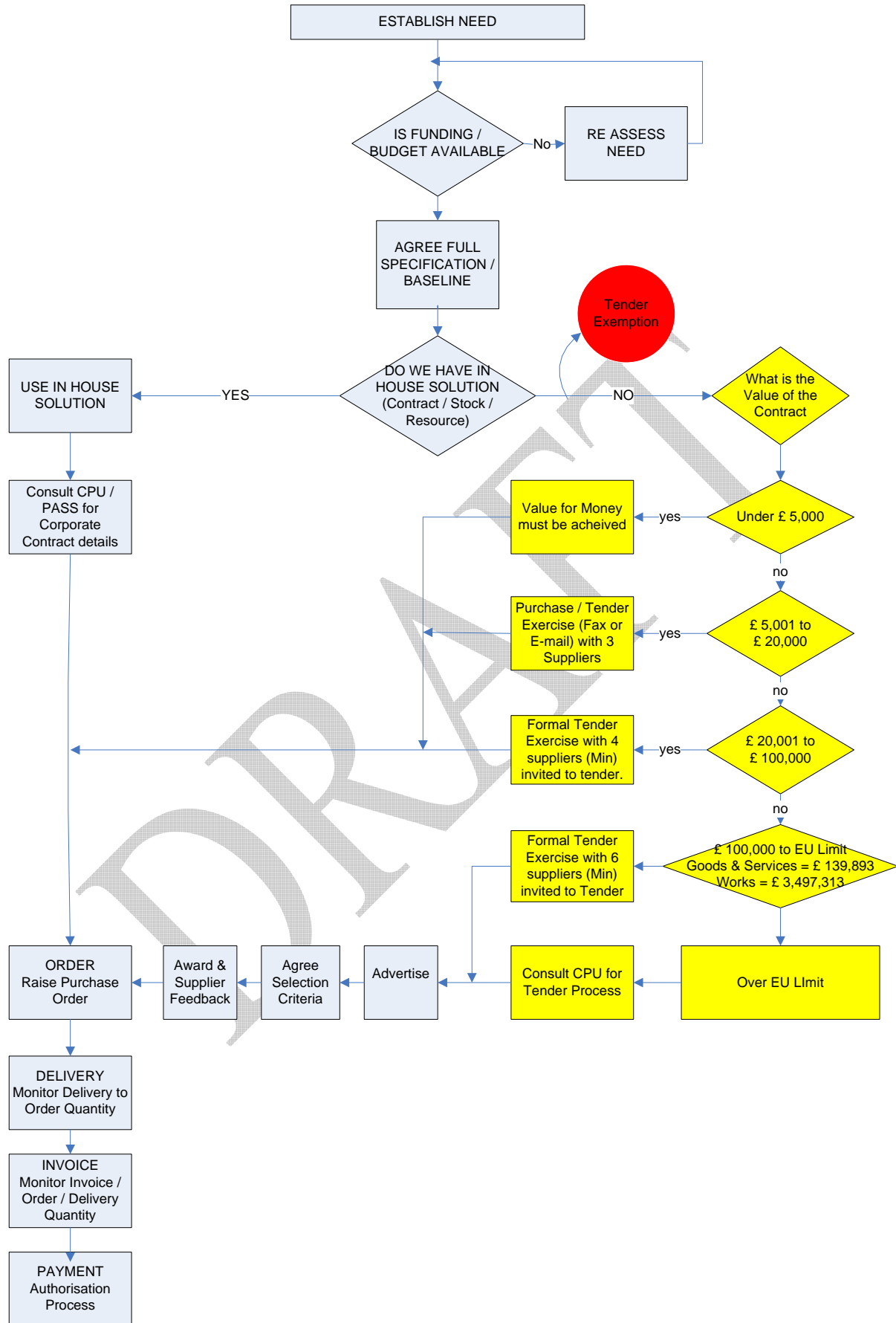
### Processes and Controls

#### Current Position

The Council's control is established in FPR's and CPR's. Finance Procedure Rules (FPR) and Contract Procedure Rules (CPR) must be followed when dealing with all procurement activities, with the exception of those that fall under the EU Public Sector Procurement Directives which will then take precedence.

#### For the future

CPR's and FPR's need to be updated to take support of modern procurement framework thinking. See Fig 1 below for a high level view of the process, which will help ensure compliance.



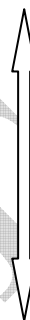
## 4. Action Plan

The Action Plan which follows, sets out the approach to be adopted to implement the Council's Procurement Strategy, under 9 categories as shown below. For each area the plan provides a summary of the key procurement aims, the current position, key issues, planned actions and timescales.

**1. Efficiency and Value for Money**, sets out the over-riding role which procurement has in delivering efficiency savings.

**2-9 are "Enabling Foundations"** which represents the essential building blocks necessary to achieve the changes needed.

1. Efficiency and Value for Money
2. Contribution and Influence
3. Working Practices
4. Corporate Attitude
5. Consortiums, Collaboration and Partnering
6. Supplier Relationship Management
7. Effective Use of Technology
8. Resource (a) in CPU and (b) in Directorates
9. Sustainable Procurement



***Enabling  
Foundation***



## 1. Efficiency and Value for Money

“Making the Connections” identifies smarter, sustainable procurement as critical to delivery of savings and efficiency. It is therefore essential that excellent procurement and sourcing practices and efficient and effective ways of working are employed to ensure delivery of efficiency and value for money.

### Key Aims

To ensure a structured approach to commercial and procurement practices that maximises value for money on all procured goods, works and services and maximises the opportunity for income streams.

To reduce the cost of the procurement process, through more effective and efficient ways of working and to improve the quality and use of management information.

Position Statement	Main Issues	Action	Year
Procurement savings equating to 1% year on year of annual procurement budget required to deliver WAG targets under <b>Making the Connections</b> .	Principles of how procurement savings will be utilised centrally / or retained by departments have been determined	Develop a process to capture the data	
The medium Term Financial Strategy sets out the need for Procurement gain to contribute to the release of resources to build the Council's budget needs, with that in mind a more strategic and corporate approach to procurement will need to be embraced.	Limited accurate procurement information available on current expenditure and suppliers	Develop a process to improve the gathering of information	
Corporate purchasing arrangements in place with suppliers for commonly purchased goods and services	Limited analysis of expenditure and suppliers undertaken  No clear overarching strategy for delivery of value for money and efficiency savings	Develop a strategy to delivery of value for money and efficiency savings and to identify opportunities for cashable savings of £ X M per annum.	

## 2. Contribution and Influence

For the full potential of procurement to be realised, it must be supported by elected members and senior management, managed strategically, resourced adequately (staff and technology) and fully integrated into wider Council objectives, policy and decision-making.

### Key Aims

To ensure that the Executive and Corporate Management Team actively support a corporate approach to procurement, ensuring the Council obtains benefits delivered through the application of effective and best practice procurement to all areas of significant spend.

To build capacity and capability to support a modern, strategic approach to procurement, ensuring that the necessary people, processes and technology are in place (and making a difference) and to position the Corporate Procurement Unit (CPU) as the recognised 'centre of expertise'

To promote a Corporate Procurement Strategy which supports the Council's aims and objectives.

Position Statement	Main Issues	Action	Year
<p>A well established central Corporate Procurement Unit comprising of professionally qualified and experienced procurement staff</p> <p>CPU provide advice and guidance on all procurement related matters including support for specific Corporate and Service Area projects</p> <p>CPU actively involved in support of a number of medium/high risk projects.</p> <p>Provision of Corporate framework arrangements for a wide variety of goods and services used throughout the Council</p> <p>Procurement Board actively support the work of the Corporate Procurement Unit.</p>	<p>The CPU role has largely been one of offering advice and guidance on European Union &amp; Procurement legislation with a primary focus on policy and process rather than delivering results.</p> <p>Corporate Procurement Strategy and related procurement policies to be developed</p> <p>Need to improve consistency of engagement with departments with continued support from CMT and Procurement Board.</p> <p>Need to improve visibility of future medium / high risk procurement projects to ensure sufficient capacity and capability</p>	<p>Define the roles of procurement functions across the council through consultation, communication, training and awareness.</p>	

### 3. Working Practices

It is essential that the Council has procurement systems and processes for the purchase of goods, services and works which provide visibility of spend and appropriate controls to enable all staff involved in procurement activity to comply with mandatory procurement policies, procedures and legal obligations.

#### Key Aims

To develop and maintain efficient and effective procurement processes, controls and compliance measures which all staff involved in the process of procuring goods, services and works can adhere to and which are appropriate to the relative value and risk.

To ensure that procurement is appropriately managed and controlled and that there is compliance with mandatory procurement policies and procedures, including legal obligations (EC public procurement regulations and other UK legislation) and that delegation and segregation of procurement authorities are addressed.

Position Statement	Main Issues	Action	Year
<p>The Corporate Procurement Unit strategically manages corporate contracts and offer advice and guidance in relation to procurement legislation and policy.</p> <p>The main controls and standards are:</p> <ul style="list-style-type: none"> <li>Contract Procedure Rules</li> <li>Finance Procedure Rules</li> <li>UK and EU Legislation</li> <li>Corporate Procurement Strategy and Policy.</li> </ul> <p>P.A.S.S. Performs 2 main functions</p> <ul style="list-style-type: none"> <li>Corporate Contracts Database</li> <li>Advice &amp; Support – C.P.R. &amp; F.P.R. guidance for officers wishing to conduct procurement exercise themselves.</li> </ul> <p>Devolved procurement teams have bespoke processes and procedures for procurement activity within service areas.</p>	<p>Acceptance, understanding of and compliance with corporate procurement process authority wide.</p> <p>Limited Service Area visibility and awareness of Corporate Contracts.</p> <p>Significant number of payments to suppliers are processed with incorrect cost centre information which undermines visibility of spend management</p> <p>Clarity of the baseline position and the importance of this, from the outset of a project.</p> <p>C.P.R's &amp; F.P.R's don't support modern framework agreement thinking.</p>	<p>Define the roles of procurement functions across the council through consultation, communication, training and awareness.</p> <p>Develop a process to improve accuracy of end user invoice coding practices.</p> <p>Develop a process to establish the baseline position from the outset of a project.</p> <p>Update C.P.R's &amp; F.P.R's in line with modern framework agreement thinking.</p>	

## 4. Corporate Attitude

It is important that the Council’s procurement organisation structure is matched to business need and that centralised and devolved procurement resource work together to deliver the strategy

### Key Aims

To ensure centralised and devolved procurement resource work together to reach corporate commercial targets and deliver the highest possible level of service to the people of the county

Position Statement	Main Issues	Action	Year
Procurement at FCC is fragmented as Directorates in general source their own products and suppliers independently of corporate commercial policy and objectives.	Need to promote the benefits of the CPU procurement skills and the service’s operational skills working together	Define the roles of procurement functions across the council through consultation, communication, training and awareness.	
CPU provide advice and guidance on all procurement related matters including support for specific Corporate and Service Area projects	Lack of awareness and visibility of the Corporate Procurement Unit within Service Areas	Develop the PASS system into a user friendly “Procurement Best Practice Site”.	
CPU provide corporate contracts for goods and services commonly used across the Council	CPU not engaged early enough by service Areas in procurement projects.		
Officers are required to comply with the Contract Procedure Rules.	Level of knowledge / skills amongst Service Area staff involved in procurement is inconsistent		
	Fragmentation as Directorates in general source their own products and suppliers leads to loss off efficiency/ best prices.		

## 5. Consortiums, Collaboration & Partnering

“Making the Connections” has identified collaboration as an important aspect of effective and efficient procurement. Public sector bodies combine their buying power, to procure goods, works and services jointly or to create shared services.

Partnering is the creation of sustainable, collaborative relationships with suppliers in the public and private sector to deliver services, projects or acquire goods.

### Key Aims

To deliver better services to citizens through the creation of sustainable partnerships between the Council and suppliers in the public, private, social enterprise and voluntary sectors for the delivery of services and projects.

To actively collaborate with Local Authorities and other public sector bodies where this can deliver better value through combined purchasing power.

Pro-Actively support and contribute to the work of the North Wales Procurement Partnership.

Position Statement	Main Issues	Action	Year
<p>The Council has a fragmented approach to collaboration (including consortia, joint procurement and commissioning and shared services)</p> <p>Value Wales (Procurement) established by WAG to co-ordinate all-Wales collaboration</p> <p>Actively support and contribute to the work of the North Wales Procurement Partnership.</p>	<p>A need to improve engagement with other public sector bodies where appropriate</p> <p>No consistent sourcing and management strategy across the council</p> <p>Difficulty in rationalising specifications means that additional savings through collaboration could be minimal</p>	<p>Proactively contribute towards the work of the North Wales Procurement Partnership and other purchasing consortia.</p> <p>Develop a sourcing plan and selection strategy, in conjunction with the Wales Assembly sourcing strategy</p>	

## 6. Supplier Relationship Management

Supplier assessment, selection and subsequent relationships must be matched to the value and business risk of the purchase. Relationships with suppliers will span from the low engagement contractual end (tactical acquisition) to high engagement collaborative relationships (Strategic Critical).

### Key Aims

To ensure that appropriate supplier assessment, selection and performance monitoring and management processes are implemented.

To develop a better understanding of existing suppliers and significant areas of spend to ensure that relationships are managed appropriately dependant of value and risk.

Position Statement	Main Issues	Action	Year
Flintshire have in excess of 7,000 suppliers with a significant number not having been through a vetting process.	No corporate vetting process for selecting suppliers.	Develop a supplier management strategy for the council.	
Suppliers / Contractors are not subject to a corporate assessment or review process	Limited supplier performance feedback received from users	Develop a mechanism for ensuring all suppliers used by the council have been through a vetting process.	
Flintshire have signed up to the Opening Doors Charter to support SMEs	Limited supplier and expenditure analysis undertaken	Develop a corporate contact list to ensure applications received from new suppliers are dealt with efficiently by relevant service areas.	
Community & Housing & Environment & Regeneration operate a select list of suppliers.	Limited feedback received from suppliers		
Workshops run to support suppliers through tendering process	Difficult to direct new suppliers to appropriate service area contact.		

## 7. Effective Use of Technology

Technology must be developed and utilised to effectively support the procurement process, provide appropriate procurement management information and enable efficient and effective trading with suppliers.

### Key Aims

To develop and maximise the benefit of e-procurement (including purchasing cards) and to reduce transaction costs for the Council and its suppliers.

To ensure that systems effectively provide management information and support compliance with procurement procedures, policies and contractual arrangements.

To ensure that staff are trained to operate the system, have appropriate access and are able to take full advantage of its functionality.

Position Statement	Main Issues	Action	Year
<p>The CPU use the following systems</p> <ul style="list-style-type: none"> <li>• Masterpiece Financial Ledger</li> <li>• Alito Analysis</li> <li>• Procurement Advise &amp; Support System (PASS)</li> </ul> <p>P.A.S.S. Performs 2 main functions</p> <ul style="list-style-type: none"> <li>• Corporate Contracts Database</li> <li>• Advice &amp; Support – C.P.R. &amp; F.P.R. guidance for officers wishing to conduct procurement exercise themselves.</li> </ul> <p>The council has a small number of P-cards</p> <p>The council use on-line ordering for the corporate stationary contract</p> <p>Value Wales has developed e-procurement strategy for Welsh public sector called xChange Wales.</p>	<p>The council has no means of accurately recording and analysing procurement spend data.</p> <p>Masterpiece</p> <ul style="list-style-type: none"> <li>• Procurement Spend Data is captured mainly from this system, but it is a labour intensive exercise. Accuracy of data is totally dependant on officers inputting the correct codes when purchasing.</li> <li>• Invoice Matching is inconsistent leaving suppliers opportunity to add extra costs.</li> </ul> <p>Alito Analysis Allows more detailed interrogation of spend details, but data within Alito is taken from Masterpiece extracts.</p> <p>Limited use made of PASS for sharing knowledge and information</p> <p>A need to assess how xChange software will integrate with in-house systems and processes</p>	<p>Develop an electronic means of accurately recording and analysing procurement spend data.</p> <p>Develop the PASS system into a user friendly "Procurement Best Practice Site".</p> <p>Evaluate the extended use of P-cards</p> <p>Develop an in-house team to assess how the xChange Wales system will integrate with Flintshire systems.</p>	

## 8 a) Resource within Central Procurement

The key to effective public sector procurement is that all officers involved in the procurement have appropriate skills, knowledge and training. The level of expertise needed ranges from a formal qualification and wide experience, to knowledge of basic procurement systems, processes and procedures.

### Key Aims

To ensure all staff within the Corporate Procurement Unit have appropriate skills and knowledge. Senior Staff to be CIPS qualified or working towards it and are able to offer professional advice, guidance and training.

Position Statement	Main Issues	Action	Year
<p>All staff within the Corporate Procurement Unit have appropriate skills and knowledge</p> <p>All senior CPU officers supporting projects are CIPS qualified or working towards it.</p> <p>The role of the CPU at the Council is largely been one of monitoring compliance</p> <ul style="list-style-type: none"> <li>• Offer advice and guidance on European Union &amp; Procurement legislation.</li> <li>• Establish and manage corporate contracts</li> <li>• Support the Making the Connections efficiency agenda.</li> <li>• To work closely with external bodies in respect of collaborative procurement initiatives e.g. Value Wales (Procurement)</li> </ul> <p>The CPU is beginning to play a more pro-active role with service areas, in particular with C&amp;H.</p>	<p>The role of the CPU is largely restricted to monitoring compliance</p> <ul style="list-style-type: none"> <li>• Legislation – OJEU, FPR, CPR</li> <li>• Policy – Equality &amp; Diversity, Welsh Language Scheme</li> <li>• Contracts – Monitor use of Corporate Contracts</li> </ul>	<p>Define the roles of procurement functions across the council through consultation, communication, training and awareness.</p> <p>To develop a procurement training and development plan for all officers involved in procurement (central and devolved) based on appropriate competences</p>	



## 8 b)Resource within Directorates

The key to effective public sector procurement is that all officers involved in the procurement have appropriate skills, knowledge and training. The level of expertise needed ranges from a formal qualification and wide experience, to knowledge of basic procurement systems, processes and procedures.

### Key Aims

To ensure that all staff involved in procurement have the appropriate skills, knowledge and training to carry out their day to day role.

Position Statement	Main Issues	Action	Year
<p>Procurement operations are present within all services areas of the council</p> <p>The officers responsible for procurement in those areas have bespoke departmental processes and procedures for the procurement of their goods and services</p> <p>CPU and devolved procurement teams, have specific individual skills and responsibilities</p>	<p>There are no qualified procurement professionals (MCIPS) in any of the directorates/service areas.</p> <p>Many staff across the Council are involved in procurement, but there is no consistent or corporate approach to training and development</p> <p>Awareness of procurement best practise is at best inconsistent</p>	<p>Define the roles of procurement functions across the council through consultation, communication, training and awareness.</p> <p>To develop a procurement training and development plan for all officers involved in procurement (central and devolved) based on appropriate competences</p>	

DRAFT

## 9 Sustainable Procurement

Sustainability is a key consideration of the Council’s Community Strategy and ranges from actively supporting and encouraging SMEs, to purchasing goods and materials produced from sustainable sources.

### Key Aims

To ensure that the Council’s Environmental Policy Statement is reflected in procurement strategy and that the procurement process effectively translates policy aspiration into meaningful procurement outcomes.

To ensure that the environmental, social and economic aspects of sustainability are all considered in the procurement process.

To promote and increase the uptake of environmentally friendly products, wherever possible.

Position Statement	Main Issues	Action	Year
<p>The council is currently working towards the Green Dragon Environmental Management System</p> <p>The Council has signed up to the Opening Doors Charter to actively support and encourage SMEs</p> <p>Flintshire has both Fair-trade Council and County Status</p> <p>Flintshire’s corporate stationery contract actively promotes environmentally considerate products</p> <p>The council is calculating its carbon footprint.</p>	<p>Sustainability is rarely incorporated within the quality aspect of tender evaluation</p> <p>Potential conflict between Collaboration and SME encouragement</p> <p>Pressure to buy ‘more for less’ may be a disincentive to buy environmentally friendly products</p> <p>Service Areas and suppliers are not always committed to sustainable procurement</p> <p>CPU is not always involved early enough to affect relevant procurement decisions</p>	<p>Develop a Sustainable Procurement policy, focusing on the three disciplines of Environmental, Economic and Social.</p>	

## OBJECTIVES (A to Z)

### **C.P.R's & F.P.R's**

To update C.P.R's & F.P.R's to bring into line with modern framework agreement thinking, with consideration given to timescales and spend levels. Leading to stronger awareness and compliance from service areas will ensure spend management increases.

### **E- Procurement**

To Implement e-Procurement to standardised business processes and maximise efficiency savings through further development of:

- On-Line Ordering
- P2P
- E-Sourcing
- E-Tendering
- Electronic Invoicing
- Expansion of Purchasing Cards

### **PASS system**

To develop the PASS system into a user friendly "Procurement Best Practice Site". Providing advice, guidance, support and training on all strategic commercial, procurement and compliance topics. Including access and awareness to Corporate Contracts and Sustainable Procurement initiatives and feed back on compliance to those initiatives.

### **Procurement Strategy**

To develop a corporate procurement strategy for the authority, which promotes a modern strategic approach to procurement, identifies all known medium/high risk and supports the Council's Corporate Plan and Objectives

### **Procurement Training & Development**

To develop a procurement training and development plan for all officers involved in procurement (central and devolved) based on appropriate competences and awareness of

- The role of the CPU
- Making the Connections efficiency targets
- Collaboration
- Corporate Contracts
- Sustainable Procurement
- Supplier Management
- Contract Management
- OJEU, FPR, CPR
- E-procurement & PASS system

## Supplier Management

To develop a corporate Supplier Management strategy, incorporating selection, assessment and review criteria. Apply 'Supply Positioning' techniques, to help consolidate the number of suppliers used and improve engagement, feedback and relationships with those suppliers. Where possible support SME's and actively 'sell' the Council to suppliers and promote a diverse and competitive market to help improve value for money.

## Sustainable Procurement

To develop a Sustainable Procurement policy, focusing on the three disciplines of Environmental, Economic and Social. To assist in development carry-out the Public Sector Sustainable Procurement Assessment Tool from Forum for the Future. When complete the strategy will look to incorporate Whole Life Costing into tender evaluation and to maximise the sourcing and purchase of environmentally friendly and fair trade products as alternatives.

## Value for Money

To develop the CPU into a Commercial Services Team focusing on developing a strategy for delivery of value for money, income streams and efficiency savings in the following disciplines:

### Commercial

- Maximise Savings
- Maximise Income Streams
- Maximise awareness and use of Corporate Contracts
- Sustainable Development

### Procurement

- Maximise Collaborative opportunities
- Maximise Partnering opportunities
- Supplier Management
- Contract Management
- Sourcing Policy
- Category Management

## Working with Services Areas

To promote the benefits of working collaboratively to combine the technical expertise within service areas with the procurement expertise within the CPU. Conduct business corporately and commercially by leveraging our buying power, in order to drive down costs and deliver the highest possible level of service to the people of the county

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 8**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: ASSISTANT DIRECTOR OF ICT AND CUSTOMER SERVICES**

**SUBJECT : INFORMATION AND COMMUNICATIONS TECHNOLOGY  
STRATEGY UPDATE**

**1.00 PURPOSE OF REPORT**

1.01 To provide Executive with an update on the Corporate Information and Communications Technology (ICT) Strategy. This update is part of the mid year review of all major corporate strategies covering our key resources Information, Finance, People and Assets.

**2.00 BACKGROUND**

2.01 The Council's ICT Strategy is a four year strategy which defines the use of ICT to support the delivery of the Council's priorities and services. An executive summary of the strategy is attached at Appendix 1. The strategy is supported by an action plan with key milestones and allocated lead officer responsibility. The annual ICT service plan is informed by (i) the published strategy and (ii) the annual strategic and operational assessment of risks and challenges which sets out priorities for action.

2.02 Progress in implementing the strategy is overseen by the Corporate Management Team, with updates on progress to meetings of the ICT Panel (a joint officer member group) with half yearly reports provided to the Executive.

**3.00 CONSIDERATIONS**

3.01 To ensure the strategy reflects the current corporate and service priorities a review of the strategy will be undertaken over the next few months to inform the ICT service plan and budget considerations. There is a requirement for a modern, resilient and scalable ICT infrastructure to support a modern, flexible, high performing organisation. The Corporate ICT Strategy sets out how we are going to achieve this.

3.02 The ICT Strategy is built around 4 themes and associated objectives:-

- Supporting the Business of the Council
- Improving Access to the Council
- ICT Infrastructure

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Date: 30/09/2008

- Managing the ICT Service

3.03 The strategy is supported by a detailed implementation action plan.

3.04 Particular priorities for the ICT division currently are:

- The implementation of an Electronic Content Management solution to underpin the Council's Information Management Strategy.
- Providing technical implementation support for the HRMIS project and the PARIS project within Community Services.
- Mobile solutions for business applications to allow staff access to specialist systems they use in the office, out in the field e.g. Housing Repairs.
- Further development of the website to improve electronic access to information and services
- Information security particularly GCSX accreditation to allow us to continue to exchange electronic information with the Department of Works and Pensions post April 2009 and other public sector organisations
- The implementation of InfoMap a system that will allow access to mapping information and data via the InfoNet, a priority in our recently published Geographical Information System (GIS) strategy.

### 3.05 **Green ICT**

In the ICT Strategy we give a commitment to the ICT service identifying measures to minimise environmental impact and where possible reduce the Council's carbon footprint.

3.06 To date we have implemented various measures to enable us to meet these commitments:-

- Server and storage consolidation in our data centres
- Reuse and recycling of ICT equipment where possible
- Increasing the use of networked printing
- Use of Powersave facilities on hardware where standard
- Reduction in cooling in data centres

3.07 Although we have introduced measures to reduce energy consumption there is a lot more that can be done. The Cabinet Office have recently published a Greening Government ICT report in which they recommend 18 steps to follow to deliver greener ICT. We are currently assessing ourselves against the Cabinet Office guidance from which we will produce an action plan in terms of full implementation. We will work with staff in the Energy Unit to identify the level of energy savings and efficiency gains the deployment of Green ICT has and will deliver in the future.

## 4.00 **RECOMMENDATIONS**

- 4.01 Members note and endorse the progress made in implementing the Corporate ICT Strategy and the commitment to reducing the environmental impact from ICT.

**5.00 FINANCIAL IMPLICATIONS**

- 5.01 None directly from this report.

**6.00 ANTI POVERTY IMPACT**

- 6.01 None directly from this report.

**7.00 ENVIRONMENTAL IMPACT**

- 7.01 The proposed actions to reduce the energy consumption of ICT will have a positive environmental impact.

**8.00 EQUALITIES IMPACT**

- 8.01 None directly from this report.

**9.00 PERSONNEL IMPLICATIONS**

- 9.01 None directly from this report.

**10.00 CONSULTATION REQUIRED**

- 10.01 The planned review of the Council's ICT Strategy will include consultation with all directorates.

**11.00 CONSULTATION UNDERTAKEN**

- 11.01 None directly from this report.

**12.00 APPENDICES**

- 12.01 ICT Strategy Executive Summary

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

ICT Strategy 2008-2012 Ver 5.2

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## **ICT Strategy Executive Summary**

### **Purpose**

The purpose of the ICT Strategy is to plan the development and use of ICT for the next 4 years to support the Council, in delivering its priorities for change and improvement, improving services and how they are delivered to and accessed by our customers. A comprehensive Information Management Strategy and Web Development Strategy are also in place which complement the ICT Strategy.

### **Principles**

The principles on which the ICT Strategy is founded are:

- Flexibility – responsive to change.
- Innovation – exploiting the potential of new developments and technologies, including supporting new ways of working.
- Accessible and customer focused – recognising the important role of ICT in communicating with and providing services directly to the public and providing choice of access channels to meet the needs of individuals.
- Partnership – maximising the potential benefits of partnership working.
- Value for Money & Efficiency – continuing to deliver relevant, cost effective and efficient services.
- Reliability – ensuring that ICT services are available for use when required.
- Security – ensuring that we protect the Council's information assets and all personal information we hold regarding our customers.
- Valuing and Developing our staff – equipping staff with the skills and knowledge to enable them to make effective use of ICT
- Standards – ensure that all technologies and developments adhere to locally and nationally defined standards.
- The Environment – the ICT service will look at all measures to minimise environmental impact and where possible reduce the Council's carbon footprint.

### **Context**

The Council's ICT infrastructure is robust, resilient and makes use of modern tried and tested technologies. However the budget pressures we will face for the foreseeable future will restrict our ability to keep our technology architecture up to date and meet demand. This will be compounded by services expecting more from ICT and ICT being seen as a key enabler of service improvement and efficiency.

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

## Objectives

The objectives of the ICT strategy are to:

- To underpin the Flintshire Community Strategy, the Council Plan and Directorate and Service Plans.
- To provide a highly available, resilient, flexible and secure ICT infrastructure to meet the Council's business requirements.
- To develop, implement and support information systems that meet the Council's business needs.
- To provide and support a comprehensive communications infrastructure to enable the Council to deliver its vision for Customer contact and accessibility.
- To ensure the potential benefits offered by emerging technologies are maximised.
- To ensure that all Council staff have the skills to use and exploit the ICT services provided to them.
- To provide the customer with greater choice as to how, when and where they access the Council.
- To enable the resolution of enquiries, requests for service and any other matters at the first point of contact with the Council.
- To facilitate collaborative and partnership working.

## Essential Elements

The ICT Strategy must articulate a vision for the use of ICT within the organisation and how it will support service improvement and our priorities for change and improvement. However we must be realistic in terms of what can be achieved with the resources available to us.

The strategy is centred on 4 themes supporting the objectives with associated key tasks, milestones and assigned responsibilities. The themes are:-

### THEME A: SUPPORTING THE BUSINESS OF THE COUNCIL

*"ICT is a key enabler in supporting the business of the Council and delivering frontline services."*

### THEME B: IMPROVING ACCESS TO THE COUNCIL, ITS SERVICES AND INFORMATION.

*"ICT is a key enabler in meeting the Council's vision for Customer Focus"*

### THEME C: ICT INFRASTRUCTURE

*"Building and developing strong technological foundations to support the Council and its services in meeting their objectives and delivering improvement"*

### THEME D: MANAGING THE ICT SERVICE

*"Developing strong Customer Relationship Management and Performance Management across all ICT service areas"*

The strategy will be reviewed on an annual basis to ensure it reflects the Council's priorities for change and improvement, the financial strategy, national directives and changes in legislation.

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 9**

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

**DATE :** **07 OCTOBER 2008**

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

**SUBJECT :** **VOLUNTARY SECTOR COMPACT**

**1.00 PURPOSE OF REPORT**

1.01 To note progress and endorse the revised approach to the Voluntary Sector Compact.

**2.00 BACKGROUND**

2.01 The Voluntary Sector Compact (the Compact) is an instrument to support collaboration between statutory bodies and the voluntary (or third) sector. It was originally established as a national agreement between central government and the voluntary and community sector in 1998. The Agreement recognises "that the government and the voluntary sector fulfil complementary roles in the development and delivery of public policy and services, and that the Government has a role in promoting voluntary and community activity in all areas of our national life" (Compact: Working Better Together, 1998).

2.02 County areas were encouraged to establish local Compacts following this development.

2.03 The Compact within Flintshire was dormant for a number of years. In 2007 a review was undertaken. The purpose of the Compact is to maintain an open and constructive relationship, based on mutual understanding between all partners in order that strategic advice and guidance can be given on issues and/or priorities in which we have a shared interest, including those of the other strategic partnerships.

2.04 Our relationships with the voluntary sector vary from specific services commissioned on our behalf (eg. advocacy services) to small grant aiding support (eg. Community Chest grants.) There is a wide scope and diversity of voluntary sector activity in community life and many of Flintshire's services and strategic partnerships involve working relationships with the voluntary sector.

**3.00 CONSIDERATIONS**

- 3.01 Considerable progress has been made at Compact meetings and in-between. Three meetings have been held of the Compact. The first meeting on 17th March 2008 centred around three main areas:
1. Terms of Reference – appendix A provides those agreed at the Compact meeting on the 9<sup>th</sup> September 2008.
  2. Discussion around the roles and responsibilities of Compact members.
  3. The forward work programme.
- 3.02 The forward work programme for the compact is based on two main work streams. The first is to develop a volunteering policy that can be considered by all partners. This policy will promote (1) employee volunteering by way of special leave to encourage voluntary activity within the County and (2) volunteer involvement in the development of service delivery.
- 3.03 The second workstream is to develop good practice in Grants Management. The Local Health Board and Flintshire County Council are working in partnership with Flintshire Local Voluntary Council to review the grant management arrangements of both organisations. This workstream aims to promote longer term and sustainable funding for voluntary and community organisations.
- 3.04 The re-refresh of the Compact in Flintshire has provided a foundation for improved relations.

#### **4.00 RECOMMENDATIONS**

- 4.01 To note progress and endorse the revised approach to the Voluntary Sector Compact.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 There are no direct financial implications resulting from this report.

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

- 6.01 There are no direct anti-poverty implications resulting from this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 There are no direct environmental implications resulting from this report.

#### **8.00 EQUALITIES IMPACT**

- 8.01 There are no direct equalities implications resulting from this report.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no direct personnel implications resulting from this report.

**10.00 CONSULTATION REQUIRED**

10.01 Consultation on Compact issues will be planned as part of the Forward Work Programme.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None directly relevant to this report.

**12.00 APPENDICES**

12.01 Appendix 1: Flintshire Voluntary Sector Compact

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

None

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## **Flintshire Voluntary Sector Compact**

### **STATEMENT OF PARTNERSHIP**

This Compact represents a shared commitment to partnership working between the partners where their distinct and complementary contributions to the quality of life, health and well-being of the people of Flintshire are recognised and valued.

Within this Compact the partners seek to adopt the following principles:

- Develop and maintain a stable structure that supports all partners in Flintshire.
- Support all partners to provide a range of services that delivers the highest possible quality and choice of services within Flintshire.
- Encourage and develop a professional workforce and promote the co-operation of members, staff and volunteers.
- Ensure that all partners play an equal and active part in the strategic and operational planning of services by creating mechanisms that make it easy for and encourage all partners to work together.
- Ensure effective joint consultation and joint planning across all partner agencies.
- Acknowledge and appreciate the distinct role of each partner.
- Commitment to learning from each other.
- Assess the likely impact of policy changes on other partners, in consultation with those partners;

### **SHARED VALUES**

The partners share a number of common values about the role of individuals and communities in a modern democracy which will underpin all aspects of this Compact. The aim of all partners is to support a society which:

- Offers equality of opportunity to all its members regardless of race, colour, sex, sexual orientation, age, marital status, disability, language preference, religion or family/domestic responsibilities;
- Is inclusive and enables people to participate in all its economic, social and cultural activities;
- Empowers people to participate in the development of their communities;
- Relies on people's voluntary action to foster community leadership and enhance local democracy;
- Comprises public, private, and voluntary sectors and believes that its problems are best addressed through partnership between them.

The partners agree that their relationship will be built on integrity, trust and mutual respect and that partnership means working together towards a common set of goals based on equality in terms of ownership, decision making and recognition of each party's distinctive contribution.

**TITLE**

The partnership will be known officially as the ‘Voluntary Sector Compact’ and for everyday purposes as ‘The Compact’.

**PURPOSE**

The purpose of the Compact is to maintain an open and constructive relationship, based on mutual understanding, between all partners in order that strategic advice and guidance can be given on issues and/or priorities in which we have a shared interest, including those of the other strategic partnerships. Key areas include:

- Identification of issues
- Strategic planning
- Consulting together
- Streamlining and efficiency
- Intelligence sharing
- Presenting joint cases for national funding

The Compact provides a local partnership framework which is set in the context of the National Compact and the Voluntary Sector Scheme.

**What is the Compact?**

- A strategic body to assist in mainstreaming collaboration throughout the County of Flintshire
- A partnership of equals

**What the Compact is Not**

- Not an operational delivery structure
- Not an agreement that can be disregarded

**MEMBERSHIP**

Membership of the Compact Group consists of representatives from the 3 partners:

<b>Partner Organisation</b>	<b>Core Membership</b>
The Voluntary and Community Sector (Third Sector) led by Flintshire Local Voluntary Council (FLVC)	Chief Officer, Chair and one trustee of FLVC Chief Executive of Flintshire Citizens Advice Bureau
Flintshire County Council (FCC)	Chief Executive and Leader
Flintshire Local Health Board (FLHB)	Chief Executive and Chair

The core membership, as above, will remain constant. Partners will invite further representatives as when additional expertise is required.

Each core member of the Compact will receive a vote including the Chair and the Chair will have the casting vote if and when required.

### **STATEMENT OF PARTNERSHIP**

Through the Compact we are committing ourselves to working together for the benefit of the people and communities of Flintshire. We acknowledge and want to build on the positive partnership work which is already happening. The Compact sets out challenging values, principles and mutual responsibilities, which will enable us to work more effectively together. It provides a partnership framework to which we are committing ourselves over the coming years.

### **REPORTING**

The compact group members will report to their governing bodies and, where appropriate, to the other strategic partnerships and to the wider constituency in the third sector.

A rolling work programme will be established which will be subject to annual review.

### **MEETINGS**

Meetings will be held as agreed by the Compact Group but no less than 3 times per year.

### **CHAIRING**

The compact group will elect a chairperson who will serve for 1 year. Each partner will be expected to fulfil the role on a rolling basis.

The role of the chairperson is to steer the Compact meetings and to drive the work programme forward.

### **SERVICING THE COMPACT**

- Responsibility will be rotated on an annual basis by each of the three partners.



**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 10**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: CHIEF EXECUTIVE**

**SUBJECT : COMMUNITY SAFETY STRATEGIC PLAN**

**1.00 PURPOSE OF REPORT**

1.01 To approve and adopt the Community Safety Partnership Strategic Plan.

**2.00 BACKGROUND**

2.01 The 1998 Crime and Disorder Act, and the subsequent amendments by the 2002 Police Reform Act and 2006 Police and Justice Act, place a statutory duty on the local authority, police authority, police service, local health board and fire authority/fire service to work together for community safety. Collectively, these bodies make up the Community Safety Partnership, along with the Probation Service and Voluntary Sector Representatives, and each year they are required to produce a Strategic Assessment and a Strategic Plan.

**3.00 CONSIDERATIONS**

3.01 The Strategic Plan is intended to build on the Partnership's Strategic Assessment; the Strategic Assessment provides the evidential foundation for the Plan. The Plan is the delivery vehicle for the Partnership, enabling it to address its priority areas for Community Safety.

3.02 Under the new legislative requirements, this is the Partnership's first Strategic Plan which replaces the former three year Community Safety Strategy. It covers the period of 1 April 2008 to 31 March 2011. However, as priorities need to change to reflect prevailing circumstances, the Home Office requires Partnerships to revise their plans on an annual basis. For example, whilst issues relating to counter terrorism do not feature in this current plan, it is likely that future plans will consider such issues.

3.03 The Plan serves a number of purposes. It sets out the Partnerships' expectations over the next three years, and also outlines how it will deliver against its priorities.

3.04 The priorities identified within the Plan have been agreed and approved by the Partnership based on the findings of the Strategic Assessment. It is significant to note that during the period of the last Community Safety

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Date: 30/09/2008

Strategy (2005-2008), the County experienced a decrease of 26% in overall crime, which far exceeded the target of a 16% decrease set by the Home Office. Whilst this trend highlights the dedicated work of partners, the following areas have been identified as priorities to concentrate partnership activities during the current financial year:-

- § Violent Crime
- § Domestic Abuse
- § Volume Crime
- § Anti Social Behaviour
- § Alcohol Related Crime
- § Community Reassurance
- § Road Safety
- § Prolific and Other Priority Offenders
- § Crime Prevention

3.05 A copy of the Strategic Plan accompanies this report. For reference, a copy of the Strategic Assessment has been distributed to Members separately.

#### **4.00 RECOMMENDATIONS**

4.01 To approve and adopt the Community Safety Strategic Plan.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The cost of publishing the Strategic Plan and the subsequent summary of this document will be met within the Partnership's existing budget. Translation costs will also be met following the approval of Members.

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

6.01 The needs assessment underpinning the Strategic Plan, which is contained in the Partnership's Strategic Assessment, includes a consideration of poverty and deprivation and its impact on the population.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 Operational matters relating to environmental crime are routinely considered by some of the Partnership's working groups.

7.02 The requirement to improve the systems and processes that collect data relating to environmental crime strengthens the work of the Partnership, and is reflected in the Strategic Assessment.

#### **8.00 EQUALITIES IMPACT**

8.01 The Community Safety Strategic Plan is subject to an Equalities Impact Assessment and its findings will be used to inform its implementation.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 The on-going coordination and implementation of the Strategic Plan will be taken forward by designated officers within the Community Safety Partnership team.

## **10.00 CONSULTATION REQUIRED**

10.01 The 1998 Crime and Disorder Act, and its subsequent amendments, places a statutory duty on the Flintshire Community Safety Partnership to publicly consult. A consultation programme to engage both with the public and stakeholders is planned to commence shortly.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 The report has already been considered and approved by the Community Safety Executive, which comprises of chief officers from the statutory agencies, as defined by the legislation.

## **12.00 APPENDICES**

12.01 A copy of the Community Safety Strategic Plan is attached.

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

Community Safety Strategic Assessment, 2007/08 - Please refer to appendices

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# FLINTSHIRE COMMUNITY SAFETY PARTNERSHIP

## STRATEGIC PLAN, 2008 – 2011

July 2008

**This information is available in different formats and different languages on request. Please contact Sian Jones, Corporate Strategy, County Hall, Mold, CH7 6NG**

# Contents

	<b>Page</b>
<b>Foreword</b>	<b>3</b>
<b>1. Introduction</b>	<b>4</b>
<b>2. Strategic Aims and Vision</b>	<b>6</b>
<b>3. Partnership Sub-Groups</b>	<b>7</b>
<b>4. Driving the Plan Forward</b>	<b>8</b>
<b>5. Priorities and Targets</b>	<b>12</b>
<b>6. Delivery Structure</b>	<b>14</b>
<b>7. Appendices</b>	<b>23</b>

## **Foreword by the Chair of the Flintshire Community Safety Partnership**

Since 1999 the Flintshire Community Safety Partnership, which comprises of the local authority, police, police authority, probation, fire service and voluntary sector have been working together to address the broad and diverse agenda of community safety. The purpose of this document is to outline how the Partnership's priorities will be delivered over the next three years, and also the basis as to how the priorities have been identified through the Strategic Assessment.

The Strategic Assessment has demonstrated that levels of crime and disorder have reduced in Flintshire, making it not only one of the safest counties in North Wales, but also the whole of Wales. Between April 2005 and March 2008 the county realised an exceptional reduction in overall crime rates. A 26% decrease was recorded, which far exceeded the target set by the Home Office.

Through partnership working we will endeavour to maintain this trend. However, this does not mean that we are complacent of the challenges that lie ahead. Issues such as anti-social behaviour, domestic abuse, substance misuse, youth crime and the fear of crime continue to be identified as areas of concern for local communities.

Since the Partnership's inception this is the fourth such strategy that has been produced, and it seeks to build on the good work undertaken over the last nine years. We are confident that the structure of the Partnership will help us succeed in ensuring that Flintshire remains a safe place to live and work.

A handwritten signature in black ink, appearing to read 'Colin Everett', with a horizontal line underneath the name.

Colin Everett  
Chairman of the Flintshire Community Safety Partnership

# 1. Introduction

The 1998 Crime and Disorder Act and the subsequent amendments by the 2002 Police Reform Act and 2006 Police and Justice Act place a statutory duty on the police, local authority, police authority, local health board and fire service to work together to tackle community safety. Collectively they make up the Community Safety Partnership, along with the Probation Service and Voluntary Sector, and each year they are required to produce a Strategic Assessment and a Strategic Plan.

## Purpose & Scope

This Strategic Plan is intended to build on the Strategic Assessment. The Strategic Assessment provides the evidential foundation for the Plan to be developed. The Plan is the delivery vehicle for the Partnership, enabling it to address its priority areas. This first Plan covers the period of 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2011. However, because priorities can change as circumstances change, the Home Office requires Partnerships to revise their plans on an annual basis. For example, whilst issues relating to counter terrorism do not feature in this current plan, it is likely that future plans will consider such implications.

The Plan serves a number of purposes. It sets out the Partnerships' expectations over the next three years, and also outlines how it will deliver against its priorities.

## Priorities

The Community Safety Partnership has agreed its priorities following the completion of the Strategic Assessment for 2007/08. The findings are both significant and encouraging. Between April 2005 and March 2008 there has been a decrease of 26% in overall crime in Flintshire, this far exceeds the target set by the Home Office of 16% for the period. In real terms this means that the county continues to be a very safe place to live, work and visit.

However, this does not mean that the Partnership is complacent about the county's position. The need for reassurance within our communities remains a significant issue for the Partnership, as the findings of consultation exercises clearly signal that the fear of crime is disproportionately higher than actual levels. This is why 'Community Reassurance' is amongst its priority areas. The Partnership's priorities are as follows:

- ❖ Violent Crime
- ❖ Domestic Abuse
- ❖ Volume Crime
- ❖ Anti Social Behaviour
- ❖ Alcohol Related Crime
- ❖ Community Reassurance
- ❖ Road Safety
- ❖ Prolific and Other Priority Offenders

❖ Crime Prevention

Our activities in relation to these priorities will be based upon the analysis of local problems. This will enable the Partnership to work more effectively, and make best use of resources.



## 2. Strategic Aims and Vision

The vision statement set out in the Flintshire Community Strategy relating to 'safe communities' will be taken forward by the Community Safety Partnership who will contribute towards achieving this goal. It is as follows:

'The vision is to maintain and further develop a safer Flintshire.

This should include all aspects of safety, and not just concentrate on crime and disorder. People should be encouraged to take part in ensuring their own safety in the places where they live. Agencies need to listen to local people in terms of creating a safe environment.'

### Strategic aims

The Community Safety Partnership's overarching strategic aims, which will provide direction and steer to its work, are:

- To facilitate and encourage effective partnership working through the realisation of the goals identified in the strategy.
- To adopt a problem solving approach to community safety issues, through the analysis of appropriate cross partnership data.
- To continually monitor and evaluate community safety interventions to capture good practice and encourage continuous improvement.
- To raise the profile of the Partnership and its activities to help reduce the fear of crime in Flintshire.
- To regularly engage with the community to identify need.
- To continue the programme of improving public safety.
- To promote the need for all statutory agencies to consider the impact of community safety in their day to day work, enabling them to comply with the requirements of Section 17 of the 1998 Crime and Disorder Act.

The Partnership's strategic aims are cross cutting, and therefore are applicable to all aspects of its work. To deliver against these aims and the agreed priorities a number of sub-groups have been established to take the work forward. They are guided strategically by the Community Safety Executive and operationally by the Implementation Group.

### 3. Partnership Sub- Groups

A table detailing the sub-groups and the priority areas they cover is provided below. However, there are some areas that impact on all groups, they are:

- Alcohol related crime and disorder
- Issues relating to young people
- Engagement through consultation
- Information sharing

Group	Priority Area
Joint Action Group (JAG)	Anti-Social Behaviour (Location) Volume Crime Prolific Offenders Violent Crime
Substance Misuse Action Team (SMAT)	Substance Misuse Alcohol Related Crime
Domestic Abuse Project	Domestic Abuse Violent Crime
Multi Agency Adult Enforcement Panel	Adult Anti-Social Behaviour (Individual) Violent Crime
Safer Business Forum	Community Reassurance Volume Crime
Strategic Planning Steering Group	Community Reassurance Research & Analysis Editorial Group for the Strategic Assessment
Prevent and Deter Panel	Anti Social Behaviour Alcohol Related Crime Community Reassurance Crime Prevention
Unintentional Injuries Group	Road Safety
Prolific Offenders' Panel	Prolific and Other Priority Offenders

The performance of these groups are monitored and evaluated on a quarterly basis.

## 4. Driving the Plan Forward

### National Drivers and Local Responses

Historically partnerships have been presented with very clear direction from the Home Office, indicating exactly what crime types will be targeted during the period of measurement. For the period 2008-2011 this has changed significantly with Home Office direction coming through cross government Public Service Agreements (PSA). For Community Safety Partnership's the most relevant is PSA 23 Making Communities Safer.

The Strategic Assessment provides the foundation and the basis for this Strategic Plan<sup>1</sup>. Below are some of the key findings from that document, which outlines why and how the Partnership's priorities have been identified. To show how they fit with PSA 23, the national priority areas of this PSA appear in boxes, with the local situation reflected below.<sup>2</sup>

#### General Findings

All crime has fallen by 15% Year to Date (YTD) when compared to the previous 9 month period (April - December) and in terms of BCS Comparator Crimes Flintshire continues to perform exceptionally well with a crime reduction of 26% against a target of 16.5% making Flintshire the fifth best performing Partnership in Wales.

<b>PSA 23 - Priority Area 1:</b> Reduce the most serious violence, including tackling serious sexual offences and domestic violence
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#### Local Perspective:

##### Violent Crime

Violent crime has reduced quite significantly in Flintshire during the period April 2006 – December 2007. However the volume of offences is still high enough to require action to reduce such offences further. In addition to this there are specific types of violent crime that need to be prioritised, namely alcohol related violent crime and violent hate crime.

##### Domestic Abuse

Domestic Abuse in Flintshire will continue to be a priority in the year ahead due to the social and economic costs for related services and individuals. The introduction of the MARAC and other initiatives are having a positive impact for domestic abuse victims. Although domestic related crimes have reduced during the period by -36%, domestic related incidents have increased at the same time by 15%. This shows progression for individuals are reporting more

<sup>1</sup> A full year analysis was not possible to prepare within the time constraints requested by the Home Office. The Strategic Assessment had to be submitted by 1<sup>st</sup> April 2008, thus not allowing for the final quarter's figures to be complete.

<sup>2</sup> It should be noted that the period of analysis in the Strategic Assessment spanned the three quarters of 2007/08 (April to December) compared with the same period for 2006/07 in order for the findings to be consistent and comparable.

incidents to the Police while repeat victimisation, of a serious nature, is decreasing at the same time. A continuation of current initiatives is therefore recommended.

**PSA 23 - Priority Area 2:** Continue to make progress on serious acquisitive crime through a focus on the issues of greatest priority in each locality and the most harmful offenders – particularly drug misusing offenders

**Local Perspective:**

**Volume Crime**

Burglary Dwelling, Vehicle Crime and Criminal Damage offences have seen marked reductions in Flintshire during the period, however it is identified that these should still be prioritised as such incidents help to impact upon people's fear of crime. It is imperative that Flintshire CSP continue to monitor such crime trends and provide a continuation of current initiatives while at the same time introduce new schemes to reduce the figures and impact of volume crime.

**PSA 23 - Priority Area 3:**Tackle the crime, disorder and antisocial behaviour issues of greatest importance in each locality, increasing public confidence in the local agencies involved in dealing with these issues

**Local Perspective:**

**Anti Social Behaviour**

During the 7 month period June to December 2007 there were 5966 incidents of ASB reported to the police in Flintshire. In addition, Flintshire Local Authority Housing Department received 605 complaints, whilst the Neighbourhood Wardens dealt with 172 complaints from April to December 2007. North Wales Fire and Rescue Service also attended 488 anti social fires from April 2006 to December 2007. As ASB appears to affect many services as well as local communities it is evident that ASB will need to continue to be a priority for Flintshire CSP in the forthcoming year.

**Alcohol Related Crime**

Alcohol related ASB and crime have affected all communities in Flintshire during the period. The highest figures for crimes affected by alcohol were alcohol related violence (1160 offences) and criminal damage (253 offences). These offences, as well as alcohol related ASB, help to increase the public's fear of crime and as such will need to be addressed in the year ahead.

**Community Reassurance**

Fear of crime in Flintshire remains disproportionate to actual levels, which is a message that has consistently come through from needs analysis exercises undertaken in the community over the last few years. As a consequence the Partnership will continue, and seek to improve, its drive to reassure the community and support its composite Partners to allay these concerns where possible.

## Road Safety

Flintshire's road safety campaign has been significant over the last few years with increased education and awareness raising of road safety issues. Overall Flintshire has already achieved the 2010 target set against the average 1994 - 1998 baseline of 103 killed and seriously injured casualties. However, more is required to further reduce the numbers seriously injured or killed on the roads of Flintshire in the forthcoming period.

**PSA 23 - Priority Area 4:** Reduce re-offending through the improved management of offenders

### Local Perspective:

#### Prolific and Other Priority Offenders

Since April 2006 a total of 333 offenders have been identified as having committed three or more crimes in Flintshire (excluding crimes committed elsewhere). These 333 offenders are responsible for 1773 crimes committed since April 2006. Such prolific offenders need to be identified and monitored under the POPO scheme.

Many of these offenders are adversely affected by drug and alcohol misuse and this is an area to be prioritised by the CSP.

#### Other Public Service Agreements relevant to Community Safety

In addition to PSA 23 there are other cross cutting PSAs that also lend themselves to aspects of Community Safety. The following is a list of relevant PSAs and how they may impact on the strategy.

PSA	Description	Impact on Community Safety
2	<i>Improve the skills of the population, on the way to ensuring a world-class skills base by 2020</i>	Improving the skills and employability of adult offenders.
13	<i>Improve children and young people's safety</i>	Indicator which addresses the "percentage of children who have experienced bullying", along with the 4 areas of focus: young people in secure estate, young people as witnesses, personal safety on the street and protection from sex offenders.
14	<i>Increase the number of children and young people on the path to success</i>	Involvement in positive activities, a reduction in the proportion of young people frequently using illicit drugs, alcohol or volatile substances, and the intention to reduce the number of first time

<b>PSA</b>	<b>Description</b>	<b>Impact on Community Safety</b>
		entrants to the Criminal Justice System aged 10-17.
16	<i>Increase the proportion of socially excluded adults in settled accommodation and employment, education or training</i>	Where socially excluded groups generally include those with offending histories or at risk of offending.
17	<i>Tackle poverty and promote greater independence and wellbeing in later life</i>	This includes the indicator “the proportion of people over 65 who are satisfied with their home and their neighbourhood”.
21	<i>Build more cohesive, empowered and active communities</i>	Indicators for this include the percentage of people who feel they belong to their neighbourhood and the percentage of people who have meaningful interactions with people from different backgrounds.
24	<i>Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public.</i>	
25	<i>Reduce the harm caused by Alcohol and Drugs</i>	(Currently under discussion between the Home Office and WAG in view of devolved issues).
26	<i>Reduce the risk to the UK and its interests overseas from international terrorism</i>	Preparing for terrorism attacks and protecting the public

In addition to the National Priorities, the Flintshire Community Safety Partnership are obliged to identify local priorities in order to ensure that the needs and demands of the local community are met. Many of the national and local priorities are embroiled as numerous offences impact at both national and county level. The table overleaf clarifies how priorities can be translated into national and local targets.

## 5. Priorities and Targets

The Partnership will be concentrating on its priorities, rather than setting targets for the forthcoming year, and will endeavour to provide relevant baselines from 2008/09.

The introduction of the Assessments of Policing and Community Safety (APACS) framework for Community Safety Partnerships, from April 2009, will have a significant impact on how the Partnership records its progress. To date the domains for Wales have yet to be finalised.

National priorities (PSA 23)	Flintshire Local Priorities As determined through analysis
<p><b>Priority Action 1</b> Reduce the most serious violence, including tackling serious sexual offences and domestic violence</p>	<p><b>Violent Crime</b></p> <ul style="list-style-type: none"> <li>▪ Reduce alcohol related violent crime</li> <li>▪ Reduce violent hate crime</li> </ul> <p><b>Domestic Abuse</b></p> <ul style="list-style-type: none"> <li>▪ Increase reporting of domestic violence</li> <li>▪ Reduce serious domestic violent incidents</li> <li>▪ Reduce incidence of repeat victimisation</li> <li>▪ Realise an increase in convictions</li> <li>▪ Raise awareness</li> </ul>
<p><b>Priority action 2</b> Continue to make progress on serious acquisitive crime through a focus on the issues of greatest priority in each locality and the most harmful offenders – particularly drug misusing offenders</p>	<p><b>Volume Crime</b> (To include Criminal Damage, Burglary Dwelling and Vehicle Crime)</p> <ul style="list-style-type: none"> <li>▪ Reduce burglary dwelling</li> <li>▪ Reduce vehicle crime</li> <li>▪ Reduce criminal damage</li> <li>▪ Violence against the person</li> <li>▪ Theft and handling of stolen goods</li> </ul>
<p><b>Priority action 3</b> Tackle the crime, disorder and antisocial behaviour issues of greatest importance in each locality, increasing public confidence in the local agencies involved in dealing with these issues</p>	<p><b>Anti Social Behaviour</b></p> <ul style="list-style-type: none"> <li>▪ Reduce anti-social behaviour</li> <li>▪ Reduce environmental crime</li> </ul> <p><b>Alcohol Related Crime</b></p> <ul style="list-style-type: none"> <li>▪ Address alcohol related anti-social behaviour and crime</li> <li>▪ Tackle inappropriate use and availability of alcohol</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Improve pathways to treatment and care</li> </ul> <p><b>Community Reassurance</b></p> <ul style="list-style-type: none"> <li>▪ Increase public confidence in local partner agencies</li> <li>▪ Address the fear of crime in local communities</li> <li>▪ Address community tensions</li> </ul> <p><b>Road Safety</b></p> <ul style="list-style-type: none"> <li>▪ Reduce anti social driving</li> <li>▪ Reduce drink driving</li> <li>▪ Raise awareness amongst children and adults on road safety issues</li> </ul>
<p><b>Priority action 4</b> Reduce re-offending through the improved management of offenders</p>	<p><b>Prolific and Other Priority Offenders</b></p> <ul style="list-style-type: none"> <li>▪ Address acquisitive crime related to substance misuse</li> <li>▪ Identify and monitor the activities of Prolific Offenders</li> </ul>

In identifying the local priorities listed above it is important to consider their impact on particular groups within the community such as the vulnerable, young people and older people.



## 6. Delivery Structure

The Partnership is structured in such a way that it is able to be responsive to the evolving requirements of the community.

The Partnership operates on three levels, each linking to the other. They are:

Level 1, Strategic – Community Safety Executive

Level 2, Project Management – Implementation Group

Level 3, Operational – Project Groups

### **Community Safety Executive**

The function of the Community Safety Executive is to oversee the work of the Community Safety Partnership through providing strategic guidance and steer. Its key functions are:

- To be responsible for all Strategy development for Community Safety and Substance Misuse
- To be the accountable group for the financial monitoring of the Partnership
- To consider operational matters raised by the Implementation Group
- Consider the implications of new legislation, policies or/and initiatives at both a local and national level.
- To agree the overall aims and direction of the project teams

### **Implementation Group**

The Implementation Group oversees the operational work of the Community Safety Partnership, and monitors the progress of all project groups. Its key functions are:

- To monitor the operational effectiveness of all project teams.
- To monitor the progress of all interventions directly funded through the Partnership
- Refer matters, where appropriate, to the attention of the Community Safety Executive
- Ensure the implications of new legislation, policies or/ and initiatives are correctly interpreted on an operational level
- To monitor the community safety issues and concerns of Flintshire's diverse communities
- Providing regular reports to the Community Safety Executive in terms of the performance of the Project Teams.

## **Project Groups & Task and Finish Groups**

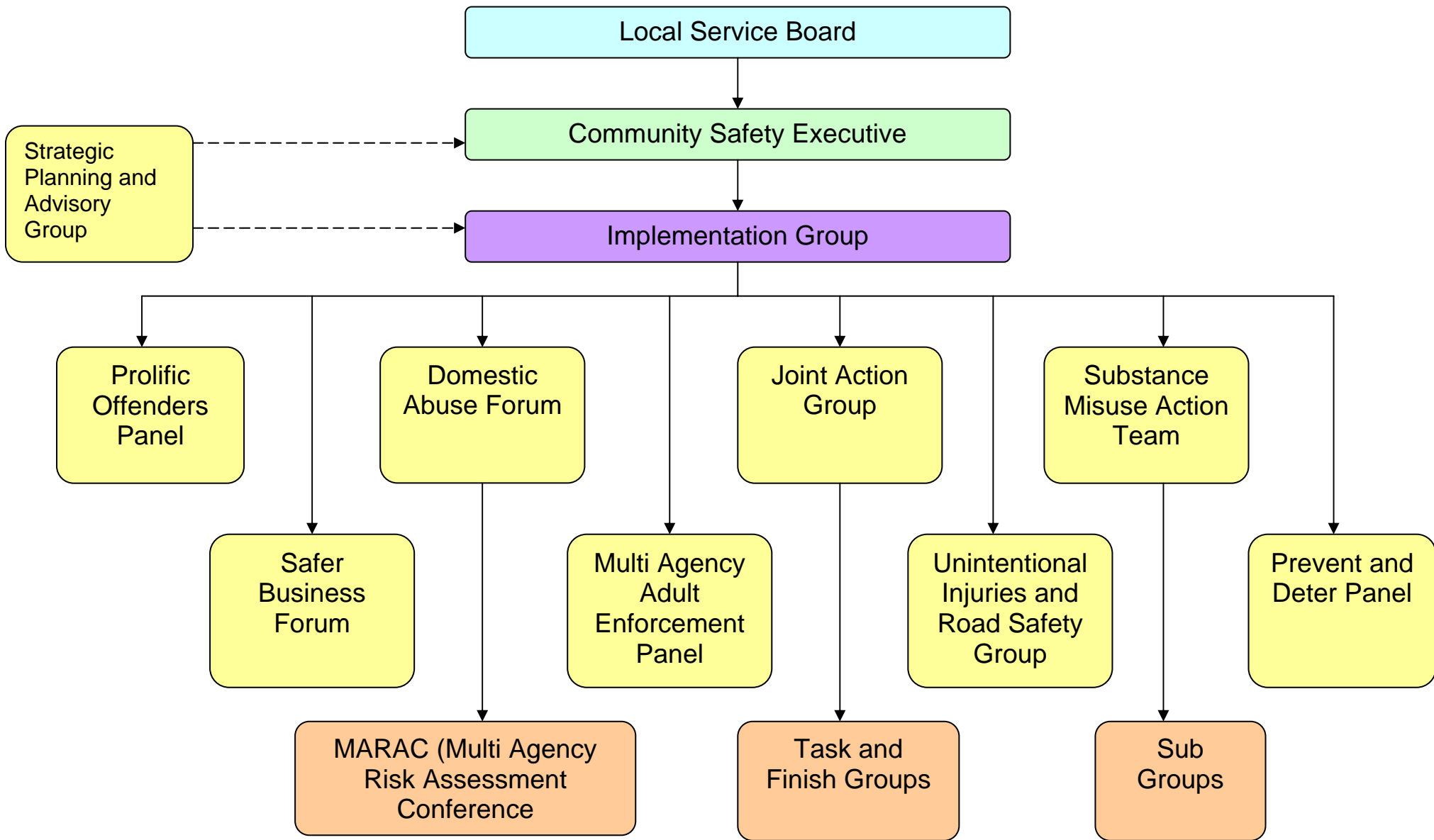
Project Teams have been established to take forward the operational work of the Partnership. Their specific roles are outlined in the next section; however they all adhere to the following core duties:

- To work and develop a multi-agency approach to address community safety issues
- To produce detailed annual action plans and submit quarterly monitoring reports to the Implementation Group
- Ensure the monitoring and evaluation of action plans through the utilisation of appropriate data
- Link with other project teams where necessary

From time to time the Community Safety Executive may request that specialist groups be established to take forward specific areas of work; e.g. a CCTV working group. When the group is sitting its generic roles will reflect those of a project group, and its terms of reference will be agreed by the Community Safety Executive.

## **Targets and Actions for 2008-2011**

Where possible and appropriate the Partnership will endeavour to support its composite members to realise their annual targets. This information will be monitored on a quarterly basis by the Implementation Group,



## FLINTSHIRE COMMUNITY SAFETY PARTNERSHIP PROJECT TEAMS

The objectives and actions of all projects teams are determined through local analysis. The following themes will be central to the work of these groups:

- Alcohol related crime and disorder
- Issues relating to young people
- Engagement through consultation
- Information sharing

Project Team	Key Objectives	Exemplar Activities
<p><b>Joint Action Group</b></p> <ul style="list-style-type: none"> <li>▪ To provide a timely, multi-agency response to community safety issues within Flintshire.</li> </ul>	<ul style="list-style-type: none"> <li>▪ To address any emerging issues of volume crime</li> <li>▪ To contribute towards the reduction of vehicle crime</li> <li>▪ To contribute towards the reduction in burglary dwelling</li> <li>▪ To address emerging locational anti-social behaviour</li> <li>▪ To address issues of violent crime</li> <li>▪ To address race and hate crime</li> </ul>	<ul style="list-style-type: none"> <li>▪ Doorstep crime initiatives – such as ‘No Cold Calling Zones’</li> <li>▪ Targeted specific types of vehicle crime</li> <li>▪ Responding to seasonal events, such as Halloween &amp; Bonfire Night</li> <li>▪ Anti-social driving</li> <li>▪ Smartwater initiatives</li> </ul>
<p><b>Substance Misuse Action Team (SMAT)</b></p> <ul style="list-style-type: none"> <li>▪ To oversee and direct the substance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reducing harm to individuals (particularly young people) their</li> </ul>	<ul style="list-style-type: none"> <li>▪ Commissioning services funded through the Substance Misuse Action</li> </ul>

<p>misuse agenda and implement a substance misuse strategy on a local level.</p>	<p>families and wider communities from the misuse of drugs and alcohol.</p> <ul style="list-style-type: none"> <li>▪ Improving availability and quality of education, prevention and treatment services and related support, with a greater priority given to those related to alcohol.</li> <li>▪ Making better use of resources – supporting evidence based decision making; developing the skills base of partners and service providers and joining up agencies and services more effectively in line with ‘Making the Connections’.</li> <li>▪ Embedding core Welsh Assembly Government values of sustainability, equality and diversity, support for the Welsh Language and developing citizen focused services in both the development and delivery of the strategy.</li> </ul>	<p>Plan Fund</p> <ul style="list-style-type: none"> <li>▪ Treatment services</li> <li>▪ Young People’s Drug and Alcohol Team</li> <li>▪ Community outreach work</li> <li>▪ Needs mapping</li> </ul>
<p><b>Prevent and Deter Panel</b></p> <ul style="list-style-type: none"> <li>▪ To examine incidents of anti-social behaviour on a case by case basis that involve young people. The Panel is the sole body through which various</li> </ul>	<ul style="list-style-type: none"> <li>▪ To work in partnership with the Children and Young People’s Framework Partnership to identify geographic areas where provision needs to be increased</li> </ul>	<ul style="list-style-type: none"> <li>▪ Considering and overseeing ‘preventative’ packages of care</li> <li>▪ Preventing young people from entering the criminal justice system</li> </ul>

<p>anti social behaviour measures are discussed and managed to ensure a consistent approach.</p> <ul style="list-style-type: none"> <li>▪ To implement the prevention focus of the Prevent and Deter strand of the Prolific and Persistent Offenders Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ To address the preventative agenda to ensure that children and young people are informed and supported to make safe choices</li> <li>▪ To see a reduction in youth crime, in particular anti-social behaviour</li> <li>▪ To improve the quality of life for the community as a whole</li> <li>▪ To prevent offending and anti-social behaviour by offering support services to individuals.</li> <li>▪ To consider referrals when it becomes apparent that an Anti-Social Behaviour or nuisance is a problem with an individual.</li> <li>▪ To promote and encourage the sharing of information between partners to develop the most effective plan of action for the individual.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Exchanging information</li> </ul>
<p><b>Prolific Offenders' Panel</b></p> <ul style="list-style-type: none"> <li>▪ To identify and monitor the county's most prolific offenders.</li> <li>▪ To provide a co-ordinated response to the requirements of the Prolific and</li> </ul>	<ul style="list-style-type: none"> <li>▪ To facilitate effective partnership working.</li> <li>▪ To share appropriate and relevant information.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Seeking to deter those who are already in the criminal justice system to become further embroiled</li> <li>▪ Promoting the exchange of information between agencies</li> </ul>

<p>Other Priority Offenders (POPO) Strategy, specifically the Catch and Convict and Resettle and Rehabilitate strands.</p>	<ul style="list-style-type: none"> <li>▪ To share good practice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resettlement programmes to encourage stability and reintegration</li> <li>▪ To aid the transition for those young offenders entering the adult criminal justice system where appropriate</li> </ul>
<p><b>Safer Business Forum</b></p> <ul style="list-style-type: none"> <li>▪ To encourage, assist and facilitate the business community of Flintshire to combat business related crime.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Setting up methods for obtaining regular and accurate information on the levels and types of business crime</li> <li>▪ Developing crime reduction advice and support services for businesses</li> <li>▪ Improving links between business and existing partnerships</li> <li>▪ Implementing measures to reduce retail crime</li> <li>▪ Raising business awareness of its capacity and responsibility to reduce crime</li> <li>▪ To map out existing activities around business related crime</li> <li>▪ To establish measurable aims and objectives in relation to business crime</li> <li>▪ To capture good practice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Safer Business Crime Protocol</li> <li>▪ Radiolink scheme</li> <li>▪ Town Centre Business Fora</li> </ul>
<p><b>Domestic Abuse Project</b></p>	<ul style="list-style-type: none"> <li>▪ To improve the quality of services and increase safety for those experiencing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overseeing the implementation of the Multi Agency Risk Assessment</li> </ul>

<ul style="list-style-type: none"> <li>▪ To raise the profile of domestic abuse and its effects on the local community</li> <li>▪ To facilitate the development and implementation of a co-ordinated, joint-agency response.</li> </ul>	<p>domestic abuse</p> <ul style="list-style-type: none"> <li>▪ To encourage formal reporting of incidents</li> <li>▪ To recognise that domestic abuse is a serious crime and should be treated as such within the criminal justice system</li> <li>▪ To increase public awareness as to the issues surrounding domestic abuse</li> <li>▪ To hold abusers accountable for their behaviour</li> <li>▪ To make visible the hidden crimes involved with Domestic Abuse, victimisation and harassment of vulnerable and hard to reach groups</li> <li>▪ To promote data collection and data sharing between partner agencies</li> <li>▪ Establishing formal joint working practices been substance misuse and domestic violence practitioners.</li> </ul>	<p>Conference</p> <ul style="list-style-type: none"> <li>▪ Delivering multi agency training – generic and specialised</li> <li>▪ Promoting White Ribbon Day</li> <li>▪ Caring Dads Programme</li> <li>▪ Building Safe Relationships Programme</li> <li>▪ Crucial Crew</li> <li>▪ Freedom Project</li> </ul>
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<p><b>Unintentional Injuries and Road Safety Group</b></p> <ul style="list-style-type: none"> <li>▪ To provide a focus for ‘injury prevention’ issues and initiatives, across all age ranges.</li> <li>▪ To mainstream injury prevention into the work of the strategic partnerships and public organisations in the county.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a strategic action plan to reduce injuries in Flintshire;</li> <li>▪ Provide advice and support on effective approaches to injury prevention</li> <li>▪ Co-ordinate initiatives established within the County, and reduce the potential duplication</li> <li>▪ Carry out or support research to identify gaps in provision and activity;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facilitating awareness raising events and conferences</li> <li>▪ Child safety campaigns</li> </ul>
<p><b>Strategic Planning and Advisory Group</b></p> <ul style="list-style-type: none"> <li>▪ To co-ordinate the Community Safety Partnership’s response to its statutory requirements, specifically the development of the Strategic Assessment and the Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Co-ordinate and assist in the development of the annual Strategic Assessment and Strategic Plan.</li> <li>▪ Oversee the development and implementation of the Partnership’s consultation strategy.</li> <li>▪ Make recommendations as the Partnership’s strategic requirements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Problem solving at a local level, utilising the National Intelligence Model (NIM)</li> <li>▪ Providing tactical advice to the Community Safety Executive</li> <li>▪ Developing and instigating consultation exercises</li> </ul>

## 7. Appendices

### Appendix 1

#### Review of the Community Safety Strategy, 2005-08

The period between April 2005 and March 2008 marked an important transition for the Community Safety Partnership. It matured as a Partnership, and further embedded the core principles of 'community safety' within the culture of its statutory partners, although there is still much room for continued improvement. Partnership working also contributed to an exceptional decrease of 26% in overall levels of crime, far exceeding the target of a 16% reduction set by the Home Office.

This next section examines some of the Partnership's key achievements over this period.

#### Key successes and achievements

##### ❖ **Doorstoppers Project**

This project represented a multi-agency approach to tackling the problem of bogus callers who prey on vulnerable groups. An action plan and protocol were developed, along with a training programme, and it was promoted in the media and also amongst partner agencies.

##### ❖ **Graffiti and Racial incident reporting and referral system**

A system has been established to record graffiti and incidents of racial reporting, administered by the Neighbourhood Wardens.

##### ❖ **Tackling vandalism in schools – Operation Gingerbread**

Operation Gingerbread is a multi-agency approach to tackling incidents of anti-social behaviour and criminal damage in the local schools; it has been conducted over the last two summer holidays. This operation targeted a wide range of potential contributors to anti-social behaviour and criminal damage, such as fire hazards, it was introduced to tackle the rising number of incidents reported to the Police and Fire Service in 2005.

##### ❖ **Open Door Project**

The Open Door Project was established in September 2006 as a means of providing support, guidance and information to migrant workers residing and working in Flintshire. Its ultimate aim is to engage and foster stronger links with this sector of the community. It is the first project of its kind in North Wales, and based within a community setting.

##### ❖ **North Wales Race Equality Network Research**

The Partnership commissioned the North Wales Race Equality Network to undertake an analysis of the views and opinions of the migrant population of Flintshire. The ultimate aim has been to improve service delivery and inform commissioning decisions.

- ❖ **SMAT Commissioning Strategy**  
In August 2007 the SMAT's Commissioning Strategy was published, with the aim of informing future commissioning decisions taken within the county, based on need.
- ❖ **Remodelling of Young Person's Substance Misuse Service**  
During 2006 services focusing on the treatment of young people with substance misuse problems were amalgamated. This was facilitated with a significant amount of funding from the Partnership.
- ❖ **Multi Agency Treatment Centre and Information Shop for Young People**  
Supported by the Welsh Assembly Government's substance misuse funding, the Multi Agency Support Centre was opened in October 2006 in Holywell. It provides a valuable resource for young people, offering treatment services and also information on a wide range of areas.
- ❖ **Crime Prevention and Reduction Initiative – Probation Service**  
This initiative was established in 2005, and provides a wide range of customised interventions for more serious young offenders at one end of the spectrum and a foundation for preventative interventions at the other. Subsequently this model has been replicated elsewhere in North Wales, and is held up as a model of good practice.
- ❖ **Implementation of Prolific Offending Strategy**  
Following the publication of the Prolific Offending Strategy, the Partnership has established two dedicated fora to respond to the Home Office's requirements. They are the Prolific Offenders' Panel and the Prevent and Deter Panel.
- ❖ **Community Safety and Substance Misuse Newsletters**  
During this period the Partnership produced and distributed a series of newsletters to the community in order to promote its work.
- ❖ **Substance Misuse Directory of Services**  
A comprehensive directory of substance misuse services was produced in 2006, which has been widely distributed.
- ❖ **Neighbourhood Watch Initiatives**  
Flintshire Neighbourhood Watch works closely with the Partnership, and has received Home Office funding to support their activities. During this three year period the organisation has initiated a number of successful initiatives, in particular providing support and reassurance to specific groups in the community. For example: 'Your community is your backyard', the FACT Programme and the 'Safety and Reassurance Service'.
- ❖ **Victim Support's Schools' Project**  
Victim Support initiated and implemented a successful project in 2005/06 which ran in some of Flintshire's schools. They promoted a project to

prevent bullying, and also to make children and young people aware of the impact of crime upon the lives of others.

❖ **Multi Agency Risk Assessment Conferences**

These case conferences have proved to be extremely successful in preventing 'high risk' victims of domestic violence from being subjected to further abuse. The premise of these meetings rests upon all agencies coming together to share information and reaching agreed solutions.

❖ **Various training programmes**

During the period of the previous strategy a number of specialist and generic training courses have been offered, to those working within the Partnership and also officers from outside.

❖ **Environmental Action Days**

As a result of the joint working promoted by the Joint Action Group, Environmental Action Days were launched in designated areas, where a need was identified. These involve numerous agencies and the local community joining together to make a concerted effort to improve the environmental quality of a specific area.

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 11**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: DIRECTOR OF COMMUNITY SERVICES**

**SUBJECT : UPDATE ON CHANGES IN THE NHS**

**1.00 PURPOSE OF REPORT**

1.01 To update Members on consultation in respect of a range of developments to make changes to the NHS in Wales, nationally and regionally.

**2.00 BACKGROUND**

2.01 The Health and Social Services Minister, Edwina Hart, consulted on preliminary proposals to restructure the NHS in Wales for a twelve week period during April-June of this year. A response to the consultation was submitted by Officers of the Council in consultation with Executive Members.

2.02 On 16th July, following consideration of over 800 responses received, the Minister announced further consultation to commence in the Autumn on creating seven new NHS organisations. These would take responsibility for delivering all healthcare services within a geographical area, to replace the Trust and LHB Board system currently operating. It is now understood that a Ministerial announcement will be made on 30th September.

2.03 A separate report commissioned by Edwina Hart was issued for consultation by Michael Williams, entitled " A Well-being and Mental Health Service fit for Wales. This report is also referred to as the Williams Report or as IMC (Iechyd Meddwl Cymru). The report proposed a single Mental Health organisation for Wales which would include Learning Disability (LD) Services, Children and Adolescent Mental Health Services (CAMHS) and Elderly Mental Health (EMH) Services.

2.04 As part of the intended direction of travel for the NHS in Wales, North East Wales Trust (NEWT) and Conwy and Denbighshire Trust have now merged to form the North Wales Trust under a single management structure and Board.

2.05 The redevelopment of the Glan Clwyd Hospital at Bodelwyddyn is now being consulted on, as a major opportunity in redeveloping NHS acute and community health services locally.

**3.00 CONSIDERATIONS**

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Date: 30/09/2008

- 3.01 The Minister's most recent statements indicate the following:
- Agreement that there should be one NHS organisation serving North Wales
  - Support for a new National NHS Board
  - A consensus to strengthen the scrutiny role of Community Health Council's (CHC).
- 3.02 There are a number of significant issues for local authorities to consider alongside the proposed NHS reforms. The next WAG consultation document due in the Autumn is expected to include more detailed proposals which local authorities will need to give careful consideration to. Key issues will be:
- How the seven new NHS organisations including the single North Wales Organisation will work effectively at the local level including their interaction with local government and local communities.
  - How the NHS organisations will engage in local strategic planning including meeting their obligations in local strategic partnerships.
  - The membership and governance arrangements for the National Board, and how it represents interests across Wales.
  - The opportunity for local authorities to work through/with CHCs in Scrutinising the NHS.
  - The opportunity for local government to become more aligned with the National Public Health Service (NPHS) on local issues.
  - The impact of dispensing with the internal market in the NHS.
- 3.03 A further Ministerial announcement was made on 16th July about Neurosurgery services to North Wales. Following earlier concerns that neurosurgery services for North Wales patients would be transferred from the Walton Centre in Liverpool to a hospital in South Wales, the Minister commissioned a report from Consultant Neurosurgeon James Steers. The main recommendations of the report are:
- A neurology centre based in North Wales
  - Complex diagnosis and treatment, including planned and emergency surgery to be provided by specialist centres in England, including the Walton Centre.
- 3.04 Officers have considered the Williams report referred to in 2.03 above and have significant concerns about the proposed single all Wales Mental Health Service. These have been summarised in a response to the consultation, outlining a range of issues from a local authority perspective.

- 3.05 A series of consultation events on the Acute and Community Services Redevelopment Project (Glan Clwyd Hospital) is being organised by North Wales Trust. Presentations have been given or are planned for a number of strategic partnership groups. An event for Flintshire County Council Members and Senior Officers has been provisionally booked for 14th November 1.30 onwards in the Alyn and Deeside Room.

**4.00 RECOMMENDATIONS**

- 4.01 That Executive supports the consultation responses made to date on the NHS reform.
- 4.02 The Executive supports attendance by Members at the consultation event on Glan Clywd Hospital planned for 14th November.

**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 None

**9.00 PERSONNEL IMPLICATIONS**

- 9.01 None

**10.00 CONSULTATION REQUIRED**

- 10.01 None

**11.00 CONSULTATION UNDERTAKEN**

- 11.01 None

**12.00 APPENDICES**

- 12.01 None

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

Flintshire County Council response to consultation on NHS Reforms - June 2008  
WAG press statements on ministerial announcements - 16th July 2008  
Flintshire County Council response to Williams/IMC report - September 2008

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 12**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: DIRECTOR OF ENVIRONMENT**

**SUBJECT : REGIONAL TECHNICAL STATEMENT FOR FUTURE  
AGGREGATES SUPPLY**

**1.00 PURPOSE OF REPORT**

- 1.01 To advise Members of the purpose of the Regional Technical Statement (RTS) and to endorse it, with reservations, to facilitate future strategic and Local Development Plan (LDP) policy development to ensure an uninterrupted and long term supply of aggregate is made available for the construction sector.

**2.00 BACKGROUND**

- 2.01 Mineral Planning Policy Wales December 2000 requires that Minerals Planning Authorities (MPA) provide positively for the working of mineral resources to meet society's needs through the identification of areas where future working can be undertaken and to safeguard resources from sterilisation. Paragraph 11 requires that each MPA should ensure that a contribution is made in the development plan and that for aggregates, the Regional Aggregates Working Party (RAWP) will provide an overview of supply and demand. The RAWP a government established and funded grouping comprising a mix of Mineral Planning Authority Officers, Industry and Trade Organisation Representatives, Government Agency Representatives and a number of other governmental and non-governmental organisation representatives, and Welsh Assembly Officials chaired by a senior Council Officer. Currently, in the North Wales RAWP, the Secretariat is a consultant appointed by the Welsh Assembly Government.
- 2.02 Paragraph 12 of Mineral Planning Policy Wales requires agreement to be reached by groups of authorities to determine the contribution each should make to meet regional needs. It should be noted that regional need includes taking account of a considerable inter-regional flow of aggregate minerals from where the stone is located in the ground to where the markets exist. Paragraph 17 requires that a landbank of planning permissions is maintained to ensure continuity of supply of aggregates which are currently in demand, and whilst administrative boundaries may form the basis of a landbank, in most areas there is likely to be a need to adopt a regional approach to the assessment. Paragraphs 57, 58 and 59 address regional issues. Minerals are considered to be an appropriate subject for consideration as a regional

approach is often the only sensible way to determine where extraction will have the least environmental impact. Paragraph 59 advises that it will be necessary for MPAs to collaborate to agree regional landbanks of non-energy minerals and therefore further close liaison is essential.

- 2.03 To this end, Mineral Planning Policy Wales Minerals Technical Advice Note 1:Aggregates, March 2004 (MTAN:1) requires the development and publication of a Regional Technical Statement to provide a steer for the future regional supply provision of aggregates minerals. In Flintshire, the principal aggregate is crushed limestone, with some sand and gravel and lesser amounts of gritstones, sandstone, siltstones and shales. Secondary aggregates are also produced including recovered and recycled construction and demolition wastes such as mining spoil, brick and concrete rubble.
- 2.04 Paragraphs 17 to 22 of MTAN:1 addresses future demand. Paragraph 17 states that the Government produces econometric forecast to provide projections of aggregates demand as a basis about future levels of supply, and that these are often significantly higher than actual land won production. Paragraph 18 notes that the Welsh Assembly Government has decided that this approach does not tie in with the principles of sustainable development which are at the heart of the government in Wales. Paragraph 19 states that about 23 million tonnes of aggregate demand and production will be required each year over the 5 years from the date of publication and is unlikely to exceed 23 to 27 million tonnes per annum, and that these figure should be used for planning purposes until the Regional Technical Statement is produced. Paragraph 21 notes that demand for aggregates will be closely monitored in conjunction with the Regional Aggregates Working Party and reviewed in the Regional Technical Statements.
- 2.05 Paragraph 29 deals with the future supply of aggregates and notes that the planning system can influence supply patterns much more than overall demand which is market led. The current pattern of supply is historic and does not necessarily reflect what may be optimal in the 21st century. It notes that planning permissions should only be granted in the most environmentally acceptable location in accord with development plans that are informed by the Regional Technical Statement. It requires the RAWPs to monitor production and distribution of aggregates and assess permitted reserves to determine the implication of national and local policies, and that their role will be extended to include an analysis of the environmental capacity of local authority areas in each regional to supply aggregates to ensure and adequate supply is maintained and that the supply is obtained from the most acceptable locations. RAWPs need to ensure that the regional supply will be adequate within the plan period to meet the anticipated demand for primary aggregates of 20 million tonnes per year. Paragraph 49 reflects previous England and Wales Policy requirements to maintain a minimum 7 year landbank of sand and gravel and a minimum 10 years landbank of crushed rock for the entire duration of each development plan.

- 2.06 In the light of all of the above, paragraph 50 of MTAN:1 states that the Assembly Government will prepare a geological study of the availability of suitable minerals and the environmental capacity of each local authority area to meet regional demand. It requires the RAWPs to prepare a 5 year Regional Technical Statement (RTS) within 18 months of the completion of the environmental capacity assessment for Wales. The relevant parts of the strategy set out in the RTS should be incorporated into individual development plans. The RTS will be reviewed at 5 year intervals.
- 2.07 Annexe A of MTAN:1 sets out the functions of the Regional Aggregates Working Party and re-states the requirement to prepare a Regional Technical Statement. The RAWP Secretariat is required to establish Joint Voluntary Arrangements to assess the draft RTS for proper consideration of land use issues relating to aggregates in development plans. All local authorities in a region should be represented and then the Statement needs to be agreed by each constituent local authority. Once agreed, each authority should include the elements relevant to its area within the development plan at the earliest opportunity, and if no agreement can be reached or if individual authorities do not accept the RTS, the Welsh Assembly Government will consider its default powers to intervene in the planning process as a last resort.
- 2.08 A sub-group of the RAWP was established to develop and consider the draft RTS, and the detail work was undertaken by the Secretariat, currently the Director of the National Stone Centre. A Member group was established to consider and agree the draft Statement, and meetings were held in Wrexham to introduce the Statement and agree terms of reference, and update meetings held in Prestatyn, Llandudno and in Colwyn Bay over a three year period. The Member meetings were not well attended. A consultation draft was issued in January 2008 and the consultation closed on 4th April 2008. The consultation included affected Ward Members, Community Councils, interest groups, printed flyers, posters and press releases. Consideration of the responses took place in May 2008 and a revised final version was produced thereafter. A Member meeting took place on 24th July 2008 in an attempt to agree and endorse the plan. Officers advised the Secretariat that many Members on the group lacked the delegated authority to agree the Statement and needed formal endorsement within the respective Cabinet/Executive systems. This report is to fulfil that purpose.

### **3.00 CONSIDERATIONS**

- 3.01 The Regional Technical Statement falls short of the original intentions as set out by the Welsh Assembly Government published policy and statements made by Assembly Officials. Part of the reasoning for this is that the document is prepared by the RAWP and more often than not, some of the key objectives of the aggregates industry and the objectives of the planning system are opposed. In order to reach any consensus, compromises have to be made. The main shortfall relates to the failure to carry out an assessment of whether the existing supply pattern is optimal or not. The majority of existing quarry sites can be traced back to planning permissions

granted in the 1940s and 1950s, and this is reflective of the willingness of the then landowners, often large estates, whether to release land or not and does not reflect current environmental and social constraints.

- 3.02 The Welsh Assembly did carry out some geological appraisals, and did produce an environmental capacity analysis for the whole of Wales at a 1 kilometre block resolution. However, the RTS only refers to the existence of areas of high environmental capacity or constraint in the recommendations for each administrative area. This does not present an immediate difficulty, as, in the majority of instances, the landbank of permitted reserves, and in particular for crushed rock, is high. Indeed, the North Wales crushed rock landbank is considered by the Welsh Assembly Government to be excessive. It will therefore take many years, possibly decades, to deplete the existing landbank, and there is therefore little immediate prospect of changing the current supply pattern. It is therefore appropriate to accept the inaugural RTS in the knowledge of this, as optimal supply patterns can be re-visited at the next and subsequent reviews of the RTS.
- 3.03 Secondly, no assessment has been made as to whether the various rock types are matched in quality to end use. The industry will argue that rock is matched to end-use, however, this is not backed up with evidence, and large tonnages of high quality stone are potentially being used in applications for which a lesser quality stone would suffice. This perpetuates demand for quarry sites in highly sensitive areas. There is an argument to require lesser quality sandstones, gritstones, siltstone and shale, which have a much wider geographical occurrence, to be used for low value applications such as bulk fill, and to use high quality stone for value added products such as coated roadstone, graded materials and concreting. The high quality rock tends to occur in the attractive and often environmentally sensitive upland areas, and can give disproportionate impacts on rural communities. Again, because of the high levels of existing permitted reserves, it is appropriate to accept the inaugural RTS in the knowledge of this, as the matching of aggregate quality to end use can be re-visited at the next and subsequent reviews of the RTS.
- 3.04 The RTS assessment of demand has been calculated on a per capita population basis, and each MPA has been assigned an apportionment and a prediction made of future demand. This therefore remains an econometric assessment and has not been formulated on an environmental capacity. However, this does acknowledge that each MPA must make a contribution where mineral is available and unconstrained, and that this must therefore be taken account of in future development plans.
- 3.05 The relevant conclusions for Flintshire are that it has an adequate existing provision for permitted crushed rock supply and has permitted sand and gravel reserves that just about cover the 12 and 15 year period recommended by the RTS. There is no requirement to make specific provision to identify and allocate or safeguard specific crushed rock reserves in the next development plan but there is recognition that Flintshire will, in collaboration with Denbighshire, need to consider making provision for sand

and gravel, and consider and approve new reserves that may come forward in the future. If the Fagl Lane Quarry permitted reserves of sand and gravel recently refused at the Planning and Development Control Committee are lost, then there will be a requirement to identify land and make allocations for future sand and gravel working in the next development plan period.

- 3.06 One issue that has arisen is a requirement to ensure that the level of permitted reserves is sufficient to cover the entire duration of the plan period. In order to ensure this, the Welsh Assembly Government is requiring that 7 years minimum supply of sand and gravel and the 10 years minimum supply of crushed rock should be increased by 5 years to 12 years and 15 years respectively. The rationale for this is to ensure that at the end of the plan period there remains an adequate supply to carry over into the next plan period. It can be argued that this is unnecessary, as there is already robust national policy guidance which requires that MPAs should ensure a minimum of 7 years sand and gravel and 10 years crushed rock for the duration of the local development plan. Nevertheless, this does ensure that in the event that a future development plan is delayed for adoption, that an adequate and continuous supply of aggregate provision is in place. It is possible that the constituent MPAs can, in LDP policy, formulate policy to identify future reserves, but to only release them where permitted reserves are approaching the minimum 7 and 10 years permitted supply.
- 3.07 The Regional Technical Statement process is in its infancy and there is a requirement to review the RTS every 5 years. There is provision for frequent review within the LDP, and therefore by the time that Flintshire needs to have full regard to the Statement, many of the issues within the RTS are highly likely to have been resolved. Flintshire already has reserves in excess of the recommended supply provision, and therefore this inaugural Statement has little direct impact on the next stage of the development plan process, which is the preparation of the LDP.
- 3.08 The reservations to note are that future revisions of the RTS should have much fuller regard to the published Welsh Assembly Government Policy and in particular to the issues of geological availability and suitability, environmental capacity and the matching of quality with end use to promote a more sustainable supply and usage pattern in the future, and to question whether there is a demonstrated need to increase the supply provision of sand and gravel and crushed rock from 7 and 10 years to 12 and 15 years respectively. This aside, the RTS provides an initial basis for future regional aggregates supply provision and is capable of further refinements with future reviews.

#### **4.00 RECOMMENDATIONS**

- 4.01 To endorse the Regional Technical Statement, with reservations, to facilitate the preparation of future development plans and to enable the continued development of the RTS at future review.

**5.00 FINANCIAL IMPLICATIONS**

5.01 None

**6.00 ANTI POVERTY IMPACT**

6.01 None

**7.00 ENVIRONMENTAL IMPACT**

7.01 The implications of the RTS are to limit the availability of new reserves to be released at the present time, and to have regard to the environmental capacity of an area to accommodate new and continued aggregate workings.

**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 Consultation took place between January 2008 and 4th April 2008. Member participation at Member forum. 3000 information fliers, letters to organisations, posters and press releases, media coverage and the establishment of a website. 18 responses were received.

**12.00 APPENDICES**

12.01 None

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

Regional Technical Statement Final Draft Version July 2008

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 13**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: CHIEF EXECUTIVE**

**SUBJECT : REGULATORY PLAN: MIDYEAR REVIEW**

**1.00 PURPOSE OF REPORT**

1.01 To provide a mid year report on the management of the regulatory plan.

**2.00 BACKGROUND**

2.01 The Regulatory Plan for 2007/08 is prepared as a result of the Joint Risk Assessment during 2007/08 for work to be carried out during 2008/09. It was approved by the Executive in June 2008. The plan comprises of pieces of external audit work being undertaken by a range of our external auditing bodies. These include the Wales Audit Office, PricewaterhouseCoopers, Estyn, Care and Social Services Inspectorate for Wales as well as national reports commissioned by the Auditor General for Wales.

2.02 The work programme is monitored on a regular (usually bi-monthly) basis by the Wales Audit Office's Relationship Manager and the Chief Executive. The Executive will receive a monitoring report twice a year, with details of full reports and actions planned within three months of receipt of a final report. The role of Audit Committee in relation to the Regulatory Plan is to:

(1) Review the external auditor's proposed audit scope and approach for the current year

(2) Receive all audit reports, and the annual audit letter and ensure that all agreed recommendations are implemented.

**3.00 CONSIDERATIONS**

3.01 The Regulatory Plan for 2007/08 is progressing according to the agreed timescales for the various activities. A detailed progress report is provided as Appendix 1.

3.02 The current scheduled activities have all been subject to a detailed and inclusive scoping (issues analysis) meeting and agreement has been reached over the detail of the work to be undertaken and timescales.

3.03 During the past year there have been a number of changes which have

better informed our regulatory programme and strengthened the ways in which we manage and are accountable for the plan. These include:

- Production of the strategic assessment of risks and challenges
- Nominated senior project sponsors to lead, be accountable for and manage the regulatory workstreams
- Scrutiny processes being developed to be more aligned to the Regulatory Plan
- The strengthening of the Executive Forward Work Programme to also align with the regulatory work

3.04 The Chief Executive has stated an aim to reduce core regulators fees by 10% in 2009/10 (approx £45,000) to reflect a reduction in requirement for regulation. The improved processes for self regulation and a reduction in the amount of regulatory work identified should lead to this reduction in fees. The regulators are also being encouraged to identify efficiency savings from within their work programmes and also to be transparent in indicating the number of work days and costs of each piece of regulatory work. This evidence should provide the organisation with a better understanding of the cost of regulatory work in relation to its quality.

#### **4.00 RECOMMENDATIONS**

4.01 Executive members to endorse the continuing improvement to the management of the regulatory plan and note the progress report against the 2007/08 plan.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no direct financial implications for 2008/09. Efficiencies in regulator's fees are being forecast as a 10% reduction.

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

6.01 There are no direct anti poverty implications within this report.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no direct environmental implications within this report.

#### **8.00 EQUALITIES IMPACT**

8.01 There are no direct equalities implications within this report.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no direct personnel implications within this report.

#### **10.00 CONSULTATION REQUIRED**



10.01 Consultation with the relevant Directorates will be undertaken as the work programme progresses.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Consultation with relevant Directorates has taken place as part of the work programme.

**12.00 APPENDICES**

12.01 Appendix 1: 2007/08 Regulatory Plan Summary

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

Regulatory Plan 2007/08

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## 2007/08 REGULATORY PLAN SUMMARY

The 2007/08 Regulatory Plan refers to work identified in 2007/08 but which is carried out during 2008/09

<b>2007/08 REGULATORY PLAN (work undertaken in 2008/09)</b>	
<b>WALES AUDIT OFFICE</b>	
<b>Leisure</b>	Initial Issues Analysis meeting held 9 <sup>th</sup> July 2007. Update report to be presented to Executive 29 <sup>th</sup> September 2008.
<b>Waste Management</b>	Issues Analysis meeting undertaken by North Wales Regional Waste Reference Group in August 2008.
<b>Implementation of regulators' recommendations</b>	Issues Analysis meeting held 11 <sup>th</sup> June 2008. Drawing Conclusions meeting held 29 <sup>th</sup> August 2008. Draft report expected October 2008.
<b>Organisational Transformation</b>	To be incorporated in the HR strategy and Capacity (Joint with PwC).
<b>PRICEWATERHOUSE COOPERS</b>	
<b>Contractor Functions</b>	Scoping and field work completed. Draft report expected September 2008.
<b>Medium Term Financial Strategy</b>	Issues Analysis meeting held August 2008.
<b>Asset Management – including Infrastructure Assets</b>	Issues Analysis has been agreed.
<b>Planning</b>	Issues Analysis meeting held August 2008.
<b>VFM Conclusion</b>	Report to be included within the 2008 Relationship Manager's Annual Letter.
<b>Wales Programme for Improvement</b>	National Performance Indicator audit undertaken July 2008. Final authority report expected 12 <sup>th</sup> September 2008. Outcomes reported within the 2008 Relationship Manager's Annual Letter. Remaining work to be completed end October 2008.
<b>JOINT WALES AUDIT OFFICE/PRICEWATERHOUSE COOPERS</b>	
<b>Adult Mental Health Services – WAO Mandated Study</b>	WAO to advise timescale.
<b>Joint Risk Assessment</b>	Joint Risk Assessment meeting to be held December 2008.
<b>Housing Strategy and Stock Options</b>	Issues Analysis 14 <sup>th</sup> July 2008. WAO/PwC attended Local Strategic Housing Review Board meeting 29 <sup>th</sup> July 2008.
<b>HR Strategy and Capacity</b>	Issues Analysis meeting held on 16 <sup>th</sup> July 2008. Fieldwork to begin September 2008.

## 2007/08 REGULATORY PLAN SUMMARY

**CARE AND SOCIAL SERVICES INSPECTORATE FOR WALES (CSSiW)**

<b>Fostering Inspection</b>	Dates to be agreed.
<b>Adoption Inspection</b>	Dates to be agreed.
<b>Care Homes (6) Inspection</b>	Dates to be agreed.
<b>Registered Domiciliary Agency Inspection</b>	Dates to be agreed.
<b>Annual Performance Evaluation</b>	Dates to be agreed.

**AUDITOR GENERAL WALES – LOCAL GOVERNMENT STUDIES PROGRAMME - NATIONAL REPORTS**

<b>Making and Delivering the Connections 2 Asset Management (Phase 2) – Buildings Management</b>	Field work provisionally programmed to start late 2008 for completion early 2009 – subject to agreement at individual sites.
<b>Good Practice: Smarter Ways of Working</b>	Field work to be confirmed.

**AUDITOR GENERAL WALES – FORWARD WORK PROGRAMME - NATIONAL REPORTS**

<b>Child and Adolescent Mental Health Services</b>	In partnership with Healthcare Inspectorate Wales. All Wales report. Local feedback planned for Spring 2008 with national report planned for Summer 2008. Deferred to January 2009.
<b>Sustainable Development – Business Decision-Making</b>	Almost complete.
<b>Management of Coastal Erosion and Tidal Flooding Risks in Wales</b>	Council survey returned December 2007. National report planned Summer 2008.
<b>Capital Investment in Schools</b>	Flintshire County Council not 1 of the 12 counties selected for visit.
<b>Education of Looked After Children</b>	Fieldwork planned for May 2008. Drawing Conclusions meeting planned for December 2008.
<b>Emergency Planning – Civil Contingencies Act</b>	Initial scoping meeting being planned.
<b>Communities First</b>	National report planned for October 2008.
<b>Integrated Transport</b>	Not started
<b>Parenting Action Plan</b>	Report to Assembly's Children and Young People's Partnership planned for October 2008.

## 2007/08 REGULATORY PLAN SUMMARY

<b>ESTYN</b>	
<b>Inspection of Additional Learning Needs, Social Inclusion and Access Support Services</b>	Planned for Spring Term 2009.

<b>OUTSTANDING WORK FROM 2006/07 PROGRAMME (work undertaken in 2007/8)</b>	
<b>WALES AUDIT OFFICE</b>	
<b>Review of North Wales Regional Partnership Board</b>	Field work – July – December 2007. Welsh Audit Office attended North Wales Regional Partnership Board (NWRPB) meeting on 23 <sup>rd</sup> November 2007. NWRPB is undertaking further work on the Revenues and Benefits proposals. Welsh Audit Office awaiting outcome of the work.
<b>Community Safety</b>	Field work – October 2007 – March 2008. Draft report received June 2008; final report awaited.
<b>Sustainability and Equalities Review</b>	Field work July 2007 – March 2008. Consideration of workshops post election.
<b>Homelessness &amp; Affordable Housing</b>	Final report received November 07.  <b>Detailed report to be received by Executive Autumn 2008.</b>
<b>Highways Infrastructure</b>	Final report received November 07.  <b>Detailed report to be received by Executive Autumn 2008.</b>
<b>PRICEWATERHOUSE COOPERS</b>	
<b>Housing Repair Service – Follow up Public Interest Report</b>	Final report received December 2007.  <b>Detailed report to be received by Executive Autumn/Winter 2008.</b>
<b>Private Sector Housing Grants – Follow Up</b>	Final report received September 2007.  <b>Detailed report to be received by Executive Autumn/Winter 2008.</b>

**2007/08 REGULATORY PLAN SUMMARY****CARE AND SOCIAL SERVICES INSPECTORATE FOR WALES (CSSiW)****Fostering Services - Inspection**

Final reports received: January 2007 and February 2008

**Detailed report to be received by Executive Autumn 2008.****ESTYN****Adult Continuing Learning**

Final report received: May 2008

**Detailed report to be received by Executive Autumn 2008.**

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 14**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: DIRECTOR OF ENVIRONMENT**

**SUBJECT : HIGHWAYS INFRASTRUCTURE AUDIT - UPDATE**

**1.00 PURPOSE OF REPORT**

1.01 To update Members on the progress being made with the actions arising from the Welsh Audit Office (WAO) report on Flintshire County Council's Highway Infrastructure (November 2007).

**2.00 BACKGROUND**

- 2.01 The WAO review sought to answer the question: *'is the Council likely to improve the condition of the highway infrastructure over the next five years?'* The report concludes that: *'although the Council's highway infrastructure compares favourably with that of other local authorities in Wales, a number of factors indicate that its condition is unlikely to improve over the next five years.'*
- 2.02 Arising from the review were six main recommendations for improvement. Details of each recommendation and the progress made to date on implementing them are included in the following table.

<b>Recommendation</b>	<b>Action/Comment/Timescale</b>
<b>R1</b> The Council should review the level of highway maintenance service provided, and agree a full set of highway maintenance policies and standards within the next year.	Existing informal working practices will be formalised into policies and standards in accordance with the following timetable (the level of service provided for each area of work will be reviewed as part of this process).  <u>High Risk</u> Grass cutting (Completed - April 2008) Gully emptying (Sep 2008) Sweeping (Sep 2008) Litter (Sep 2008)  <u>Medium Risk</u> Public ROWs (Dec 2008) Street lighting (Dec 2008) Highway drainage (Dec 2008) Highway trees (Dec 2008)

Date: 30/09/2008

	<p><u>Low Risk</u>                  Winter maintenance (Mar 2009)                  Highway inspections (Mar 2009)                  Resurfacing (Mar 2009)                  Surface dressing, footway slurry sealing etc. (Mar 2009)</p> <p>These individual policies and standards will all be incorporated into the Highway Asset Management Plan (scheduled completion date for the HAMP is March 2009). The HAMP will become the main driver for prioritising capital and maintenance work programmes.</p>
<p><b>R2</b>                  The Council should ensure that the restructuring of the Highway and Engineering Services is fully completed by Autumn 2007.</p>	<p>The restructuring was completed in Autumn 2007 and was fully operational from 1 April 2008.</p>
<p><b>R3</b>                  The Council should immediately review the grades of vacant posts and consider whether these are likely to attract suitable candidates.</p>	<p>No formal review has taken place within Highways. However, all vacant posts within the restructured department have now been successfully filled, albeit with some difficulty (i.e. re-advertising required and slight compromises around existing experience have been made)</p> <p>There are still a number of vacant posts that we are unable to fill, but the issue in these cases is around the level of basic salary and bonus payments. This problem should be addressed through the implementation of Single Status.</p>
<p><b>R4</b>                  Management competencies should be agreed and managers assessed against them within the next six months. Managers should then be given support and training to address any deficiencies.</p>	<p>The Corporate Personal Appraisal System will be rolled out across the Highways Department in July and August 2008 and will include objective setting, and identification of any training needs (technical or managerial).</p>
<p><b>R5</b>                  The financial procedures relating to securing value for money from former DLO services should be reviewed within the next six months and then communicated to staff.</p>	<p>PriceWaterhouseCooper are undertaking an audit into all aspects of the Authority's 'trading services'. We are currently awaiting PWC's final report.</p>
<p><b>R6</b>                  Within the next 18 months, officers should investigate alternative ways of procuring maintenance work to test the cost effectiveness of the current arrangements</p>	<p>Ongoing.                  Examples include;                  Use of contractors to provide emergency pot hole filling and emergency repairs service.                  A review of the effectiveness of the highway grass cutting arrangements.                  Use of a new schedule of rates for works for the Trunk Road Agency.</p>

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Review of winter maintenance working arrangements.  
Investigation of options for energy saving initiatives for street lighting.  
Use of external contractors for patching, resurfacing and slurry sealing work

### **3.00 CONSIDERATIONS**

3.01 WAO met with the Chief Highways and Transportation Engineer (Works) on 30 July 2008, to discuss progress on the recommendations. They were satisfied with the actions completed to date and were pleased to hear that progress is being reported to the Executive via this report.

3.02 The findings of the WAO review and the actions arising from the recommendations will need to be incorporated into the Council's new 'Streetscene' initiative. The 'bringing together' of a wider range of functions under the 'Streetscene' banner will inevitably impact upon the way in which the DLO functions in the future and also the way in which highways infrastructure is maintained.

### **4.00 RECOMMENDATIONS**

4.01 That Members note the progress being made on the actions arising from WAO Highways Infrastructure Review (November 2007).

### **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 There are no discernible equal opportunities implications.

### **9.00 PERSONNEL IMPLICATIONS**

9.01 None

### **10.00 CONSULTATION REQUIRED**

10.01 None



**11.00 CONSULTATION UNDERTAKEN**

11.01 None

**12.00 APPENDICES**

12.01 None

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

Welsh Audit Office (WAO) report on Flintshire County Council's Highway Infrastructure (November 2007)

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WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

November 2007

Authors: David Wilson and David O'Farrell

Ref: 621A2007

# Highway Infrastructure

## **Flintshire County Council**

We have found that while Flintshire County Council's (the Council) highway infrastructure compares favourably with that of other local authorities in Wales, its condition is unlikely to improve over the next five years.

## Contents

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<b>Summary</b>	4
The condition of the highway infrastructure in Flintshire compares favourably with that of other local authorities in Wales	4
The resources available for maintaining the highway infrastructure are increasingly inadequate even though the Council states that it is spending the same proportion of its budget on the highway infrastructure	5
The Council needs to strengthen its arrangements for making efficient use of resources	6
Recommendations	9

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## Status of this report

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## Summary

1. In Flintshire there are 1,151 kilometres of adopted roads and associated infrastructure. Forty-nine kilometres of these roads are trunk roads which are maintained by a consortium of local authorities on behalf of the Welsh Assembly Government (the Assembly Government). The remainder are the direct responsibility of the Council.
2. The latest Joint Risk Assessment undertaken by the Council and its regulators identified that existing financial and managerial resources may not be sufficient to meet the future demand for highway maintenance and improvement work.
3. This review sought to answer the question: 'is the Council likely to improve the condition of the highway infrastructure over the next five years?' It also assesses the impact of the Council's modernisation of the Highways and Engineering Services.
4. We have concluded that although the Council's highway infrastructure compares favourably with that of other local authorities in Wales, a number of factors indicate that its condition is unlikely to improve over the next five years.
5. Although the Council states that it is spending the same proportion of its budget on the highway infrastructure, the resources available for its maintenance are increasingly inadequate and are insufficient to keep the highway infrastructure in its current condition. We also found that the Council's policies and standards for maintaining the highway infrastructure are not properly defined; the current restructuring of Highways and Engineering Services is not being managed effectively, and some of the Council's financial procedures are poorly understood and ineffectually applied.

## The condition of the highway infrastructure in Flintshire compares favourably with that of other local authorities in Wales

6. The Council's 2005-2006 performance indicators show that, in comparison with other Welsh local authorities, Flintshire is better or considerably better than average for:
  - the condition of Class A roads;
  - the condition of Class B and C roads;
  - the percentage of street lamps not working; and
  - the percentage of footpaths and other rights of way which are easy to use.

7. The Surface Condition Assessment of the National Network of Roads survey carried out in 2005-2006 for the Assembly Government revealed that:
  - Flintshire has the lowest level of maintenance backlog per kilometre of any Welsh local authority; and
  - the condition of roads in Flintshire in all categories is better than the average for Wales.
8. However, this situation could change in the future as a higher-than-average percentage of the network in Flintshire is just below the threshold which defines whether structural maintenance is needed.

## The resources available for maintaining the highway infrastructure are increasingly inadequate even though the Council states that it is spending the same proportion of its budget on highway infrastructure

9. The Council is developing a Highways Asset Management Plan which shows that it needs to spend £13.8 million per annum on maintenance works to prevent the highway and associated infrastructure deteriorating.
10. The Council has spent, in total, some £9 million-£10 million per annum on highway maintenance over the period 2003-2004 to 2006-2007 of which £6 million-£7 million per annum has been spent on maintenance works. This is approximately £7 million-£8 million per annum less than that identified in the Highways Asset Management Plan as being required to prevent deterioration of the highway infrastructure.
11. The maintenance works are funded from both revenue and capital allocations but as Exhibit 1 shows although the overall expenditure on highway maintenance works has remained relatively stable, the capital element is increasing and the revenue element is declining.

**Exhibit 1: Capital and revenue expenditure/budget on highway maintenance (£ millions)**

Year	20003-2004		2004-2005		2005-2006		2006-2007 (Budget)	
	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev
Works	0.849	5.164	1.027	5.932	1.674	4.838	1.671	4.439
Staff		1.117		1.071		1.205		1.177
Support costs		2.000		2.067		2.128		2.189
Sub total	0.849	8.281	1.027	9.070	1.674	8.171	1.671	7.805
Total	9.130		10.097		9.845		9.476	

Source: Flintshire County Council

- 
12. The Assembly Government has provided approximately £0.8 million extra capital funding for 2007–2008 and this will be available for a further year, but future funding may depend on the relative condition of the highway infrastructure in comparison with other local authorities. If it does, Flintshire may lose out because the roads in Flintshire are generally in a better condition than most other authorities in Wales.
  13. Although the revenue element for staff costs and overhead costs have changed little over the four-year period, the revenue expenditure available for maintenance works has declined from £5.164 million in 2003-2004 to a budgeted figure of £4.439 million in 2006-2007. This expenditure is for planned work, such as resurfacing, and for reactive work, such as filling potholes.
  14. It is the planned work which provides the long-term improvements to defective infrastructure. However, increasingly less revenue money is available for planned work. The reasons for this are complex, but over the four-year period, referred to in Exhibit 1, they include the effects of general inflation and a disproportionate rise in the cost of road construction materials. In addition, a major contributory factor is the changes to the way in which earmarked resources have been used. For example, although the spending on reactive work appears to have remained stable at around £0.3 million per year, this expenditure just relates to emergency works. If the work carried out by the new neighbourhood teams is included, this figure increases by £0.86 million, further reducing the amount available for planned maintenance work.
  15. Also, a significantly higher proportion of the revenue budget is now spent on winter maintenance since the permanent night shift was introduced in 2005-2006. Spending on winter maintenance increased from £547,800 in 2004-2005 to £917,700 in 2005-2006. This arrangement is a more cost effective arrangement during severe winters, whereas a standby service would be more cost effective in mild winters.
  16. In addition, the cost of insurance claims comes out of the highway maintenance revenue budget. Although there is a downward trend in the number of insurance claims they are costing more. In order to keep insurance premiums down the Council increased its excess from £10,000 in 2000-2001 to £25,000 in 2001-2002 and to £55,000 in 2004-2005. Overall insurance costs, for claims and premiums, have increased from £71,000 in 2001-2002 to £383,000 in 2005-2006.

## **The Council needs to strengthen its arrangements for making efficient use of resources**

17. In order to assess whether it is getting value for money the Council needs to know if it is delivering the service that it wants in a well-managed way and at a competitive price.

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## **The Council's policies and standards for maintaining the highway infrastructure are not properly defined**

18. Although officers recognise the need to have written policies and standards in response to the National Code of Practice for Highway Maintenance 2005, these have not yet been produced. The Council's Highway Maintenance Policy is, as a consequence, largely based on custom and practice, and the standards of service that the Council wants have not been properly defined or formally approved.
19. For example, there are no approved written criteria for the selection of winter maintenance routes. The routes treated are those that were inherited from the former County Council and include the sections of trunk roads that the Council maintains as part of its commitment to the North Wales Trunk Roads Agency. These routes cover 47 per cent of the network, which is the highest proportion in Wales. There is an operational manual for winter maintenance but this does not define performance standards. Reports have been submitted to members on winter maintenance but these have largely been to advise on changes in operational arrangements and to seek endorsement. The reports have not required members to evaluate options and decide whether such a large area of highway can continue to receive this level of service bearing in mind the substantial costs involved.
20. In addition, there are no written procedures for monitoring the work carried out by the statutory undertakers, and there is no written and approved Safety Inspection Procedure which defines the response to different types of defect.
21. The service has not produced a Business Plan for 2007-2008 because of the priority given to modernising the Highways and Engineering Services. The previous years' plans essentially identify general aspirations: they provide information about the services provided and priority proposals. However, as there are no clear objectives or effective performance appraisal it is difficult to assess whether these proposals are appropriate and provide value for money.

## **The current restructuring of the Highways and Engineering Services is not being managed effectively**

22. The Council is modernising the Highways and Engineering Services by streamlining and consolidating the management structures of the Highways and Transportation and Engineering Divisions. The benefits of this should be:
  - The removal of duplication.
  - More soundly based investment decisions. A new team will be set up to continue the development of the Highways Asset Management Plan and, as improved management arrangements and information technology systems are implemented, they should provide a more systematic basis for future investment decisions.
  - A more responsive service. Neighbourhood teams and the Rapid Response Team should be more responsive to local communities and also have the potential to develop into multitask teams dealing with small-scale neighbourhood maintenance problems.



- 
23. However, management of the restructuring has been poor. The process was started in October 2003 and is yet to be completed. Delivery of the restructuring has been hampered by a number of factors including:
- the lack of a Project Plan;
  - a long period of managerial instability within the Council as a whole, with a number of senior officers taking voluntary early retirement;
  - the loss of senior officers in the Highways and Engineering Services;
  - Highways and Engineering Services officers operating in acting positions and carrying out multiple roles; and
  - a lack of management skills and poor understanding of personnel procedures within the Highways and Engineering Services.
24. These factors have led to low staff morale and are impacting on the Council's effectiveness in maintaining the highway infrastructure. There are, for example:
- difficulties in transferring existing staff into the new structure;
  - difficulties in filling vacant posts which are affecting the capacity of the services;
  - delays in developing the Highways Asset Management Plan and providing up-to-date approved policies and procedures so that future priorities can be more effectively determined; and
  - difficulties in making effective long-term decisions.

### **Some of the Council's financial procedures are poorly understood and ineffectively applied**


25. We found a lack of clarity about the operation of some of the Council's financial procedures. For example, each Chief Officer is responsible for obtaining value for money under Financial Procedure Rule 22, and are required to complete an annual value-for-money self-assessment questionnaire which should be monitored by the Chief Financial Officer. We found no evidence that this is happening.
26. We also found a lack of clarity about the Council's procedures for the procurement of works by the DLO and no information about when the rates charged by the DLO were last subjected to competitive tender. This has meant that in 2006-2007, for example, £2.83 million of expenditure was undertaken based on rates that have not been subject to recent competitive tendering.
27. No service level agreements have been negotiated with internal service providers, so performance levels cannot be monitored and costs cannot be compared with external providers.

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## Recommendations

28. Our main recommendations are listed below.

R1	The Council should review the level of highway maintenance service provided, and agree a full set of highway maintenance policies and standards within the next year.
R2	The Council should ensure that the restructuring of the Highway and Engineering Services is fully completed by Autumn 2007.
R3	The Council should immediately review the grades of vacant posts and consider whether these are likely to attract suitable candidates.
R4	Management competencies should be agreed and managers assessed against them within the next six months. Managers should then be given support and training to address any deficiencies.
R5	The financial procedures relating to securing value for money from former DLO services should be reviewed within the next six months and then communicated to staff.
R6	Within the next 18 months, officers should investigate alternative ways of procuring maintenance work to test the cost effectiveness of the current arrangements.



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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 15**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: DIRECTOR OF COMMUNITY SERVICES**

**SUBJECT : OUTCOMES OF THE CARE AND SOCIAL SERVICES  
INSPECTORATE (WALES (CSSIW) OF THE FLINTSHIRE  
FOSTER CARE SERVICES 2006 AND 2007**

**1.00 PURPOSE OF REPORT**

1.01 To advise and inform the Executive Committee of the Inspection of the Foster Care Service for 2006 and 2007 by the Care and Social Services Inspection Wales (CSSIW) .

**2.00 BACKGROUND**

2.01 The Foster Care Service is responsible for the management, organisation, and assessment of all foster carers in Flintshire. As of September 2008, this is made up of

- General foster carers approved for different age ranges
- Teenage Foster Scheme
- Short-break carers

2.02 The Foster Care Service plays a central role in providing care to 152 children. The majority of children are placed in general foster care (101), with a maximum of sixteen young people in our teenage scheme, thirteen in kinship settings and twenty two in short break placements.

The service seeks to provide care settings which look after children who need an emergency placement, planned arrangements or long term care.

It seeks to ensure that the needs of the child are matched with the skills and abilities of the carers. This creates an environment in which children can experience stability and the service values carers who have specific and identified skills.

2.03 The purpose of the annual inspection is to comment on the quality of the service provided including the management and organisation of the service and the quality of support delivered to carers and the children/young people who live in these settings.

2.04 CSSIW operates under the provision of the Care Standards Act 2000 and associated regulations and at each inspection episode adopts a range of different methods to capture the experience of service users and their relatives/representatives These may include:-

- discussion groups with foster carers
- reading and reviewing case files
- visits to foster carers
- use of questionnaires
- evaluating the self assessment document prepared by the local authority in advance of the inspection

2.05 For the two inspections covered by this report, CSSIW made a number of observations and commentary on the general compliance for the foster care service to ensure it met standards and regulations.

The common themes which were identified in both reports can be categorised in the following areas:-

- Findings of inspection
- Policies and Procedures
- Management and staffing of the Foster Care Services and quality of care provided
- Records
- Short-term placements
- Family and friends as carers

### **3.00 CONSIDERATIONS**

3.01 Taking the two inspection reports together, the conclusions can be summarised as follows.

3.02 Achievements of the Foster Care Services 2006-2007

- Management of the foster care service was found to be effective and efficient
- External agencies described the service as 'forward thinking'
- There is positive commentary about the commitment shown by most foster carers
- There is strong evidence of performance management
- Young people who responded to the questionnaire commented that they liked where they lived
- A number of successful marketing activities have been noted to recruit new foster carers
- Information for carers via the Foster Care Handbook is described as comprehensive and accessible
- It was noted that children living in a kinship care setting were making good progress

- A specific therapeutic placement scheme for children with extensive emotional and behavioural concerns was described by an external agency as making a difference to children's lives

### 3.03 Areas for Improvement highlighted in 2006-2007

- Technical issues over human resource validation of certification at point of employment
- The need to identify suitable office accommodation for staff teams due to overcrowding
- Appropriate administrative processes to ensure requisite forms are placed into files
- The need to improve the range and quality of training opportunities for foster carers

3.04 The Inspectorate have in 2008 introduced a new system of compliance notifications which request that the Foster Care Service demonstrate service improvements made in relation to the themes in 3.03 above within a specified period. These have been subsequently undertaken and the Inspectorate informed of these outcomes as outlined in the compliance process.

3.05 The continuous progress of the Foster Care Service is highlighted in the reports for 2006 and 2007. This ensures that children and young people and their carers are receiving a range of support, guidance, assessment and overview which complies with national minimum standards and regulations.

Both reports reflect a service which continues to demonstrate continuous improvement year on year.

## 4.00 RECOMMENDATIONS

4.01 That Executive receives the report, and notes the continuous improvement of the Foster Care Service, as evidenced by the CSSIW inspection reports for 2006 and 2007.

## 5.00 FINANCIAL IMPLICATIONS

5.01 The incremental growth of the Foster Care Service in recent years to meet the needs of more looked after children has been met from within the allocated resources for the service, including "invest to save" initiatives and WAG grant schemes.

5.02 The recommendation for the staff teams to move to bigger office accommodation to alleviate overcrowding is outstanding, and is being discussed as part of the Corporate Asset Management.

## 6.00 ANTI POVERTY IMPACT

6.01 Flintshire Foster Care Service has for the last four years used a payment scheme based upon guidance from a national organisation called the Fostering Network (Wales).

6.02 This model of payment seeks to reflect the real costs associated with looking after a child in care. It enables foster carers to provide a full assortment of every day activities ranging from transport, clothing and food which ensures there is no financial hardship associated with being in care.

## **7.00 ENVIRONMENTAL IMPACT**

7.01 None that directly relate from the Inspection Report.

## **8.00 EQUALITIES IMPACT**

8.01 None that directly relate from the Inspection Report.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 None that directly relate from the Inspection Report.

## **10.00 CONSULTATION REQUIRED**

10.01 See 11.01

## **11.00 CONSULTATION UNDERTAKEN**

11.01 The process of inspection includes a diverse range of key stakeholders

- Looked After children
- Parents and relatives of children who are in care
- Foster carers
- Children's Services employees
- External agents
  - (i) Health
  - (ii) Education
  - (iii) Other statutory and non statutory bodies
  - (iv) Other foster care providers

These are key to the Inspectorate assessments, allowing for a full range of views and observations to inform their evaluations.

## **12.00 APPENDICES**

12.01 Summary reports of  
Inspection (20.11.06)  
Inspection (20/10 & 12/07)

Full reports are available in hard copies if required.

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

**BACKGROUND DOCUMENTS**

none

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**CARE AND SOCIAL SERVICES INSPECTORATE WALES**

**Care Standards Act 2000**

**INSPECTION REPORT  
FOSTERING SERVICES**

**Flintshire Fostering Services**

County Hall  
Mold  
CH7 6NN

**DATE OF PUBLICATION – 11 February 2008**

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## CARE AND SOCIAL SERVICES INSPECTORATE WALES

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<b>Contact telephone number:</b>	01352 701000
<b>Registered provider / Director of Social Services:</b>	Flintshire County Council
<b>Responsible Individual / Head of Service</b>	Carol Salmon
<b>Manager:</b>	Liz Byrne
<b>Dates of this inspection episode:</b>	2/10/07 - 31/12/07
<b>Dates of other relevant contact since last report:</b>	N/A
<b>Date of previous report publication:</b>	31 January 2007
<b>Inspected by:</b>	Denise Stickels and Shirley Cox
<b>Other regions contributing to this report:</b>	N/A

## INTRODUCTION

This report has been compiled following an inspection of the fostering service undertaken by Care and Social Services Inspectorate Wales (CSSIW) under the provisions of the Care Standards Act 2000 and associated regulations.

The primary focus of the report is to comment on the quality of life and quality of care experienced by service users (foster carers and children in placement).

The report contains information on how we inspect and what we find. This inspection focuses specifically on the Fostering Services (Wales) Regulations 2003 but also takes into account the National Minimum Standards for Fostering Services. The report is divided into nine sections reflecting the broad areas covered by the inspection:

1. Summary of Findings
2. Policies and Procedures / Information
3. Management and Staffing of the Service, (including premises and finance)
4. Provision of Foster Carers (including Fostering Panel)
5. Quality of Care and Safety for Children Placed
6. Placement of Children, Parts V & VI of the Regulations
7. Records
8. Short Term Placements
9. Family and Friends as Carers

CSSIW inspectors are authorised to enter and inspect fostering services at any time. Inspection enables CSSIW to satisfy itself that the service should continue to operate, and for IFAs this will include satisfaction that continued registration is justified. It also ensures that all fostering services are compliant with:

- Care Standards Act 2000 and The Fostering Services (Wales) Regulations 2003, whilst taking into account the National Minimum Standards for Fostering Services.
- The service's own statement of purpose.

At each inspection episode there are visits to the service during which CSSIW may adopt a range of different methods in its attempt to capture service user's and their relatives'/representatives' experiences. Such methods may for example include self-assessment, discussion groups, case tracking, visits to carer's homes, observation, interviews, and the use of questionnaires. At any other time throughout the year visits may also be made to the service to investigate complaints and to respond to any changes in the service.

Readers must be aware that a report is intended to reflect the findings of the inspector at a specific period in time. Readers should not conclude that the circumstances of the service will be the same at all times.

The registered / responsible person/s is/are responsible for ensuring that the fostering service operates in a way which complies with the service specific regulations. CSSIW will comment in the general text of the inspection report on their compliance. For those regulations which CSSIW believes to be key in bringing about change in the particular service, they will be separately and clearly identified in the requirement section.

As well as listing these key requirements from the current inspection, requirements made by CSSIW since the last inspection, which have been met and those which remain outstanding are included in this report. The reader should note that requirements made in last year's report which are not listed as outstanding have been appropriately complied with.

Where key requirements have been identified, the provider is required under regulation 42B, (Compliance Notification), to advise, in writing, the appropriate regional office of the completion of any action required by CSSIW.

The regulated service is also responsible for having in place a clear, effective and fair complaints procedure which promotes local resolution between the parties in a swift and satisfactory manner, wherever possible. The annual inspection report will include a summary of the numbers of complaints dealt with locally and their outcome.

CSSIW may also be involved in the investigation of a complaint. Where this is the case CSSIW makes publicly available a summary of that complaint. CSSIW will also include within the annual inspection report a summary of any matters it has been involved in together with any action taken by CSSIW.

Should you have concerns about anything arising from the Inspector's findings, you may discuss these with CSSIW or with the registered person.

Care and Social Services Inspectorate Wales is required to make reports on regulated services available to the public. The report is a public document and will be available on the CSSIW web site, [www.cssiw.org.uk](http://www.cssiw.org.uk)

## CONTENTS

<b>SECTION</b>		<b>Page</b>
<b>SECTION ONE:</b>	<b>Summary of Findings</b>	6-9
<b>SECTION TWO:</b>	<b>Policies and Procedures / Information</b>	10-11
<b>SECTION THREE:</b>	<b>Management and Staffing of the Service (Including Premises and Finance)</b>	12-14
<b>SECTION FOUR:</b>	<b>Provision of Foster Carers (Including Panel)</b>	15-18
<b>SECTION FIVE:</b>	<b>Quality of Care and Safety for Children Placed</b>	19-21
<b>SECTION SIX:</b>	<b>Placement of Children, Parts V &amp; VI of the Regulations</b>	22-23
<b>SECTION SEVEN:</b>	<b>Records</b>	24-25
<b>SECTION EIGHT:</b>	<b>Short Term Placements</b>	26-27
<b>SECTION NINE:</b>	<b>Family and Friends as Carers</b>	28

### SECTION ONE: SUMMARY OF FINDINGS

This inspection has identified that, since the 2006/2007 inspection, Flintshire County Council's fostering service has committed to a process of continuous development. There are examples within the body of this report of initiatives being introduced and planned to further improve the service provided to looked after children and to foster carers. The local authority is commended for its commitment to the participation of looked after children in the development of the service.

Comprehensive self-assessment documentation was received from the service prior to the inspection, which, together with the 2006/2007 inspection report and activity since the inspection, has informed the development of an inspection plan. The focus of the inspection was to confirm that the requirements made at the last inspection have been met and look in particular at the following areas:-

- Assess the quality of care, using a child-focused approach.
- Assess the quality of support to foster carers.
- Fostering panel.
- Developments in the kinship and short break care services.
- Foster carers' annual reviews.
- Recruitment and selection of staff appointed since the last inspection.
- Caseload management and supervision.

The methodology used at this inspection included the use of questionnaires to staff in the fostering team, children aged between 10 -14 years, foster carers approved in the last three years, external agencies and members of the fostering panel. Inspectors case - tracked ten children in foster care (including two placed with independent fostering agencies) and examined the case records of the foster carers these children are currently placed with. Discussions took place with the Manager and Service Manager, the Chair of the fostering panel and independent panel members, staff from child care teams and the fostering service who had case responsibility for some of the children or carers selected and staff responsible for training, foster carer recruitment and young people's participation. Inspectors also attended a meeting of the fostering panel, a 'drop-in' session for looked after children and a young people's participation group meeting. In order to assess the robustness of the recruitment and selection procedures, the personnel files of all staff appointed to the service since the last inspection were examined.

At the time of the inspection the local authority had 83 approved foster carers, with 139 approved places; 14 applicants were awaiting approval. The authority has 85 children placed with Flintshire foster carers and 39 children placed with independent fostering agencies. 20 available placements were not being used because of the needs of other children in these placements. A number of placements were reported as 'on hold' whilst foster carers were assessed in relation to their intention or competency to continue in the fostering role. There continues to be a demand for placements for large sibling groups, which the service is unable to meet; a specific recruitment strategy to address this shortfall is planned for next year.

Four requirements are still outstanding from the 2006/2007 inspection; these relate to :-

- foster carers' annual reviews; at this inspection the percentage of annual reviews completed within timescale was 88%.
- weekly visits to children in emergency placements
- seeing the child alone, and

- two elements omitted from the delegated agreements made under Regulation 40. It should be noted that there is a high rate of non-compliance throughout Wales with aspects of Regulation 40 and the Welsh Assembly Government is working with local authorities to update the relevant documentation to ensure compliance.

Evidence was gained from a range of inspection methodologies used at this inspection that the service is being managed effectively and efficiently, and the Manager and Senior Practitioner are commended for their commitment to ensuring quality performance. Staff confirmed in questionnaires that they were satisfied with the quality of the support and supervision provided. In questionnaires completed by external agencies the service was described as 'forward thinking' and positive comments were also made about the commitment shown by most of the foster carers.

An established system is now in place for the formal supervision of foster carers. Supervisory visits take place in accordance with local authority guidelines and most carers had received unannounced visits since the last inspection. A thriving foster carer support group has been established and carers have access to a 'Foster Don't Fester' helpline.

Members of the fostering panel stated they received good support and guidance from the panel advisor, the legal advisor and from the Chair. The quality assurance role of the panel was seen to be developing with recent additions to the portfolio listed as complaints and disruption meetings.

Young people who responded to the questionnaire said that they liked where they were living, had opportunities to pursue a range of hobbies and interests, received help with their schoolwork and thought the 'rules of the house' were fair. The local authority has set up and established several participation forums for looked after children and young people and has introduced the Pride of Flintshire Award, which acknowledges the young people's individual achievements throughout the year.

The quality of the publicity materials about the service is excellent. A number of successful marketing activities have taken place during the year. Attractive guides to the service for children and young people have been produced in English and Welsh and for those with communication difficulties. The Foster Carers Handbook is comprehensive and accessible.

Progress and developments in the service were noted in a number of areas. A new caseload management scheme has been introduced and staff confirmed that workloads were more manageable. A staff induction manual has been devised and this was assessed to be a useful tool for new staff. In response to an issue identified at last year's inspection, a consultant has been engaged to update the Child Care Procedures Manual (which has generic application across child care and family placement) to ensure consistency with the legal framework.

The managerial oversight of files has improved significantly in the fostering service and file audits had also taken place on the child care files viewed at this inspection. An electronic system has been established for monitoring statutory visits to children in placement. Data provided indicated that most children are being visited in accordance with statutory requirements.

The short break care or 'family link' service is supported by one full-time and one part-time

post; there are twenty-one carers providing short break care. A closer working relationship has been established with the Children's Integrated Disability Service (C.I.D.S). One additional day's mandatory training has been included in the pre-approval training programme. Carers who completed questionnaires made very positive comments about the support provided by their supervising social worker.

Sixteen children are currently living with kinship carers. A new kinship care assessment has been developed and on the files viewed the quality of these assessments was very good. Children were making good progress in their respective placements. The possibility of setting up a support group for kinship carers is being considered.

A therapeutic placement scheme has been developed and there are plans in place to recruit two additional sets of carers. A member of an external agency commented that she had met 'some amazing therapeutic foster carers who had made a huge difference to children's lives'.

The Family Group Conference scheme is now responsible for organising and managing disruption meetings. They have also been involved in helping to resolve difficulties in foster placements where tensions have arisen due to the young person's behaviours.

Some areas for improvement have been identified and five new requirements have been made at this inspection, which include:-

The training for staff and foster carers over the last twelve months has been inadequate - core basic training has not been provided to all foster carers recruited in the last three years; staff in the fostering service need to update their child protection training.

Deficits were noted in the recruitment and appointment of staff appointed to the service since the last inspection. There was no evidence of qualifications in some cases and no references for an internal applicant. Explanations of gaps in employment history were not requested on one version of the local authority's application form.

The All Wales Child Protection Procedures had not been fully implemented and adhered to in relation to allegations made against foster carers by children and young people in placement. Following investigation, outcome reviews/ strategy meetings did not take place in three out of four cases. There was no evidence that the approval status of foster carers is automatically reviewed following an allegation, whatever the outcome of the investigation.

The service is advised to put a structure in place around the overseeing of assessments by the fostering panel, to ensure that panel is able to demonstrate compliance with these regulations.

Recommendations have been made in relation to:

- improving the working environment for the fostering team;
- developing the consultation process with foster carers, young people and their parents in relation to the annual review of the quality of care,
- the case records of children placed with independent fostering agencies to include copies of all child-specific delegated and placement agreements.
- to record the refusal of children to be seen alone on statutory visits.
- to introduce a system for monitoring personnel records, to ensure that full and



satisfactory information is obtained on staff prior to appointment.

The inspectors would like to thank all those who contributed to this inspection for their help and assistance.

The Foster Care Handbook was last updated in December 2007 and has recently been printed into Welsh. The content of the Handbook was not considered at the inspection, having been looked at in detail last year. A wealth of relevant information and guidance for foster carers is contained within the Handbook. A number of other procedures have been updated and copies were provided to the CSW for the inspection.

A staff induction manual has been prepared which contains related policies and procedures and sign of poster for supporting foster carers. The manual was discussed in a useful tool box staff meeting to ensure the procedures were understood and questions within the service.

A consultant has been engaged to review and update the Child Protection Policy (which has a general application across child care settings) to ensure consistency with the current legal framework.

Requirements made since the last inspection report which have been met:

Registration number	When completed	Action required
Requirements which remain outstanding:		
Registration number	Original records for completion	Action required Review outstanding requirements
New requirements from this inspection:		
Registration number	Timeline for completion	Action required

**NATIONAL ASSEMBLY FOR WALES**  
**CARE STANDARDS INSPECTORATE FOR WALES**

**Care Standards Act 2000**

**INSPECTION REPORT**  
**FOSTERING SERVICES**

Flintshire Fostering Services

County Offices  
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Connah's Quay  
Flintshire  
CH5 4HB

**DATE OF PUBLICATION – 31<sup>st</sup> January 2007**

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**CARE STANDARDS INSPECTORATE FOR WALES**

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01352 707900  
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<b>Name of fostering service:</b>	Flintshire Fostering Services
<b>Contact telephone number:</b>	01352 - 701000
<b>Registered provider (IFA's only):</b>	Carol Salmon
<b>Manager:</b>	Liz Byrne
<b>Dates of this inspection episode:</b>	20 November 2006
<b>Dates of other relevant contact since last report:</b>	N/A
<b>Date of previous report publication:</b>	8 February 2006
<b>Inspected by:</b>	Denise Stickels Lesley Roberts
<b>Other regions contributing to this report:</b>	N/A

## **GUIDELINES ON INSPECTION**

### **INTRODUCTION**

This report has been compiled following an inspection of the fostering service undertaken by the Care Standards Inspectorate for Wales (CSIW) under the provisions of the Care Standards Act 2000 and associated Regulations.

The purpose of the report is to comment on the quality of the service provided, including the organisation and management of the service and the quality of support delivered to carers and the children and young people who are the ultimate beneficiaries of it.

The report contains information on the process of inspection and records its outcomes. It is divided into twelve parts reflecting the broad areas of the National Minimum Standards. An overall conclusion of the services' compliance with the Fostering Services (Wales) Regulations is recorded.

CSIW's inspectors are authorised to enter and inspect fostering services at any time. During each inspection episode or period there are visit/s to the service, some unannounced, in addition to a range of other activities such as discussion groups, self- assessment and the use of questionnaires. CSIW tries to find the best way of capturing carer's, service users' and their relatives'/representatives' views and experiences of the service. At any other time throughout the year visits may also be made to the service in response to changes in the service or to investigate complaints for example.

Inspection enables CSIW to satisfy itself that the service should continue to operate. It ensures compliance with:

- Care Standards Act 2000 and associated Regulations, whilst taking into account the National Minimum Standards
- The services' own statement of purpose

Over a 12 month period inspectors will:

- Consult with service users, which in this context means foster carers as well as children and young people about their experience of the service
- Inspect the premises used by the fostering service
- Inspect core processes such as the operation of fostering panels or assessment of carers
- Talk to the manager and staff
- Satisfy themselves that appropriate policies and processes are in operation and that all records are being properly maintained

Readers must be aware that a report is intended to reflect the findings of the inspector during a specific inspection period. Readers should not conclude that the circumstances of the service will be the same at all times; sometimes services improve and sometimes they deteriorate. The Regulations and National Minimum

Standards are very technical and detailed in nature and CSIW does not closely examine all aspects of these standards on each visit.

If an aspect of the service falls short of that required to meet the regulations, CSIW will make requirements on the service to make improvements. The report clearly indicates any such requirements made by CSIW. This will include any made since the last inspection report which have now been met, any that remain outstanding and any new requirements arising from this recent inspection. Where requirements are made, the provider may develop an action plan to show how they plan to make the necessary changes and you may wish to discuss this with them.

The reader should note that requirements made in the previous report which are not listed as outstanding have been appropriately complied with. The report will also comment on aspects of service that are felt to be positive.

If you have concerns about anything arising from the inspector's findings, you may wish to discuss these with CSIW or with the registered person.

The Care Standards Inspectorate for Wales is required to make reports on registered facilities available to the public. Most reports are public documents and will be available on the CSIW web site: [www.csiw.wales.gov.uk](http://www.csiw.wales.gov.uk)



## SUMMARY OF FINDINGS

This was the fourth annual inspection of Flintshire County Council's fostering service against the Fostering Service (Wales) Regulations 2003 and the National Minimum Standards for Fostering Services. The methodology used to undertake this inspection included the use of two inspectors who spent three days based in the Children's Services' local office and undertook various meetings with relevant personnel over a two week period. The inspection focused on following up the requirements arising from the previous inspection and those areas which were not looked at in any detail last year. This included:-

- Health and education
- Implementation of the new multi-agency strategy for developing short break provision.
- Panel membership and the selection of members.
- Foster Carers' Handbook.
- Developments in links between the family placement and fieldwork teams.
- Foster carers' annual reviews and the impact on the quality of care.
- Consultation with children and young people.

It should be noted that an additional section has been included in the report this year, 'Placement of Children' and the Manager was asked to complete a self-assessment form and make some initial observations on how the service is meeting the regulations under Parts 5 and 6. A portfolio of evidence was also submitted by the service prior to the inspection.

In order to assess the progress made since the last inspection and the areas specified above, the inspectors examined eight files of foster carers who had been approved during the past twelve months and the files of the children placed with them. The files of two children placed outside Wales (Regulation 39), four children placed with Independent Fostering Agencies (Regulation 40) and two children placed in an emergency (Regulation 38) were included in that number.

Questionnaires were sent to the foster carers selected and to staff. Inspectors also had discussions with the Service Manager, Manager and Senior Practitioner of the fostering service, the Independent Chair of the Fostering Panel, the Children's Services Fieldwork Manager, LAC Co-ordinators for health and education, NVQ Assessor, Marketing Officer, a Planning Officer (Complaints and Participation), Reviewing Officer and the Team Manager for the Children's Integrated Disability Service (CIDS).

Policies and procedures contained in the Foster Carers' Handbook and guidance for staff in relation to 'looked after' children, as set out in the Child Care Procedures Manual, were also considered.

Ten requirements were made at the previous inspection and two of these were found to be still outstanding at this inspection. Ten additional requirements have been made this year, but it should be noted that four of these arise from an aspect of the service that has not been inspected before and relate to deficits in documentation used jointly by the six North Wales local authorities. A further four requirements relate to breaches in the statutory visiting arrangements to children in foster care, which is the responsibility of the child care teams.

The inspectors would like to thank everyone who contributed to the inspection process and the Manager and Senior Practitioner for their co-operation and attention during the inspection.

#### Statement of Purpose

The Statement of Purpose for the fostering service has undergone considerable revision in both its content and presentation since the last inspection and almost fully meets the requirements of the regulations. An omission has been noted in relation to the range of placements provided by the service. Age-appropriate and bi-lingual Children's Guides to the service have been produced for younger and older children. Continued consideration should be given to ways of providing information for children who have communication difficulties.

#### Fitness to provide or manage a fostering service

The Manager was confirmed as permanent in her post in April 2006; she has a professional social work qualification and extensive relevant experience in the field of fostering and child care. The Manager is currently working towards a Level 5 Diploma in Management, which she is due to complete by January 2007. Evidence gained through a variety of inspection methodologies clearly indicates that the Manager is exercising effective leadership of the staff team.

#### Management of the fostering service

There have been no significant changes to the management of the fostering service since the last inspection. The authority has systems and written procedures in place for monitoring and controlling the activities of the fostering service and for ensuring quality performance. A recommendation has been made that the procedures which relate to 'looked after' children in the Child Care Procedures Manual be revised in accordance with the relevant regulatory framework. The revised Foster Carers' Handbook was published with an official launch during October 2006.

Managers from the fieldwork teams and family placement now have regular meetings to discuss issues of common interest. Staff confirmed in the questionnaires that they were clear about the roles of management and that there were effective lines of communication between staff and managers. It has been evident through a number of discussions that the Head of Service has been proactive in supporting the work of the team and in raising the profile of the fostering service within the wider 'corporate parenting' arena.

#### Securing and promoting welfare

The fostering service now has a range of systems, policies and procedures in place that support and promote the welfare of 'looked after' children. A repeat requirement has been made in relation to foster placement agreements to ensure that the correct version which meets Schedule 6 of the regulations is used and that the agreements are completed before children are placed. A lack of sufficient foster carers to meet all placement requests has created difficulties for the service in achieving an authentic matching process. A significant pressure has arisen from the number of requests for placements for large sibling groups.

It is evident that positive links have been established between health and education services, which promote the welfare and development of 'looked after' children. Foster carers are provided with relevant training, support and guidance in these areas. A Participation Group has been set up, in recognition of the need to be more proactive in



consulting with children and young people who are 'looked after'. It is evident that this initiative has been highly successful and has resulted in a number of developments in the service. The inspectors would wish to commend all those involved in this project.

#### Recruiting, checking, managing, supporting and training staff and carers

The systems and arrangements for the recruitment, selection and appointment of staff were found to be satisfactory at the last inspection and were not examined in any detail on this occasion. The family placement team is now fully staffed. A new supervision policy and caseload management scheme have been introduced. Staff are satisfied with the support and training they receive.

A targeted approach to foster carer recruitment has been adopted that is more focussed on identified gaps in provision. It is evident that the Marketing Officer has made a significant contribution in helping the service achieve some of the targets identified in the 2006/2007 recruitment strategy.

Good progress has been made in relation to foster carers' training and ten foster carers have achieved NVQ level 3. There is a thriving support group for foster carers. Whilst the majority of foster carers have had an annual review, a repeat requirement has been made because some are still outstanding. A requirement has been made to include the arrangements for meeting any legal liabilities arising from the placement in the foster carer agreement.

#### Records

In terms of understanding the child's history, by varying degrees, children's cases records were difficult to read and the decision making process was not clearly documented. A number of key documents were not signed and dated. There continue to be inconsistencies in the quality of information provided to foster carers about children's care needs. Four requirements have been made in relation to statutory visiting arrangements and one has been made for details of each placement to be included on foster carers' files. In a number of cases, foster care agreements were completed outside of the timescale set by the authority.

Considerable progress has been achieved in the implementation of an effective complaints procedure within Children's Services. The complaints procedure has been revised in accordance with WAG guidelines. There is now a designated officer for receiving and monitoring complaints about Children's Services. A suite of attractive and age-appropriate complaints leaflets have been developed. A recommendation to develop similar leaflets for children with communication difficulties has yet to be addressed.

#### Fitness of premises for use as a fostering service

Improvements have been made to the premises during the year, with the addition of new carpets, desks and other office furniture. An increase in staff recruited to the family placement team has created some pressure on space, although this has been largely addressed by introducing more flexible working practices. The administrative systems are robust and efficient; there are appropriate measures in place to safeguard IT systems.

#### Financial requirements

The financial systems were not examined as part of this inspection. The Council has robust financial systems in place to ensure probity in all financial matters. Written information is provided to foster carers on agreed allowances and expenses.

### Fostering panels

Progress has been achieved in the development of policies and procedures relating to the functions of the Panel, the implementation of effective quality assurance processes and increased training opportunities for Panel members. Positive comments have been made by the Panel Chair about the way the Panel is administered. The Panel is carrying two vacancies and this has resulted in the discussion of some cases being deferred. The Panel Chair reported that the process for approving emergency placements is now much clearer, that the quality of assessments has improved and applications are presented to Panel in a more timely way.

### Short-term breaks

Significant developments have taken place regarding the short break care provision for children with disabilities, the service now has a designated social worker and has recently advertised a part time post. An effective process is in place to ensure that children are matched and placed with foster carers who are able to meet their needs. Foster carers approved for the Family Link Scheme attend the generic training both pre and post approval, however, in recognition of this specialist area a new training programme is currently being developed.

### Family and friends as carers

It is evident from a range of inspection methodologies that the local authority continues to be pro-active in promoting the placement of children with their family and friends and that this is seen as the placement of choice for most children. In recognition of the fact that the quality of the service and support to kinship carers could be improved and that this area of the work is growing, one and a half posts within the family placement team have recently been designated to these carers.

### Placements of children

At the time of the inspection 102 children were placed with Flintshire foster carers and 27 were placed with independent fostering agencies (IFA's). The Manager confirmed that the authority does not have any 'block purchasing' arrangements with IFA's. No statistics were available on the number of statutory visits made to children in regular, emergency or short break placements, but inspectors were advised that new procedures are being implemented to enable the information to be collated on a quarterly basis.

A new foster carers' agreement for emergency or immediate placements and a new assessment framework have been introduced since the last inspection. Four requirements have been made arising from omissions in relation to the documentation used for children placed with Independent Fostering Agencies, three of which should be addressed by the introduction of a Pan Wales Agreement in April 2007. One requirement is made to include details of the foster carer on the Individual Placement Agreement.

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 16**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: CHIEF EXECUTIVE AND ASSISTANT DIRECTOR OF ICT AND CUSTOMER SERVICES**

**SUBJECT : NORTH WALES REGIONAL COLLABORATION**

**1.00 PURPOSE OF REPORT**

1.01 To update members on the portfolio of collaborative projects in progress across the six North Wales councils.

**2.00 BACKGROUND**

2.01 The North Wales Regional Partnership Board comprises the Leaders and Chief Executives of the six North Wales Local Authorities and is coordinated by the Welsh Local Government Association. The Board was formed in Spring 2006.

2.02 The Board oversees a range of projects funded both locally and through the Making the Connections Improvement Fund, and also aims to speak for North Wales on specific issues.

**3.00 CONSIDERATIONS**

3.01 Attached as an appendix to this report is the board's operating report which provides an outline of the current project portfolio, showing project status and progress to date.

**4.00 RECOMMENDATIONS**

4.01 The Executive is asked to note the progress of the collaborative projects.

**5.00 FINANCIAL IMPLICATIONS**

5.01 None directly associated with this report. Financial implications relating to the various projects are highlighted in the appendix.

**6.00 ANTI POVERTY IMPACT**

6.01 Not applicable

**7.00 ENVIRONMENTAL IMPACT**

7.01 Not applicable

**8.00 EQUALITIES IMPACT**

8.01 Not applicable

**9.00 PERSONNEL IMPLICATIONS**

9.01 Not applicable

**10.00 CONSULTATION REQUIRED**

10.01 Not applicable

**11.00 CONSULTATION UNDERTAKEN**

11.01 Not applicable

**12.00 APPENDICES**

12.01 North Wales Regional Partnership Board Operating Report

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

None

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# NORTH WALES REGIONAL PARTNERSHIP BOARD: OPERATING REPORT, SEPTEMBER 2008

*COLLABORATING CONNECTING IMPROVING*

The North Wales Regional Partnership Board oversees a range of projects funded both locally and through the Making the Connections Improvement Fund. The board's current project portfolio is outlined in this report.

## **Project Phasing**

- Phase 1: Feasibility Study, Options Appraisal, Outline strategic business case
- Phase 2: Detailed work on favoured options, business cases and implementation plans
- Phase 3: Implementation

## **Project Status**

- R** **RED** - Project is not progressing to target with significant unresolved project issues and risks, project deferred or closed
- A** **AMBER** - Project is experiencing moderate timetable slippage, manageable capacity issues or moderate divergence of stakeholder views capable of resolution.
- G** **GREEN** - Progress satisfactory/on target

## **Contents**

Project Phasing .....	1
Contents .....	1
Decriminalised Parking .....	2
Telecare .....	4
School Transport .....	7
Adoption .....	10
Specialist Planning Services .....	12
North Wales Procurement Partnership .....	14
Round 2: 2007/8 Programme (NWSSIC Projects) .....	17
Learning Disability .....	17
Community Services (Joint Project with the NHS) .....	19
Round 3: 2008/9 Programme .....	21
Archives .....	21
Joint Development of Highways and Transportation Services – Conwy and Denbighshire .....	23

<b>Project :</b>  <b><i>Decriminalised Parking</i></b>	<b>Lead Authority: <u>Denbighshire County Council</u></b>  <b>The project was locally funded.</b>	<b>RAG Status</b>  <div style="border: 1px solid black; padding: 10px; text-align: center;"> <b>GREEN</b> </div>
<b>Overview</b>	<b>Successfully delivered and operating</b> <b>The service is expanding</b>	
<b>Objectives</b>	<u>Phase 1: (complete)</u> To review the feasibility of a joint processing centre for parking penalty charge notices  <u>Phase 2: (complete)</u> To implement a joint processing centre within Denbighshire County Council for Denbighshire, Anglesey and Gwynedd.  <u>Phase 3 (ongoing): Expansion of the Service</u> <ul style="list-style-type: none"> <li>• Provide services to Flintshire</li> <li>• Provide services to Powys</li> <li>• Excellence Wales application</li> </ul>	
<b>Resources</b>	The project was funded locally and received support from the WLGA capacity fund. Total spend was in the region of £20k on the feasibility stage of the project. The project was delivered by staff from Denbighshire County Council, the WLGA Regional Co-ordinator and RTA consultants.	
<b>Progress</b>	RTA Consultants delivered a feasibility report. The Regional co-ordinator reviewed and remodelled the cost of the service and produced an implementation proposal with officers of Denbighshire County Council. Gwynedd Council, Isle of Anglesey County Council and Denbighshire County Council entered into a partnership for a joint processing centre which went live on 1 <sup>st</sup> April 2007. The service is operated by Denbighshire County Council as a lead authority. Wrexham County Borough Council joined the partnership in March 2008. The partnership has saved on operating costs and IT costs for implementing the new services. The joint service is operating successfully and ahead of budget. The service can take on additional fixed penalty charge functions and work from other authorities in the future. Flintshire has commenced work on DPE and will consider using the joint centre for processing PCNs. The year 2 budget has been successfully agreed. An annual report for 2007/8 has been produced	

<b>Current Milestones</b>	<ul style="list-style-type: none"> <li>• Provide services to Flintshire</li> <li>• Negotiate with Powys</li> <li>• Apply for an Excellence Wales award</li> </ul>
<b>Project Issues and Risks</b>	<ul style="list-style-type: none"> <li>• None that require attention at this time</li> </ul>
<b>Collaboration Officer Group Review Comments and Issues</b>	The Collaboration Officer Group is pleased with the successful running of the service.
<b>Comments from the Project Sponsor</b>	The Project no longer has a sponsor.

<b>Project :</b>  <b>Telecare</b>	<b>Lead Authority: <u>Isle of Anglesey County Council</u></b>  <b>The project is supported by the Making the Connections Improvement Fund.</b>	<b>RAG Status</b>  <div style="border: 1px solid black; text-align: center; padding: 10px; width: fit-content; margin: 0 auto;"> <b>R E D</b> </div>
<b>Overview</b>	<p><b>Phase one was successfully delivered.</b></p> <p><b>Phase 2 is ongoing under management of the NWSSIC</b></p> <p><b>There are significant issues in the project relating to joint working generally and how to provide monitoring centre and response services. The project manager who was recruited did not support the project in the way that was originally envisaged and is leaving the project shortly.</b></p> <p><b>The project requires: -</b></p> <ul style="list-style-type: none"> <li>• <b>Re-scoping and re-definition</b></li> <li>• <b>New governance arrangements</b></li> <li>• <b>New resources and capacity</b></li> <li>• <b>New Direction</b></li> </ul> <p><b>The collaboration Officer Group and NWSSIC are acting on forming a new governance body to own the re-launch and re-resourcing of the project.</b></p>	
<b>Objectives</b>	<p><u>Phase 1: (complete)</u> To deliver a feasibility study on the potential for Telecare to be delivered collaboratively within and across sectors</p> <p><u>Phase 2:</u></p> <ul style="list-style-type: none"> <li>• To produce a business case and implementation plan for a single telecare monitoring centre</li> <li>• To produce policy documentation and training plans to integrate telecare into care packages</li> <li>• To procure telecare equipment jointly.</li> </ul>	
<b>Resources</b>	<p>Phase 2 is based on a total budget of £100k, £55k of which is provided by the MtC Improvement Fund. The budget was designed to fund a project manager and in kind support.</p>	



## Telecare Continued

<p><b>Progress</b></p>	<p>A phase 1 report was successfully delivered. The NWRPB endorsed the report and agreed a phase 2 extension to the project. An application was made to the MtC Improvement Fund for additional support and approved.</p> <p>The North Wales Social Services Improvement Collective recruited a project manager to ensure phase 2 was delivered. A PID for phase 2 was developed.</p> <p>The finance community supported work on the business case for potential telecare centres.</p> <p>Work on charging polices, training, integration of telecare into care packages and joint procurement has progressed with some timetable slippage.</p> <p>There are significant issues with regard to the potential establishment of a single regional Telecare Monitoring Centre. A recent workshop debated options for monitoring and response services: -</p> <ul style="list-style-type: none"> <li>• The views of commissioners and organisations delivering response services is to build on existing provision.</li> <li>• The project team experienced difficulty in obtaining baseline data on existing monitoring and response services relating to apportioning costs (staff and call volumes) between functions which would transfer to a telecare centre and other out of hours functions.</li> <li>• There is no clear view how to manage other out of hours centres</li> <li>• It is not clear what progress has been made on practice issues although there is no evidence of dissatisfaction on the part of service commissioners</li> </ul> <p>COG recommended an independent review of data and processes relating to monitoring centres which the project team has not acted on although better data collection has occurred in response. The project now believes it has resolved the data issues.</p> <p>The project sponsor was recently taken ill and the project manager's contract will be terminated shortly.</p> <p>Conwy and Anglesey care call centres will be discussing the scope for joint working between their operations. This would meet the needs of four councils in one centre whilst Wrexham is likely to outsource its services. Flintshire could join Wrexham or the other centres.</p> <p>The Chief Executive's Forum has asked for the project's vision and intentions.</p>
<p><b>Current Milestones</b></p>	<ul style="list-style-type: none"> <li>• Re-define the objectives of the project</li> <li>• Secure the support of the making Connections Improvement Fund for a revision of the project and its objectives</li> <li>• Produce business case for telecare centre(s) (This milestone is slipping due to lack of data and lack of agreement on options to cost and model)</li> <li>• Produce training and policy packages (on target)</li> <li>• Explore the scope for new areas where joint working could help improve services</li> <li>• Consider how existing centres could meet the need for Telecare monitoring and response centres</li> </ul>
<p><b>Project Issues and Risks</b></p>	<ul style="list-style-type: none"> <li>• Lack of direction and vision for all aspects of the project</li> <li>• Lack of clarity as to the progress made by the departing project manager</li> <li>• Loss of the project sponsor (from illness) and the project manager</li> <li>• Re-resourcing the project with capacity to produce deliverables and drive the project</li> <li>• Retaining support from the MtC fund</li> </ul>

<b>COG Review Comments/Issues</b>	<ul style="list-style-type: none"> <li>• The project has to address the wider issue of out of hours services.</li> <li>• There is therefore a lack of direction with regard to progressing the idea of assessing the value of a single monitoring centre.</li> <li>• The project team have considered costing a single out of hours service which COG feels to be an inappropriate response. The alternative is to develop business cases to invest in and improve the existing centres.</li> <li>• COG favour securing the data necessary for the production of the business case envisaged by the project whilst recognising that this may be politically difficult to achieve as the authorities providing the existing services (Conwy, Wrexham, Flintshire and Mon) may not wish to make the data available or ultimately oppose transfer of the services. This should be sought by an independent review.</li> <li>• It is not clear what progress has been made on the practice deliverables</li> <li>• The project sponsor has been taken ill and will need to be replaced</li> <li>• The project manager will be leaving the project and alternative arrangements found to drive the project forward</li> </ul> <p><u>COG's Recovery Proposals:</u> -</p> <ul style="list-style-type: none"> <li>• A COG support team (Andrew Kirkham, Chris Guest and Stephen Jones) to help re-scope the project and meet the CEO requirement for a new vision and objectives, effectively meaning a re-definition and re-scoping of the project</li> <li>• Ask Conwy and Anglesey to develop a proposal to meet the needs of their current customers</li> <li>• Joanna Griffiths a potential project lead/sponsor</li> <li>• Workshop Event: <ul style="list-style-type: none"> <li>○ Successful exemplar like Kent or Tower Hamlets to present</li> <li>○ Where we should be/What we planned – refer back to the original project</li> <li>○ Where we are now: front and back line services</li> <li>○ Commissioning needs</li> <li>○ Anglesey/Conwy proposition i.e. an offer to provide a monitoring and response service</li> <li>○ Commissioning Propositions i.e. Offers to work in partnership with regard to polices, installation and procurement</li> </ul> </li> <li>• New project governance arrangements</li> <li>• Each County to have a rep on the new governance board</li> </ul>
<b>Project Sponsor Comments</b>	None available

<b>Project :</b>  <b>School Transport</b>	<b>Lead Authority: <u>Flintshire County Council</u></b>  <b>The project was funded by the Making the Connections Improvement Fund.</b>	<b>RAG Status</b>  <div style="border: 1px solid black; padding: 10px; text-align: center; font-weight: bold; font-size: 1.2em;">A M B E R</div>
<b>Overview</b>	<p>The implementation phase of the project is being managed as a collaborative improvement partnership where representatives of the 6 councils share best practice and work together to implement the findings of the report.</p> <p>There is mixed progress on acting on the recommendations because: -</p> <ul style="list-style-type: none"> <li>• Some councils lack the capacity to respond</li> <li>• Stakeholders in some councils' outside the transport community do not see the project as a priority or agree with its aims.</li> <li>• Variable resources being allocated to the project by each council</li> </ul> <p>The project has potential but will require better definition of deliverables and dedicated resources to deliver savings and improvements.</p>	
<b>Objectives</b>	<p><u>Phase 1:</u> (complete)</p> <ul style="list-style-type: none"> <li>• To examine options for collaborative service delivery</li> <li>• To identify means of improving the efficiency and quality of transport services</li> </ul> <p><u>Phase 2:</u></p> <p>Implement findings within the 6 councils</p> <ul style="list-style-type: none"> <li>• Improving the quality of buses through improved procurement</li> <li>• Save money through Route Reviews, improved procurement and changing school start/finish times</li> <li>• Improve record keeping and commissioning processes (how to order transport and supporting information required)</li> <li>• Investigate the potential of new software to support improvement and savings</li> <li>• Integrating Education and Social Services Transport</li> <li>• Review eligibility and charging policies</li> </ul>	
<b>Resources</b>	<p>The project currently has no resources beyond the periodic meetings of the Transport officers chaired by the WLGA Regional Co-ordinator</p>	

<p><b>Progress</b></p>	<p>Elan PTC consultants were appointed to undertake a feasibility study and reported in February 2007. They recommended that Councils: -</p> <ul style="list-style-type: none"> <li>• Review charging policies</li> <li>• Create a single operating model where social services and education transport are combined in each council prior to looking at collaborative models</li> <li>• Improve record keeping and commissioning processes to ensure that the safety of passengers is maintained</li> <li>• Review routes by seeking to move school and day centre start/finish times to reduce the number of vehicles used</li> <li>• Move to long term quality, contracting to improve the quality of vehicles used</li> <li>• Purchase and deploy route planning and commissioning software</li> </ul> <p>This project is not progressing as a structured project.  The project team continues to meet and reports on the progress in individual councils in implementing the ideas in the report.  The Group has also enabled a dialogue with the national school transport co-ordinator and successful bids made to the national fund via Taith.  There is some joint working being undertaken around procurement of yellow buses by Denbighshire and Conwy County Borough Council.  Conwy, Gwynedd and Anglesey are working on a joint framework contract to procure school transport services.  One or two authorities are experiencing little support for the single operating model where transport provides a client agent function for Education and Social Services.  Some authorities are realising savings from route reviews and implementing double runs.  The group now operates as a best practice group.  There is continuing interest in joint procurement of a software system to support the service.</p>
<p><b>Current Milestones</b></p>	<p>The aim of the project is to keep meeting and compare progress on: -</p> <ul style="list-style-type: none"> <li>• Making savings</li> <li>• Improving vehicles through improved tendering</li> <li>• Utilising software to support the service</li> <li>• Improving procurement and market management</li> <li>• Developing a matrix to measure progress</li> <li>• An autumn 2008 meeting</li> </ul>
<p><b>Project Risks and Issues</b></p>	<ul style="list-style-type: none"> <li>• The project does not currently have firm deliverables</li> <li>• The project does not have resources, a sponsor or a governance structure.</li> </ul>
<p><b>Collaboration Officer Group Review (Comments and Issues)</b></p>	<p>The COG reviewed the project at its June meeting.</p> <ul style="list-style-type: none"> <li>• The review found good progress in a number of authorities with benefits arising from the project and was confident that further benefits will accrue from the approach the group has taken to the project.</li> <li>• The COG suggested that a matrix is produced to position the progress of each authority with addressing the improvement template suggested by the report. This would enable each Council to press harder for savings and improvement and address pushing the project forward in authorities where there is less progress.</li> </ul>

	<p>COG's Review Proposals</p> <ul style="list-style-type: none"> <li>• Allocate the project a sponsor</li> <li>• Allocate the project resources</li> <li>• Encourage sub-regional working</li> <li>• Address innovation with events for transport providers and software providers to market what they can do along with service exemplars</li> </ul>
<p><b>Comments of the Project Sponsor</b></p>	<p>The Project does not have a sponsor. There has been no activity in the project since the COG review</p>

<b>Project :</b>  <b>Adoption</b>	<b>Lead Authority: Wrexham County Borough Council</b>  <b>The project is funded by the Making the Connections Improvement Fund.</b>  <b>The project is sponsored by The North Wales Social Services Improvement Collective (NWSSIC)</b>	<b>RAG Status</b>  <div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <b>A M B E R</b> </div>
<b>Overview</b>	<p>Phase I was successfully concluded and additional funding secured from the Improvement Fund. However, delays were subsequently experienced in receiving a formal offer from the fund and appointing a project manager. The project is likely to resume good progress now that the fund has made a formal offer and the project has made alternative arrangements to resource and drive the project.</p>	
<b>Objectives</b>	<p>Phase 1: (completed)</p> <p>To consider further collaborative working between councils and voluntary agencies in the field of adoption services</p> <p>Phase 2: Taking Forward Recommendations/Implementation (Commencing)</p>	
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Contributions from The North Wales Social Services Improvement Collective (NWSSIC)</li> <li>• Grant from the Improvement Fund</li> <li>• Grant from the SSIA</li> </ul>	
<b>Progress</b>	<p>Phase one was successfully delivered and recommended a basket of regional services to enable the economic achievement of new, higher standards in adoption practice. There will be a regional approach to recruiting adopter and some regional support services. The new service will be financed by savings from reduced LAC placements due to more adoptions.</p> <p>The phase 2 start up was delayed by being unable to recruit to a 12 month project manager post and delays in the formal offer from the Improvement Fund.</p> <p>The BAAF society will now provide the capacity to drive forward the project.</p>	
<b>Current Milestones</b>	<ul style="list-style-type: none"> <li>• Appoint project manager</li> <li>• Operational Group agree deliverables and project plan for phase 2</li> <li>• Learning seminar</li> </ul>	

<b>Project Issues and Risks</b>	<ul style="list-style-type: none"> <li>• None that require attention at this time</li> </ul>
<b>Collaboration Officer Group Review Comments and Issues</b>	<p>COG will review the project again in the autumn.          Recommendations for phase 2 were: -</p> <ul style="list-style-type: none"> <li>• Involve the finance community and generate a business case to justify investment</li> <li>• Ensure that partners obtain equal benefit</li> </ul>
<b>Comments from the Project Sponsor</b>	<p>Not available</p> <p>Carol Salmon of Flintshire County Council is the sponsor</p>

<b>Project :</b>  <b><i>Specialist Planning Services</i></b>	<b>Lead Authority: Gwynedd Council</b>  <b>Phase 2 of the project will be funded by the Making the Connections Improvement Fund.</b>  <b>The project is supported by the Strategic Directors Group (Environment).</b>	<b>RAG Status</b>  <div style="border: 1px solid black; text-align: center; padding: 10px; width: fit-content; margin: 0 auto;"> <b>GREEN</b> </div>
<b>Overview</b>	<p>Phase I was successfully concluded and additional funding will be secured from the Improvement Fund.</p> <p>A PID has been prepared for the Phase 2 to be signed off by the Improvement Fund. The next phase will begin in October 2008.</p> <p>Phase 2 will set up shared specialist planning services. Consultants will work with the service to design the proposed shared services.</p>	
<b>Objectives</b>	<p><u>Phase 1:</u> Review the potential for collaborative delivery of specialist planning services.</p> <p><u>Phase 2</u> To plan and implement the establishment of shared services for a number of small specialist services:</p> <ul style="list-style-type: none"> <li>• Waste and minerals planning,</li> <li>• Bio-diversity advice,</li> <li>• Tree works</li> <li>• Landscaping</li> <li>• Conservation advice</li> </ul>	
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Planning services contribution of £15k</li> <li>• Improvement Fund grant of £10k</li> <li>• Input from the Chief Planning Officers</li> <li>• Input from staff and consultants</li> </ul>	



<b>Progress</b>	<p>Phase 1</p> <p>Consultants Urban Vision were engaged to work with the project team. The consultants produced a wide ranging review of Planning Services and gave advice on services they considered could be delivered collaboratively. The consultants' report was reviewed by the Project Team, the Strategic Directors of the Environment and the COG.</p> <p>These groups recommended that a small group of specialist planning services are delivered jointly. The new phase of the project will frame proposals for combining the function of conservation/heritage advice, bio-diversity impact assessments, waste and minerals planning, Treework advice and Landscaping into regional or sub regional joint services.</p> <p>The project is also supported by the Snowdonia National Park.</p> <p>The Collaboration Officer group reviewed the report and its outcome. The Chief Executives signed of the report in May 2008 and asked the Planning Officers to apply to MtC Improvement Fund and move to implementation as quickly as possible.</p> <p>The Improvement Fund accepted the expression of interest and detailed PID has been submitted to the Fund.</p> <p>Chief Executives have told the project team "to get on with it" and implement shared services.</p> <p>The benefits of the project will be resilience, cost avoidance and the piloting of shared services in planning.</p>
<b>Current Milestones</b>	<ul style="list-style-type: none"> <li>• Obtain a formal offer from the Improvement Fund</li> <li>• Appoint consultants</li> <li>• Launch the project</li> </ul>
<b>Project Issues and Risks</b>	<ul style="list-style-type: none"> <li>• The Improvement Fund may require joint process review work with the Conwy/Denbighshire Joint Appointment Project which will complicate the project</li> <li>• Buy in of Heads of Planning</li> </ul>
<b>Collaboration Officer Group Review Comments and Issues</b>	<ul style="list-style-type: none"> <li>• COG accepted the Phase 1 report whilst believing it could have been more ambitious and needed more robust financial and staffing information which was subsequently delivered.</li> <li>• The implementation phase should progress more quickly than Phase 1</li> <li>• The project should seek support from the Making Connections Improvement Fund (Round 3)</li> </ul>
<b>Comments from the Project Sponsor</b>	<p>The project is managed by the Heads of Planning across the region. Sponsor – Albert Owen - Isle of Anglesey County Council</p>

<b>Project :</b>  <b><i>North Wales Procurement Partnership</i></b>	<b>Lead Authority: Gwynedd Council</b>  <b>The Partnership is managed by an officer Board chaired by Geraint George.</b>  <b>The project is supported by the Improvement Fund.</b>	<b>RAG Status</b>  <div style="border: 1px solid black; text-align: center; padding: 10px;"> <b>A M B E R</b> </div>
<b>Overview</b>	<p>The project has progressed to implementation. A partnership agreement has been signed and a Management board is running the partnership. Staff have been seconded from the WLGA to manage and support the project. Recruitment of a team of contract staff and the construction of a work programme is ongoing. There have been difficulties in recruitment which will delay the commencement of full operations which has moved the project status from green to amber.</p>	
<b>Objectives</b>	<p><u>Phase 1:</u></p> <ul style="list-style-type: none"> <li>• To review the feasibility of a regional cross sector procurement team.</li> </ul> <p><u>Phase 2</u></p> <ul style="list-style-type: none"> <li>• Preparation of a business case and proposal for a local government based procurement team</li> </ul> <p><u>Phase 3</u></p> <p>Activity to implement the proposed team including: -</p> <p><u>Completed:</u></p> <ul style="list-style-type: none"> <li>• Commitment from each of the North Wales Councils</li> <li>• Signing of a partnership agreement and Governance arrangements</li> <li>• Support to Improvement Fund</li> <li>• Secondment of staff from the WLGA</li> </ul> <p><u>Ongoing</u></p> <ul style="list-style-type: none"> <li>• Construction of a work programme</li> <li>• Recruitment</li> </ul>	

<b>Resources</b>	<ul style="list-style-type: none"> <li>• 1FTE Manager (WLGA secondee)</li> <li>• 1FTE Support staff (WLGA Secondee)</li> <li>• 1FTE offered and accepted</li> <li>• £50k Improvement fund grant</li> <li>• £270k year one budget (part year)</li> </ul>
<b>Progress</b>	<p><u>Phase 1</u> Value Wales sponsored the engagement of NQ Consulting, specialists in procurement to review the potential a cross sector procurement team. The review found that additional procurement capacity would accelerate procurement efficiency savings across the region and link to national procurement initiatives. The North West Wales Health Trust and North Wales Procurement Forum led Phase 1.</p> <p><u>Phase 2</u> The Collaboration Officer Group delivered a proposal agreed in principle by the North Wales CEO Forum. The proposal was based on accelerating savings from improved procurement by creating a team to work on collaborative/framework contracts with groups of professionals.</p> <p><u>Phase 3</u> Gwynedd Council is the lead authority. The WLGA have provided management resources by way of secondment. Value Wales will provide software for e-sourcing, tendering and auctions.</p> <p>The partnership agreement has been signed and the subscription for this year is agreed.</p> <p>The Board of the Partnership meets regularly. They are currently working on the proposed work programme and recruitment to the new team.</p> <p>A bid to the Making the Connections Improvement Fund was successful and a formal offer is imminent. The offer will require a link with the Wales Procurement Consortium.</p> <p>Recruitment is ongoing. Some difficulty is being experienced with recruitment. One post of four has been appointed to. There needs to be engagement with user groups to launch the work programme.</p>
<b>Current Milestones</b>	<ul style="list-style-type: none"> <li>• Complete recruitment and resourcing of the proposed team</li> <li>• Sign off the work programme</li> <li>• Form user groups to commence the procurement projects</li> </ul>
<b>Project Issues and Risks</b>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• User groups unable to agree common specifications etc.</li> <li>• Unable to deliver “equal benefits” and maintain commitment across four authorities</li> </ul>

<b>Collaboration Officer Group Review Comments and Issues</b>	<ul style="list-style-type: none"> <li>• COG recommends that the Board takes a commercial approach to ensure it begins operating as close to schedule (September 2008) as possible. This should include: - <ul style="list-style-type: none"> <li>○ Use of interim/agency staff</li> <li>○ Head hunting</li> <li>○ Review of structures and salary levels</li> <li>○ Full use of under-spends and additional income to ensure that the work programme is commenced</li> </ul> </li> <li>• Stephen Jones to establish who the sponsor of the project is.</li> </ul>
<b>Comments from the Project Sponsor</b>	<p>The project is managed by the NWPP Management Board The Chair of the board sponsors the project</p>

**Round 2: 2007/8 Programme (NWSSIC Projects)**

<p><b>Project:</b></p> <p><i>Learning Disability</i></p>	<p><b>Lead Authority: Denbighshire County Council</b></p> <p>The project is funded by the Making the Connections Improvement Fund.</p> <p>The project is sponsored by The North Wales Social Services Improvement Collective (NWSSIC)</p>	<p><b>RAG Status</b></p> <div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p><b>GREEN</b></p> </div>
<p><b>Overview</b></p>	<p>This project is essential to reconfigure services which as currently delivered will become unaffordable in the future due to demographic and social changes within the client group.</p> <p>The project will aim for new models of more individualised services in place of current more “institutional” arrangements.</p> <p>The project is progressing and is due to report in November.</p> <p>Denbighshire provides a best practice model to be strengthened and applied by the partners.</p>	
<p><b>Objectives</b></p>	<p><u>Phase 1</u></p> <ul style="list-style-type: none"> <li>• Undertake a feasibility study and develop new models of service for implementation</li> <li>• Generate baseline costs and cost new models</li> </ul>	
<p><b>Resources</b></p>	<ul style="list-style-type: none"> <li>• Consultants – Creative Exchanges</li> <li>• Project budget £70k, MtC grant £49k</li> <li>• Officer input</li> <li>• Neil Ayling, project manager and Heads of LD working group</li> </ul>	

<b>Progress</b>	<p>Expression of Interest to the Making the Connections Improvement Fund accepted.</p> <ul style="list-style-type: none"> <li>• Project governance arrangements established.</li> <li>• Successful in obtaining funding from the Making Connections Improvement Fund</li> <li>• Consultants have been appointed</li> <li>• The project has been defined and scoped</li> <li>• Reviewed by COG</li> <li>• Baseline data assembled – spend, clients, services as now</li> <li>• Interim report produced</li> </ul>
<b>Current Milestones</b>	<ul style="list-style-type: none"> <li>• Production of the final report</li> <li>• Dissemination of the report and decision-making</li> </ul>
<b>Project Issues and Risks</b>	<ul style="list-style-type: none"> <li>• None that require attention at this time</li> <li>• Ownership of implementation of the recommendations</li> </ul>
<b>Collaboration Officer Group Review Comments and Issues</b>	<p>COG will review the project again in the autumn.  Recommendations of the last review were: -</p> <ul style="list-style-type: none"> <li>• Involve the finance community and generate a business case to justify investment</li> <li>• Quick wins paper for the CEOs</li> </ul>
<b>Comments from the Project Sponsor</b>	<p>Not available</p> <p>Sally Ellis of Denbighshire County Council is the sponsor</p>

<b>Project:</b>  <i>Community Services (Joint Project with the NHS)</i>	<b>Lead Authority: Flintshire County Council</b>  The project is funded by the Making the Connections Improvement Fund.  The project is sponsored by The North Wales Social Services Improvement Collective (NWSSIC) and the North Wales NHS Planning Forum	<b>RAG Status</b>  <div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <b>A M B E R</b> </div>
<b>Overview</b>	The project has progressed relatively well but is subject to slippage. There were data issues particularly relating to local authority services. The project is proving to be more relevant to the NHS with regard to providing a costing tool for care provided in the community for groups with chronic medical conditions. The report will be available in September/October and will be reviewed by the joint NHS/Local Authority Chief Executives Liaison Group prior to general release.	
<b>Objectives</b>	<u>Phase 1</u>  Improving practice and defining roles and responsibilities in community care to reduce the number of people with chronic medical conditions entering hospital.  Phase 1: Feasibility Study Deliverables: <ul style="list-style-type: none"> <li>• Review of Models</li> <li>• Stakeholder Views</li> <li>• Baseline Data</li> <li>• Report</li> </ul> Local government's specific interest was to avoid cost-shunting in the event of hospital re-configuration	
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Consultants – York Health Economics Consortium</li> <li>• Project budget £112k, MtC grant £84k</li> <li>• Officer input (£28k)</li> </ul>	
<b>Progress</b>	Making the Connections Improvement Fund support secured <ul style="list-style-type: none"> <li>• Scoping completed</li> <li>• Governance arrangements established</li> </ul>	

	<ul style="list-style-type: none"> <li>• Appointment of consultants delivered</li> <li>• Governance Arrangements and project brief established</li> <li>• Progressing well under the management of The North Wales Social Services Improvement Collective (NWSSIC)</li> <li>• Stakeholder workshops completed</li> <li>• Cost model developed</li> <li>• Practice review delivered</li> </ul>
<b>Current Milestones</b>	<ul style="list-style-type: none"> <li>• Production of the final report</li> <li>• Dissemination of the report and decision-making</li> </ul>
<b>Project Issues and Risks</b>	<ul style="list-style-type: none"> <li>• Securing a robust summary in the context in the size of the report and amount of information generated</li> <li>• Relevance to local government</li> <li>• Linkage to re-build of Glanclwyd Hopsital</li> <li>• Ownership of implementation of the recommendations</li> <li>• Who decides on the project and development</li> </ul>
<b>Collaboration Officer Group Review Comments and Issues</b>	<ul style="list-style-type: none"> <li>• COG have not reviewed this project due to its joint delivery with the NHS</li> </ul>
<b>Comments from the Project Sponsor</b>	<p>Not available</p> <p>Sue Lewis Flintshire County Council Grace Parry-Lewis of the NHS (Gwynedd LHB)</p>



### Round 3: 2008/9 Programme

<b>Project:</b>  <b>Archives</b>	<b>Lead Authority: Flintshire County Council</b>  <b>The project is funded by the the Welsh Assembly Government (WAG) Cymal/Culture Department.</b>	<b>RAG Status</b>  <div style="border: 1px solid black; padding: 10px; text-align: center; font-weight: bold; font-size: 1.2em;">G R E E N</div>
<b>Overview</b>	This project is seeking to develop proposals for improved archives facilities to present to potential funders. The project is supported by Cymal and has just commenced.	
<b>Objectives</b>	<p><u>Phase 1:</u></p> <ul style="list-style-type: none"> <li>• To secure funding from the Welsh Assembly Government (WAG) for a study</li> <li>• To develop a project plan</li> <li>• To appoint consultants</li> <li>• To undertake research – stakeholders, best practice models</li> <li>• Visioning workshops</li> <li>• To develop service improvement proposals</li> </ul> <p><u>Completed:</u></p> <ul style="list-style-type: none"> <li>• Commitment from each of the North Wales Councils</li> <li>• Offer of Grant funding secured</li> <li>• Project plan formulated</li> </ul>	
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Project budget £30k Cymal grant £30k</li> <li>• Officer input</li> <li>• Project Manager Laurence Rawsthorne, Flintshire County Council</li> </ul>	

<b>Progress</b>	Secured Cymal funding Set up project team Commenced the project
<b>Current Milestones</b>	<ul style="list-style-type: none"> <li>• Developing proposals</li> <li>• Review of current services</li> <li>• Stakeholder workshops</li> <li>• Models of delivery research</li> <li>• Visioning workshop</li> <li>• Delivery of a report – December 2008</li> </ul>
<b>Project Issues and Risks</b>	<ul style="list-style-type: none"> <li>• Buy in across the six authorities</li> <li>• Unable to secure support from potential funders</li> </ul>
<b>Collaboration Officer Group Review Comments and Issues</b>	<ul style="list-style-type: none"> <li>• COG have noted this project and asked that it be added to the project portfolio</li> </ul>
<b>Comments from the Project Sponsor</b>	Not available  Laurence Rawsthorne, Flintshire County Council

<b>Project:</b>  <i>Joint Development of Highways and Transportation Services – Conwy and Denbighshire</i>	<b>Lead Authority: Denbighshire County Council</b>  The project will be funded by the Making the Connections Improvement Fund.	<b>RAG Status</b>  <div style="border: 1px solid black; text-align: center; padding: 10px; width: fit-content; margin: 0 auto;"> <b>GREEN</b> </div>
<b>Overview</b>	The project is progressing well with political buy in both authorities	
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To appoint a joint head of service</li> <li>• To migrate towards a joint service whilst retaining local control of policy and programmes</li> <li>• To share a Highways asset management system</li> <li>• To review highways polices and practices</li> </ul>	
<b>Resources</b>	To be determined	

<b>Progress</b>	<p>Expression of Interest to the Making the Connections Improvement Fund accepted</p> <ul style="list-style-type: none"> <li>• Scoping completed</li> <li>• Governance arrangements established</li> <li>• Prepared recruitment materials for a Head of Service</li> </ul>
<b>Current Milestones</b>	<ul style="list-style-type: none"> <li>• Finalise the project's shape</li> <li>• Secure MtC Improvement Fund support</li> <li>• Appoint a Joint Head of Service</li> </ul>
<b>Project Issues and Risks</b>	<ul style="list-style-type: none"> <li>• Recruitment risks</li> <li>• Divergence of commitment between the Partners</li> <li>• Staff resistance</li> </ul>
<b>Collaboration Officer Group Review Comments and Issues</b>	<ul style="list-style-type: none"> <li>• COG have not reviewed this project.</li> </ul>
<b>Comments from the Project Sponsor</b>	<p>Iwan Prys-Jones is the project sponsor</p>

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

REPORT TO: EXECUTIVE

DATE : 07 OCTOBER 2008

REPORT BY: COUNTY FINANCE OFFICER

SUBJECT : MAKING THE CONNECTIONS - MAKING THE MOST OF OUR RESOURCES

### **1.00 PURPOSE OF REPORT**

1.01 To provide Executive with details of the efficiency gains achieved in 2007/08, as set out in the 'Making the Connections' Agenda.

### **2.00 BACKGROUND**

2.01 The Welsh Assembly Government (WAG) is committed to maximising value for money in order to deliver better quality services in Wales.

2.02 WAG has set a target to save a cumulative 1% a year across the public sector for the five year period 2005/06 to 2009/10, which equates to £600 million.

2.03 The target set for the Authority is £2.150m per annum and is based on the Authority's share of the Standard Spending Assessment. As the target is cumulative, the total efficiency gains to be achieved by the Authority are:

	<b>Annual Target</b>	<b>Cumulative Annual Target</b>	<b>Cumulative Target</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
2005/06	2.15	2.15	2.15
2006/07	2.15	4.30	6.45
2007/08	2.15	6.45	12.90
2008/09	2.15	8.60	21.50
2009/10	2.15	10.75	32.25
<b>Total Cumulative Gains to be Achieved</b>		<b>32.25</b>	

2.04 Efficiency gains must consist of genuine and sustainable changes to business practices which either yield cash savings or allow more or better services to be provided for the same resource input. Efficiency gains do not represent cuts in budgets.

Date: 30/09/2008

- 2.05 Under the Wales Programme for Improvement, authorities must report on efficiency gains in their Improvement Plans. The Authority's 2007/08 Annual Performance Report will be presented to Executive on 21st October 2008.

### **3.00 CONSIDERATIONS**

- 3.01 A report to Executive on 9th October 2007 stated that the Authority had achieved cumulative efficiency gains of £7.265m in the two years 2005/06 and 2006/07.
- 3.02 The value of the efficiency gains achieved in 2007/08 is £6.747m (Appendix A) resulting in a cumulative total for the three year period of £14.012m. The declared efficiency gains include items relating to the HRA, General Fund Capital Programme and Pension Fund.
- 3.03 As part of the 2009/10 budget process, Directorate budgets will be amended to reflect those efficiency gains which have not been accounted for under previous budget rounds.
- 3.04 Based on rolling forward the 2007/08 efficiency gains, together with incorporating additional items identified during the 2008/09 budget process, the initial projection indicates that the Authority will achieve efficiency gains of £8.439m in 2008/09, £0.161m below the annual target. However, the cumulative actual would be £0.951m above target.

This projection will be revisited during the year as Phase 2 of the organisational structure progresses.

### **4.00 RECOMMENDATIONS**

- 4.01 That Executive note the efficiency gains achieved by the Authority.

### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None directly as a result of this report.

### **6.00 ANTI POVERTY IMPACT**

- 6.01 None directly as a result of this report.

### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None directly as a result of this report.

### **8.00 EQUALITIES IMPACT**

- 8.01 None directly as a result of this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None directly as a result of this report.

**10.00 CONSULTATION REQUIRED**

10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Finance Officers' Group

**12.00 APPENDICES**

12.01 Appendix A - Efficiency Gains

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

2007/08 Efficiency Gains - working papers

Making the Connections, Delivering Better Services for Wales - October 2004

Delivering the Connections - June 2005

Contact Officer: Joanne Hughes  
Telephone: 01352 702289  
E-Mail: joanne\_hughes@flintshire.gov.uk

Efficiency Gains

	2005/06	2006/07	2007/08					Cumulative	2008/09	
	Actual	Actual	Actual					Actual	F'cast	
	Total	Total	Total	Gen. Fund Cashable	HRA Cap Cashable	GF Cap Cashable	Pension Cashable	Efficiency	Total	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>1 RECURRING EFFICIENCY GAINS</b>										
Smarter Procurement	776	2,329	1,657	1,163	259		71	162	4,762	1,922
<b>Streamlining Support Functions</b>										
Programme for Change		901	941	941					1,841	941
Other Staff Savings / Vacancy Savings		223	317	317					540	393
Non Staff Efficiencies		122	172	172					294	400
<b>Sub-Total</b>		<b>1,246</b>	<b>1,430</b>	<b>1,430</b>					<b>2,675</b>	<b>1,734</b>
<b>Shaping Public Services</b>										
Programme for Change		921	1,055	1,055					1,976	1,055
Other Staff Savings / Vacancy Savings		219	294	294					513	580
Non Staff Efficiencies		1,049	1,826	1,826					2,875	2,615
Capital Receipts	166	269	423			423			857	487
	<b>166</b>	<b>2,458</b>	<b>3,597</b>	<b>3,175</b>		<b>423</b>			<b>6,221</b>	<b>4,737</b>
<b>Making Better use of Staff Time, Skills</b>										
	17	34	39	5				34	89	39
<b>TOTAL - RECURRING EFFICIENCY GAINS</b>	<b>958</b>	<b>6,066</b>	<b>6,722</b>	<b>5,773</b>	<b>259</b>		<b>71</b>	<b>196</b>	<b>13,747</b>	<b>8,431</b>
<b>2 NON RECURRING EFFICIENCY GAINS</b>										
Smarter Procurement		240	25	25					265	8
<b>TOTAL - NON RECURRING EFFICIENCY GAINS</b>		<b>240</b>	<b>25</b>	<b>25</b>					<b>265</b>	<b>8</b>
<b>GRAND TOTAL</b>	<b>958</b>	<b>6,306</b>	<b>6,747</b>						<b>14,012</b>	<b>8,439</b>
<b>TARGET</b>	<b>2,150</b>	<b>4,300</b>	<b>6,450</b>						<b>12,900</b>	<b>8,600</b>
<b>OVER TARGET/(SHORTFALL)</b>	<b>(1,192)</b>	<b>2,006</b>	<b>297</b>						<b>1,112</b>	<b>(161)</b>



**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 18**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: DIRECTOR OF ENVIRONMENT**

**SUBJECT : PLANNING DEVELOPMENT CONTROL - REVIEW OF  
PERFORMANCE AND IMPROVEMENTS**

**1.00 PURPOSE OF REPORT**

1.01 To inform Members of the performance of the Planning Development Control (DC) Service, both in relation to the statistics submitted to the Welsh Assembly Government (WAG) in connection with the quarterly survey of Welsh local planning authorities, and the improvements to the service identified through various reports and included in the Directorate Service Plan 2008/09.

**2.00 BACKGROUND**

2.01 The Planning DC Service has over the last few years been subject to a great deal of attention, not least as a result of the Price Waterhouse Cooper (PWC) report on the 'Review of the Development Control Function'. This in turn fuelled a report (and more recently an update on 30 July) to Environment and Regeneration Overview and Scrutiny Committee, where the degree of progress in relation to the identified Actions was reported.

2.02 Running in parallel with the examination of the aspects of DC which relate to processes and perceptions there is a quarterly return to WAG which reports on the Flintshire, as Local Planning Authority, performance against key indicators, which include the number of planning decisions taken within the statutory 8 week period (13 weeks for Major applications). Despite perceptions to the contrary Flintshire DC Service has over this period performed well and has returned performance figures which have elevated Flintshire to the top three best performing authorities.

2.03 It is generally accepted that the raw figures of decisions measured against time targets in a 'league table' is not a reliable indicator of the 'quality' of the service. This factor is reinforced by WAG having chosen not to publish the figures over the past few quarters, which means that no direct comparisons can be made with the performance of other Welsh local planning authorities (Appendix 2).

2.04 It is intended to report to Executive on a quarterly basis with regard to DC performance but to include a wider base, encompassing Enforcement and

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Date: 30/09/2008

Appeals, and also improvements to and developments of the DC Service, including those Actions which are identified in the Directorate Service Plan for 2008/2009.

### **3.00 CONSIDERATIONS**

- 3.01 The DC Section is currently preparing for the switch over to the national standard planning application form. This is termed '1APP' and will replace all existing types of planning application forms (except Minerals) within Wales. The '1APP' process is geared towards the electronic submission of applications. Although forms can be downloaded and submitted manually the new system promises a simpler, streamlined process which will aid transparency and introduce greater clarity and consistency, particularly in the validation of planning applications.
- 3.02 The new forms in Flintshire will be used from 14 September and the process will be mandatory from 1 October, i.e. we cannot then accept planning applications on any form other than '1APP', be it electronic or paper submissions. The new process allows Local Planning Authorities to draw up a list of local requirements for the validation of applications (in addition to the national requirements which will be common to all authorities). DC Officers are currently drawing up lists of local requirements for each type of application, for consultation prior to their adoption, although the secondary legislation needed for their implementation is not yet in place in Wales.

#### Planning Applications

- 3.03 The performance figures for Planning Applications for the last complete quarter, April - June 2008 are appended to the report (Appendix 1). The 'headline' figure of 59.8% of all applications determined within the statutory period displays a marked improvement over the previous quarter. The number of applications determined or withdrawn is down on the number received and the number of applications received is up on those received within the previous quarter (Appendix 3).
- 3.04 There is clear room for improvement within the Householder application category, where we have previously recorded percentage returns of over 90%. This, and the Minor applications category, has been affected by the long term sickness absence of the Team Leader, which has resulted in one of the Senior Planners being asked to 'step up' to the role. This, in turn, has impacted upon the performance within the Major application category. In view of the relatively low number of applications within this category the percentage return is subject to fluctuations and as most of these proposals will involve committee determination and many are subject to Section 106 obligations it is difficult to set a realistic target. These Major applications will include the most significant and prestigious developments within Flintshire and it is evident that the quality of the decision, involving negotiation and agreement to amendments on the part of the officers, is far more important than the speed of decision. Within this quarter, some of the Major

applications determined include the first phase details of the Croes Atti development, the outline permission for the neighbourhood centre at Ffordd Llanarth, Connah's Quay, various developments at the Airbus Complex, the reserved matters application relating to the residential development of the former Meadowslea Hospital site, Penyffordd, and a large warehouse facility at Deeside Industrial Park.

### Appeals

- 3.05 The number of appeals submitted and ongoing within the quarter is consistent with the figures for the January/March quarter, remaining high in relation to the number of appeals dealt with by other authorities. The 53% success rate (number of appeals dismissed) is down significantly on the 75% return for the last quarter. These appeal decisions will be analysed to establish the robustness of the original planning decision and the application of planning policy. It is envisaged, however, that the number of appeals submitted will diminish in view of the advanced status of the UDP, which is now generally accepted by Inspectors to be the current statement of Council Planning Policy.

### Enforcement

- 3.06 The Enforcement Team continue to make consistent and steady progress in the reduction of cases registered and carried forward (having been reduced from 1392 to 1366 in this quarter). This reduction was not as significant as it may have been in view of the fact that the position of Senior Enforcement Officer remains vacant (this vacancy is to be advertised during the following weeks and it is hoped that the post will be filled shortly thereafter).
- 3.07 The team have been negotiating a resolution on some of the long standing and more complex cases which resulted in the serving of an enforcement notice in one particular case. The recipient of the notice has subsequently appealed against the issue of the notice to the Planning Inspectorate.
- 3.08 Members of the team have also been involved in the preparation of information for inquiries into Certificate of Lawfulness appeals and the Dollar Park public inquiry set for December this year.
- 3.09 The results of a roller shutter survey on Mold Town Centre have also been assessed to allow the team to consider the expediency of taking action against unauthorised shutters in the Conservation Area. The success of this will determine whether a similar assessment will be carried out in the Holywell area to assist with the works currently being carried out by the Conservation Team in connection with the Town Improvement Grant and other initiatives.

## **4.00 RECOMMENDATIONS**

4.01 Members are asked to note the content of the report and that quarterly reports will be presented to Executive on performance and improvements in the Planning DC Service.

**5.00 FINANCIAL IMPLICATIONS**

5.01 None.

**6.00 ANTI POVERTY IMPACT**

6.01 Not applicable.

**7.00 ENVIRONMENTAL IMPACT**

7.01 Not applicable.

**8.00 EQUALITIES IMPACT**

8.01 Not applicable.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None direct.

**10.00 CONSULTATION REQUIRED**

10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Not applicable.

**12.00 APPENDICES**

12.01 Appendices 1, 2 and 3.

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

To be advised.

Contact Officer: Glyn P Jones  
Telephone: 01352 703248  
E-Mail: glyn\_p\_jones@flintshire.gov.uk

**PLANNING CONTROL – STATISTICS      Month: April-June      Year: 2008**

**1. PLANNING APPLICATIONS**

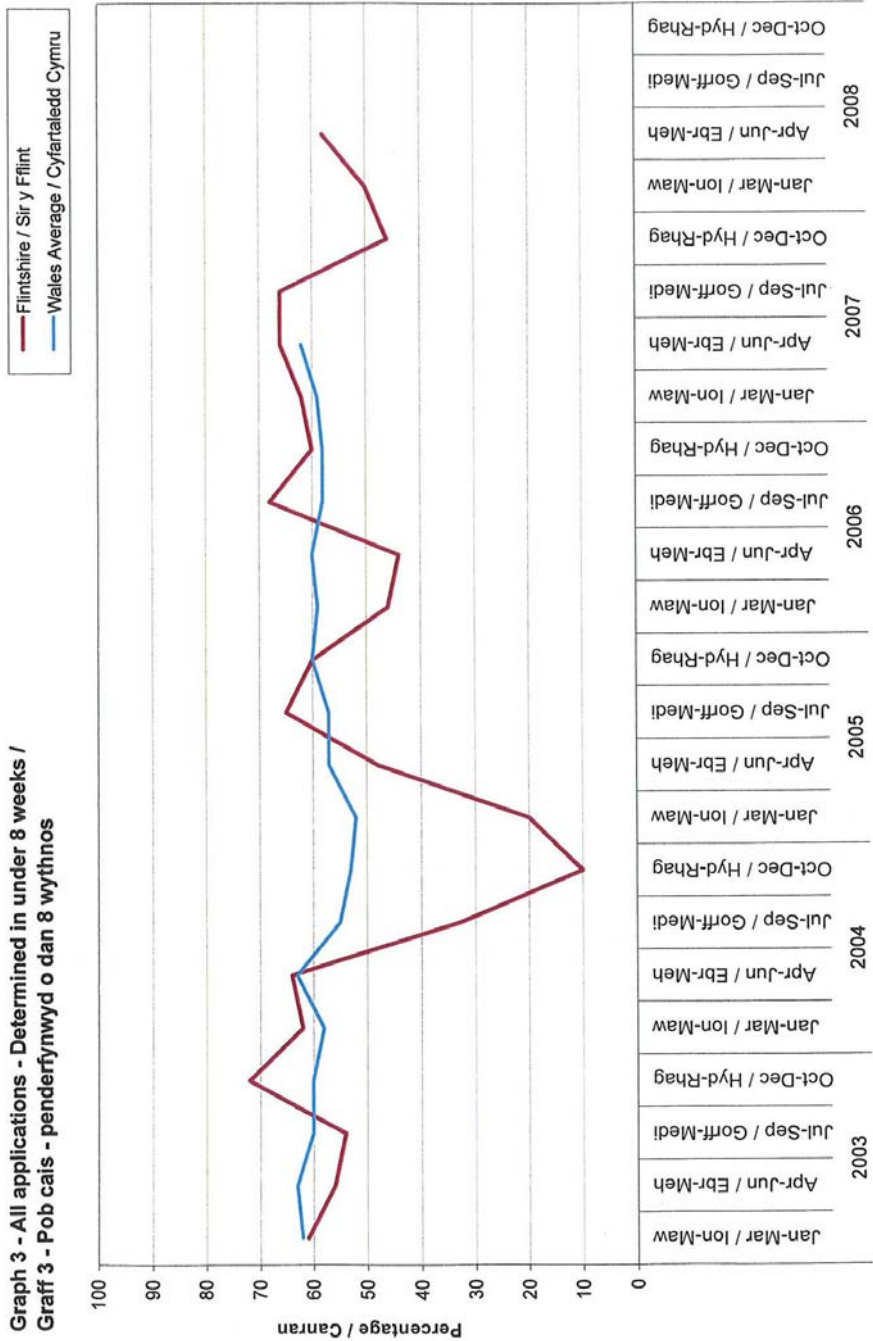
Number of Planning Applications Received		<b>369</b>	No. of Planning Applications determined		<b>324 + 23 w/drn</b>	P.I.'s		COMMENTS
Minors Team		DCT (Not allocated)	Minors Team		Majors team		8 Weeks H/H	
321	42	6	284	284	38 + 2 Minerals	60/142	125/158	All = 193/324 = 59.8%
		Minerals			2 Minerals	42.3%	3/15	Others = 6/9 = 66.6%
							20%	Outstanding = 460

**2. APPEALS**

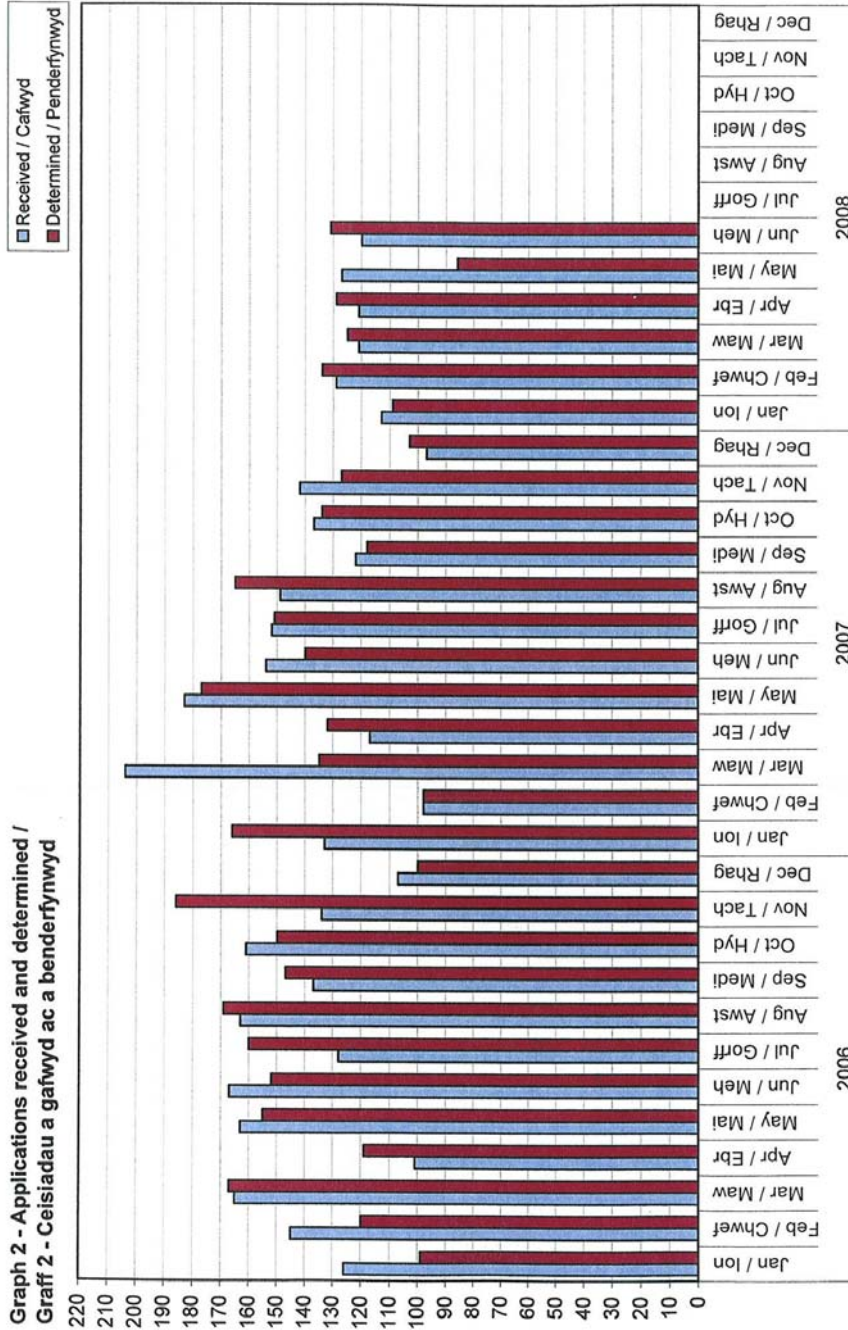
No. Appeals Received		<b>14</b>	No. Appeals ongoing		<b>26</b>	No. Appeal decisions		COMMENTS
Written Reps		Inquiries	Written Reps		Hearings		Inquiries	
11	1	2	12	6	8	8	8	Allowed
							6	

**3. ENFORCEMENT**

Number of Cases recorded		Number of cases closed (Resolved, decision not to action etc).		Number of enforcement notices served		Number of BCN's served		Number of PCN's or Section 330 Notices served		Number of ongoing cases		COMMENTS
93 + 280 compliance	123 + 316 compliance	1	1	1	1	5	8	8	1366 + 48 compliance	Section 215 Notices = 0		



NB: The 'Wales average' figure shows the latest information available from the Welsh Assembly Government.  
 DS: Mae'r ffigur 'Cyfartaledd Cymru' yn dangos y wybodaeth ddiweddaraf sydd ar gael gan Lywodraeth Cynulliad Cymru.



NB: The determined field includes all withdrawn/transferred applications (in addition to decided applications)  
 DS: Mae'r maes a benderfynwyd yn cynnwys pob cais a dynnwyd yn ôl drosgwyddwyd (yn ogystal â cheisiadau a benderfynwyd)

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 19**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: COUNTY FINANCE OFFICER**

**SUBJECT : REVENUE BUDGET MONITORING 2008/09 (MONTH 4)**

**1.00 EXECUTIVE SUMMARY**

- 1.01 The report updates members on the Council's financial position for 2008/09 in respect of the the General Fund and the Housing Revenue Account.
- 1.02 Members are requested to note the projected net overspend of £0.069m on the General Fund and the projected underspend of £0.116m on the Housing Revenue Account.
- 1.03 As it is a very early stage in the year, there are many risks associated with the projection, and some of these are identified in the report (para 2.16).
- 1.04 Members are requested to note that unallocated Non Standard Inflation of £1.529m and Central Contingencies of £0.085m are assumed to be spent and future allocations will be monitored through subsequent monitoring reports (section 3).
- 1.05 On the basis that all non ringfenced underspends will be returned to the reserve, and that the net ringfenced overspend will be met from the reserve, the Contingency Sum available at 31st March 2009 (above the base level of £5.112m) will be £2.947m (para 4.01). However this would reduce to £2.250m if the current projected directorate non-ringfenced overspends are not managed within the cash limited budget (4.03).
- 1.06 Taking into account the projected underspend of £0.116m on the Housing Revenue Account the level of balances at 31st March 2009 will be £1.366m (para 5.06). However this could reduce following further work undertaken on issues surrounding the building maintenance trading account (para 5.04).

**2.00 PURPOSE OF REPORT**

- 2.01 To provide members with the most up to date revenue budget monitoring information (Month 4) for the General Fund and the Housing Revenue Account.
- 2.02 Due to the significant amount of work currently being undertaken by finance officer's on the Mid-Year Review and other high priority areas, there will be no

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Date: 30/09/2008



detailed monitoring report in respect of the month 5 position. However, attention will still be given to potential problem areas and any issues arising from this will be reported on an exception basis.

## GENERAL FUND

2.03 The table below shows an in-year overspend of £0.069m, which is a decrease of £0.222m on the figure reported at month 3.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 3	Month 4	Month 3	Month 4	Month 3	Month 4
	£m	£m	£m	£m	£m	£m	£m	£m
Direct Services								
Community Services (Exc Housing)	48.176	48.176	0.579	0.337	0.153	(0.301)	0.426	0.638
Community & Housing	15.431	15.441	(0.140)	0.006	(0.115)	0.032	(0.025)	(0.026)
Lifelong Learning	104.216	104.000	0.498	0.431	0.202	0.261	0.296	0.170
Environment	17.089	17.124	0.211	0.191	0.211	0.191	-	-
Support Services								
Chief Executive	0.772	0.785	0.002	(0.004)	0.002	(0.004)	-	-
Corporate Strategy	8.336	8.692	0.165	0.166	0.165	0.166	-	-
Financial, Legal & Democratic Services	7.205	7.205	0.010	0.047	0.010	0.047	-	-
Clwyd Theatr Cymru Contribution	1.001	1.001	-	-	-	-	-	-
<b>Total Services</b>	<b>202.226</b>	<b>202.424</b>	<b>1.325</b>	<b>1.174</b>	<b>0.628</b>	<b>0.392</b>	<b>0.697</b>	<b>0.782</b>
Central and Corporate Finance	25.915	25.717	(1.034)	(1.105)	(1.034)	(1.105)	-	-
<b>Total</b>	<b>228.141</b>	<b>228.141</b>	<b>0.291</b>	<b>0.069</b>	<b>(0.406)</b>	<b>(0.713)</b>	<b>0.697</b>	<b>0.782</b>

2.04 The Original Budget column reflects the budget approved by Council on the 4th March 2008. The Revised Budget column reflects in-year virements which have been approved in compliance with Finance Procedure Rules. Appendix 1 gives further analysis of the above net figures showing separately the total expenditure and total income for each Service. Appendices 2-10 detail directorate variances compared to the revised budget in budget book format.

2.05 The Organisational Restructure is being implemented in a phased process which means that the disaggregation of budgets has not yet been undertaken. Due to this, the figures mainly reflect the previous structure, with the exception of Children's Services which is now included within Community Services. The monitoring report will be changed to reflect changes as and when they occur.

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

	<b>Mth3</b>	<b>Mth 4</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Non Ringfenced</b>			
(Underspends)	(1.149)	(1.410)	(0.261)
Overspends	0.743	0.697	(0.046)
	(0.406)	(0.713)	(0.307)
<b>Ringfenced</b>			
Overspends/(Underspends)	0.697	0.782	0.085
<b>General Fund Revenue Account in-year (under)/ overspend</b>	<b>0.291</b>	<b>0.069</b>	<b>(0.222)</b>

### Significant New Variances

#### **Community Services - Community Living – Underspend £0.167m (£0.080m at Month 3)**

- 2.07 The increase in the projected underspend within Community Living reflects higher than anticipated income received from WAG relating to a resettlement scheme, and a reduction in expenditure on client costs due to updated information from a care provider.

#### **Community Services - Other Residential - Underspend of £0.257m (Nil Variance at Month 3)**

- 2.08 The mainstream children's home Arosfa was decommissioned in the summer of 2007. Pressures upon the residential respite unit, Cornel Clyd has led to a process of consultation regarding the future possibilities of developing a business case for expanding respite care on the Arosfa site and decommissioning Cornel Clyd. That consultation process is underway. The aim of the investment is to reduce the number of Out of County Placements required (para 2.09 refers). As the investment decisions have not yet been made there is currently a projected underspend of £0.255m. However this could rise to £0.355m if the anticipated expenditure of £0.100m on initial refurbishment works on the vacant site are not completed by the end of March.

#### **Community Services - Out of County Budget - Overspend of £0.648m (£0.490m at Month 3)**

- 2.09 The projected overspend on Children's Out of County Placements has increased by £0.158m from Month 3 to £0.648m. This is partially offset by the underspend in 2.08 above. Although the number of Children in Out of County Placements has remained stable overall, the number of Residential Placements has increased, and these costs are significantly higher than Family Placements. It is recommended that a report is submitted to the next Executive on the issues surrounding the projected overspend on the Out of County Budget (see 2.13 also).

**Community and Housing - Waste Disposal - Underspend £0.099m  
(£0.044m at Month 3)**

- 2.10 The increased underspend position reported on this account is as a result of lower than anticipated tonnages of waste processed at landfill. The tonnage trends continue to be down on the monthly activity levels reported in the previous financial year. The underspend affects both the landfill tax and tipping fees budget lines within the Waste Disposal service budget.

**Community and Housing - Civic Amenity Sites – Overspend of £0.205m  
(£0.122m at Month 3)**

- 2.11 The increase in the overspend position reported is due to the payment of an annual performance bonus to AD Waste. This payment is not necessarily made each year and is dependent upon contractor performance. It is therefore difficult to quantify in terms of a budgetary estimate and the historical policy has been to reflect these payments in the budget monitoring process when they are actually made. There will be a future budget realignment exercise undertaken to ensure the waste group of budget heads reflect current operational requirements.

**Community and Housing - Design Services - Overspend of £0.165m  
(£0.016m at Month 3)**

- 2.12 There has been a recent downturn in the level of fee income which can be claimed during the current financial year. This is as a result of aborted or deferred projects and, to a lesser extent, a reassessment of the overall value of specific pieces of work. The section has been informed that a £1.6m project related to a new Council Depot and Vehicle Workshop is now on hold which would have generated £0.200m in fees and was previously included in projections. A recent assessment has been undertaken of potential fees claimable to mitigate the emerging in year overspend position. The Design Services Team rely on the progression of capital projects across the Authority to generate the fee income target set in the Directorate's base budget. Due to the fact that income levels are not being met reductions in expenditure will need to be identified and it is recommended that a report on the issues surrounding this service area is submitted to the next Executive.

**Lifelong Learning - Out of County Budget - Overspend of £0.170m  
(£0.296m at Month 3)**

- 2.13 The projected overspend at month 4 on special education and recoupment has decreased by £0.126m to £0.170m. This is due to the identification of one-to-one support costs which had been incorrectly charged to this account. However as reported previously a further complication with regard to projecting costs for the Maintained Special School Placements at this stage, is that pupil numbers are not known for certain until the children return in September. This applies to both Flintshire pupils in other LEA schools and other LEA pupils in Flintshire schools for which we charge (recoupment). It is recommended that a report is submitted to the next Executive on the issues surrounding the projected overspend on the Out of County Budget (see 2.09 also).

**Central & Corporate - Corporate Other - Underspend of £0.117m (£0.046m at Month 3)**

- 2.14 The increased projected underspend is mainly due to a budget of £0.100m in respect of additional employer's superannuation costs. A saving of £0.100m was included in the 2007/08 budget on a one-off basis which had the effect of being added back to the 2008/09 budget. As Employer's Superannuation costs have not increased in 2008/09 this amount will not be required. This underspend has been offset by various adjustments to address shortfalls identified after the budget setting process was complete.

**STATEMENT ON RISK**

- 2.15 It is still a very early stage in the financial year and the projection is based on the best assessment as at the end of July. The Council's budget (£228m net) includes many areas that can be deemed volatile and demand-led and the projection can change significantly.
- 2.16 There are also still many unknowns at this stage of the year that could have a significant impact on the final position, with the following of particular note:-
- a) The pay award has still not been agreed and any final settlement above or below 2.5% will change the projection.
  - b) There is a significant amount of non standard inflation and central contingency currently held at the centre (see section 3) which is currently assumed as being required. Included in this allocation is an amount of £1m in respect of energy (gas, electricity,oil), and the amount required from this allocation is unlikely to become clear until well into the winter months.
  - c) Fuel costs however have increased significantly recently and no specific additional resource was included in the budget. This impacts across many services of the council such as local bus service contracts, school transport, refuse collection and client contract costs within Adult Social Care. The impact of rising fuel costs in these areas will continue to be closely monitored.
  - d) The effects of a change in interest rates have a significant impact on the amount of interest receivable on investment income and interest payable on debt.
  - e) Rising inflation generally will also have an impact in respect of the prices the Council pays for its goods and services, and also the impact on the income that the Council must generate to achieve its budget.
- 2.17 Taking into account the overall projected overspend and all of the risks identified above, it is important that the monitoring process ensures that all

changes to the projection are reported early. This will help ensure that where necessary corrective action can be implemented, and also that information is available for future financial planning. Finance Procedure Rules require an action plan to be submitted to the County Finance Officer in respect of those Departments projecting an overspend.

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

#### **NON STANDARD INFLATION**

- 3.01 Included in the budget is an amount of £2.406m, which, as in previous years is being held centrally until the actual need is known.
- 3.02 As reported previously amounts totalling £0.877m have been allocated to date. The amount remaining of £1.529m is assumed to be required later in the year, and is therefore assumed in the projection to be spent. The Street Lighting Service and the Facilities Service have already identified potential inflationary pressures and these will be monitored closely throughout the year. The impact of increasing energy costs will also begin to become evident in the coming months.
- 3.03 Due to the fact that there are many risks associated with significant allocations in respect of non-standard inflation (e.g. energy), Executive on 16th September approved that the overall allocation is dealt with as one amount, and that any allocations from it are considered on a business case basis, rather than as a specific provision for individual areas of possible inflationary pressure.

#### **CENTRAL CONTINGENCIES**

- 3.04 The budget for 2008/09 included £0.269m in respect of Central Contingencies. It was agreed that these items be held centrally and only allocated out to services when the actual increase in cost is known.
- 3.05 A one-off amount of £0.184m was included in the budget in respect of backdated pay for a number of resident wardens to comply with National Minimum Wage Legislation. The payments have now been paid and the budget transferred to Community and Housing.
- 3.06 The amount remaining of £0.085m is assumed to be required at a later stage in the year, and is therefore assumed in the projection to be spent.

### **4.00 UNEARMARKED RESERVES**

- 4.01 The amount of un-earmarked reserves brought forward into 2008/09 and the current projected amount available for delegation to Executive is detailed below. This is on the basis that all non ringfenced underspends will be returned to the reserve, and that the net ringfenced overspend will be met from the reserve (see 2.06)

	<b>£m</b>	<b>£m</b>
Un-earmarked Reserves as at 1 April 2008		10.737
Less – Base Level (Inc increase as per budget report 2008/09)		<u>5.112</u>
Amount Available for Delegation to Executive		5.625
<u>Less other approvals in 2008/09 budget report</u>		
One – Off expenditure	(1.901)	
Contribution to Capital Programme	<u>(1.000)</u>	
		(2.901)
<u>Less In-year approvals to date</u>		
Single Status Project	(0.128)	
HRMIS/Payroll Project	(0.100)	
Early Retirement Costs	(0.126)	
Support for Voluntary sector	<u>(0.051)</u>	
		(0.405)
Add Non Ringfenced Underspends (see 2.06)	1.410	
Less Ringfenced Overspends (2.06)	<u>(0.782)</u>	
		<u>0.628</u>
Amount remaining as at 31 <sup>st</sup> March 2009 (above base level of £5.112m)		2.947
Less Projected Non-Ringfenced Overspend		<u>(0.697)</u>
Amount remaining as at 31 <sup>st</sup> March 2009 if overspend met (above base level of £5.112m)		2.250

4.02 Action Plans are required from Directorates projecting a non ringfenced overspend, to identify ways of containing net expenditure within the cash limited budget. However, if this is not achievable Finance Procedure rules state that any overall directorate overspend (non ringfenced) 'will be payable in the following financial year, unless the Executive or Council authorise otherwise.'

4.03 If Executive or Council were to approve that the current projected non ringfenced overspend of £0.697m was to be met from unearmarked reserves, the contingency sum available would reduce from £2.947m to £2.250m

## **5.00 HOUSING REVENUE ACCOUNT**

5.01 On 19<sup>th</sup> February, 2008, the Council approved a Housing Revenue Account budget for 2008/09 of £22.613m.

- 5.02 The budget provided for a closing balance at 31<sup>st</sup> March, 2009 of £0.986m which at 4.36% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 5.03 Since the 2008/09 budget was agreed, the accounts for 2007/08 have been closed (subject to audit) and the closing balance at the end of 2007/08 was £1.342m which was £0.264m higher than the estimate of £1.078m. This has the effect of increasing the opening balance for 2008/09 by the same amount.
- 5.04 The projected revenue account and the use of balances for 2008/09 are set out in Appendix 11 and the reasons for significant variances from last month are shown in the following paragraphs. Since the completion and submission of the Housing Revenue Account Month 4 budget monitoring report, further information has emerged which may result in an increased projected deficit for the building maintenance trading account. A full report on the reasons for this together with an outline recovery action plan will be provided at the next meeting of the Executive. Members are advised that this may result in an in-year HRA deficit and a reduction of the projected closing balance as set out in Appendix 11.

### **Significant New Variance**

#### **Capital Financing - Overspend of £0.132m (£0.028m at Month 3)**

#### **Housing Subsidy (Deficit) - Underspend of £0.134m (£0.035m at Month 3)**

- 5.05 The projection for Capital Financing reflects an increase in the overspend position reported at month 3 of £0.105m. This revised position arises from an increase in interest rates, however this is compensated by a similar level of reduction (£0.099m) in the amount of deficit Housing Revenue Account Subsidy payable to WAG.
- 5.06 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 £1.366m (budget £0.986m) which at 6% of budgeted expenditure is much greater than the minimum level of 3% recommended by the County Finance Officer. As stated in 5.04 this is subject to further work being undertaken on the building maintenance trading account.

### **6.00 RECOMMENDATIONS**

- 6.01 Members are recommended to:-
- a) Note the overall report.
  - b) Approve that a report be submitted to the next Executive on the issues surrounding the projected overspend on Design Services (para 2.12).
  - c) Approve that a report be submitted to the next Executive on the issues surrounding the projected overspend on the Out of County budget (paras 2.09 & 2.13).

- d) Note the General Fund Contingency sum available as at 31st March 2009. (Section 4).
- e) Note the projected final level of balances on the Housing Revenue Account, subject to further work being undertaken on the building maintenance trading account. (para 5.06)

## **7.00 FINANCIAL IMPLICATIONS**

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

## **8.00 ANTI-POVERTY IMPACT**

8.01 None.

## **9.00 ENVIRONMENTAL IMPACT**

9.01 None.

## **10.00 PERSONNEL IMPLICATIONS**

10.01 None.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 None.

## **12.00 APPENDICES**

12.01 General Fund Variances - Appendices 1-11.

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

Month 4 Monitoring Papers

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**APPENDIX 1**

<b>EXPENDITURE</b>	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 3	Month 4	Month 3	Month 4	Month 3	Month 4
	£m	£m	£m	£m	£m	£m	£m	£m
Direct Services								
Community Services (Exc Housing)	61.453	61.453	1.681	1.588	1.255	0.950	0.426	0.638
Community & Lifelong Learning	34.204	34.227	0.383	0.280	0.408	0.306	(0.025)	(0.026)
Environment	129.496	129.262	0.498	0.431	0.202	0.261	0.296	0.170
Environment	38.903	38.965	0.091	0.071	0.091	0.071	-	-
Support Services								
Chief Executive	0.783	0.809	(0.008)	(0.014)	(0.008)	(0.014)	-	-
Corporate Strategy	11.175	11.606	(0.042)	(0.017)	(0.042)	(0.017)	-	-
Financial, Legal & Democratic Services	42.710	42.890	(0.055)	(0.017)	(0.055)	(0.017)	-	-
Clwyd Theatr Cymru Contribution	1.001	1.001	-	-	-	-	-	-
<b>Total Services</b>	<b>319.725</b>	<b>320.213</b>	<b>2.548</b>	<b>2.322</b>	<b>1.851</b>	<b>1.540</b>	<b>0.697</b>	<b>0.782</b>
Central and Corporate Finance	32.659	32.876	0.037	(0.054)	0.037	(0.054)	-	-
<b>Total Expenditure</b>	<b>352.384</b>	<b>353.089</b>	<b>2.585</b>	<b>2.268</b>	<b>1.888</b>	<b>1.486</b>	<b>0.697</b>	<b>0.782</b>
<b>INCOME</b>								
Direct Services								
Community Services (Exc Housing)	(13.277)	(13.277)	(1.102)	(1.251)	(1.102)	(1.251)	-	-
Community & Lifelong Learning	(18.773)	(18.786)	(0.523)	(0.274)	(0.523)	(0.274)	-	-
Environment	(25.280)	(25.262)	-	-	-	-	-	-
Environment	(21.814)	(21.841)	0.120	0.120	0.120	0.120	-	-
Support Services								
Chief Executive	(0.011)	(0.024)	0.010	0.010	0.010	0.010	-	-
Corporate Strategy	(2.839)	(2.914)	0.207	0.183	0.207	0.183	-	-
Financial, Legal & Democratic Services	(35.505)	(35.685)	0.065	0.064	0.065	0.064	-	-
Clwyd Theatr Cymru Contribution	-	-	-	-	-	-	-	-
<b>Total Services</b>	<b>(117.499)</b>	<b>(117.789)</b>	<b>(1.223)</b>	<b>(1.148)</b>	<b>(1.223)</b>	<b>(1.148)</b>	-	-
Central and Corporate Finance	(6.744)	(7.159)	(1.071)	(1.051)	(1.071)	(1.051)	-	-
<b>Total Income</b>	<b>(124.243)</b>	<b>(124.948)</b>	<b>(2.294)</b>	<b>(2.199)</b>	<b>(2.294)</b>	<b>(2.199)</b>	-	-
<b>Net Expenditure</b>	<b>228.141</b>	<b>228.141</b>	<b>0.291</b>	<b>0.069</b>	<b>(0.406)</b>	<b>(0.713)</b>	<b>0.697</b>	<b>0.782</b>

**COMMUNITY SERVICES (EXCLUDING HOUSING)**
**APPENDIX 2**
**Budget Monitoring as at Month 4 - Objective Analysis**

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Children's Services</b>					
	Children's Training	119	119	104	(15)	(15)
	Family placement	1,526	1,526	1,526	-	-
	Grants	162	162	162	-	-
	Family Support	290	290	331	41	41
	Prevention and Support	75	75	75	-	-
	Other Residential	709	709	452	(257)	(257)
	Professional Support	5,553	5,571	5,544	(27)	(27)
	Youth Offending Team	376	376	376	-	-
	Special Investigation	38	38	(10)	(48)	(48)
	<b>- Sub-Total - Children's Services</b>	<b>8,848</b>	<b>8,866</b>	<b>8,560</b>	<b>(306)</b>	<b>(306)</b>
	<b>Services for Older People</b>					
	(6) Community Re-enablement	380	381	374	(7)	(1)
	(18) Day Services	1,216	1,215	1,189	(26)	(8)
	(4) Intermediate Care Beds	155	155	145	(10)	(6)
	75 Domiciliary Support	6,435	6,435	6,519	84	9
	(1) Meal Services	1	1	(1)	(2)	(1)
	- Supporting People Income	(847)	(847)	(847)	-	-
	(54) Residential Services	9,602	9,602	9,535	(67)	(13)
	189 Professional Support	2,390	2,390	2,548	158	(31)
	<b>181 Sub-Total - Services to Older People</b>	<b>19,332</b>	<b>19,332</b>	<b>19,462</b>	<b>130</b>	<b>(51)</b>
	<b>Physical Disability &amp; Sensory Impairment</b>					
	(22) Vulnerable Adults	106	106	84	(22)	-
	(20) Day Centres	137	137	116	(21)	(1)
	45 Equipment - Stores	314	314	352	38	(7)
	- ESF Transition	-	-	-	-	-
	6 Domiciliary Support	1,450	1,450	1,425	(25)	(31)
	- Minor Adaptations	126	126	126	-	-
	- Supporting People Income	(219)	(219)	(219)	-	-
	134 Residential Services	641	641	776	135	1
	42 Professional Support	1,205	1,205	1,246	41	(1)
	(8) Visual Impaired	11	11	3	(8)	-
	(28) Supported ABI	39	39	11	(28)	-
	<b>149 Sub-Total - PDSI</b>	<b>3,810</b>	<b>3,810</b>	<b>3,920</b>	<b>110</b>	<b>(39)</b>
	<b>Learning Disability Services</b>					
	10 Work Opportunities	1,775	1,775	1,783	8	(2)
	(80) Community Living	7,165	7,165	6,998	(167)	(87)
	(18) Day Services	957	957	938	(19)	(1)
	<b>(88) Sub-Total - Learning Disability Services</b>	<b>9,897</b>	<b>9,897</b>	<b>9,719</b>	<b>(178)</b>	<b>(90)</b>
	<b>Mental Health Services</b>					
	- Contracts	19	19	19	-	-
	(10) Day Services	233	233	233	-	10
	- Grants	130	130	121	(9)	(9)
	(8) Supported Accommodation	426	426	405	(21)	(13)
	(2) Supported Living	330	330	338	8	10
	- Supporting People Income	(567)	(567)	(567)	-	-
	(156) Residential Services	470	470	313	(157)	(1)
	134 Professional & Support	819	801	929	128	(6)
	14 Substance Misuse	223	223	236	13	(1)
	(4) Work Schemes	394	394	389	(5)	(1)
	<b>(32) Sub-Total - Mental Health Services</b>	<b>2,477</b>	<b>2,459</b>	<b>2,416</b>	<b>(43)</b>	<b>(11)</b>
	<b>Ringfenced Budgets</b>					
	490 Out of county Pooled Budget - Children's Services	2,545	2,545	3,193	648	158
	(77) Learning Disability	570	570	541	(29)	48
	(12) Mental Health	391	391	381	(10)	2
	25 Older People	-	-	29	29	4
	<b>426 Sub-Total - Ringfenced Budgets</b>	<b>3,506</b>	<b>3,506</b>	<b>4,144</b>	<b>638</b>	<b>212</b>
	<b>Partnerships and Performance</b>					
	(23) Business Systems and Financial Assessments	977	977	968	(9)	14
	- Supporting People	-	-	2	2	2
	(4) Business Services - Income	(2,684)	(2,684)	(2,688)	(4)	-
	(21) Finance	331	331	329	(2)	19
	2 Good Health	28	28	28	-	(2)
	4 Management & Support	1,030	1,030	1,050	20	16
	(15) Public Information & Planning	438	438	422	(16)	(1)
	- Training	186	186	181	(5)	(5)
	<b>(57) Sub-Total - Business Services</b>	<b>306</b>	<b>306</b>	<b>292</b>	<b>(14)</b>	<b>43</b>
<b>579</b>	<b>TOTAL - COMMUNITY SERVICES (EXCLUDING HOUSING)</b>	<b>48,176</b>	<b>48,176</b>	<b>48,513</b>	<b>337</b>	<b>(242)</b>

## **COMMUNITY SERVICES (EXCLUDING HOUSING)**

### **Budget Monitoring as at Month 4 - Objective Analysis**

#### **Subjective Analysis**

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
893	Employees	27,089	27,089	27,873	784	(109)
93	Premises	740	739	855	116	23
253	Transport	1,977	1,977	2,258	281	28
323	Supplies and Services	1,939	1,939	2,324	385	62
236	Third Party Payments	27,020	27,021	27,159	138	(98)
(55)	Transfer Payments	2,568	2,568	2,509	(59)	(4)
(1)	Support Services	36	36	50	14	15
(61)	Capital Financing	84	84	13	(71)	(10)
(1,102)	Income	(13,277)	(13,277)	(14,528)	(1,251)	(149)
<b>579</b>	<b>TOTAL - COMMUNITY SERVICES (EXCLUDING HOUSING)</b>	<b>48,176</b>	<b>48,176</b>	<b>48,513</b>	<b>337</b>	<b>(242)</b>

**COMMUNITY & HOUSING**

**APPENDIX 3**

**GENERAL FUND**

**Budget Monitoring as at Month 4 - Objective Analysis**

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Business &amp; Support - Operational</b>					
	- Cemeteries	464	464	464	-	-
	<b>- Sub-Total - Business &amp; Support - Operational</b>	<b>464</b>	<b>464</b>	<b>464</b>	<b>-</b>	<b>-</b>
	<b>Customer &amp; Housing Services</b>					
(16)	Community Services	200	200	182	(18)	(2)
	- Grants & Contributions	94	94	94	-	-
(30)	Homelessness - Non Ringfenced	325	328	300	(28)	2
(25)	Homelessness - Ringfenced	336	336	310	(26)	(1)
	- Housing Grants	(123)	(123)	(115)	8	8
(4)	Housing Strategy	-	68	64	(4)	-
1	Neighbourhood Wardens	245	250	250	-	(1)
<b>(74)</b>	<b>Sub-Total - Customer &amp; Housing Services</b>	<b>1,077</b>	<b>1,153</b>	<b>1,085</b>	<b>(68)</b>	<b>6</b>
	<b>Technical Services - Operational</b>					
23	Waste Collection	2,722	2,713	2,745	32	9
(44)	Waste Disposal	4,604	4,604	4,505	(99)	(55)
(10)	Agricultural Estates	(142)	(142)	(152)	(10)	-
2	Fly Tipping	83	83	86	3	1
	- Sustainable Waste Management	235	235	236	1	1
43	Markets	(93)	(90)	(46)	44	1
134	Property Holdings	(27)	(27)	109	136	2
(4)	Recycling	504	504	501	(3)	1
122	Civic Amenity Sites	1,610	1,610	1,815	205	83
(12)	Public Conveniences	169	169	158	(11)	1
(364)	Industrial Units	(1,802)	(1,802)	(2,167)	(365)	(1)
3	Animal & Pest Control	121	128	137	9	6
<b>(107)</b>	<b>Sub-Total - Technical Services - Operational</b>	<b>7,984</b>	<b>7,985</b>	<b>7,927</b>	<b>(58)</b>	<b>49</b>
	<b>Technical Services - Support</b>					
38	Administrative Buildings	1,201	1,201	1,236	35	(3)
16	Design Services	(69)	(69)	96	165	149
16	Energy Services	217	217	216	(1)	(17)
(17)	Corporate Property Maintenance	2,523	2,532	2,512	(20)	(3)
(2)	Valuation and Estates	517	517	487	(30)	(28)
<b>51</b>	<b>Sub-Total - Technical Services - Support</b>	<b>4,389</b>	<b>4,398</b>	<b>4,547</b>	<b>149</b>	<b>98</b>
	<b>Supporting People</b>					
20	Carelink	125	128	146	18	(2)
5	Community Centres	126	126	129	3	(2)
121	General	(1,371)	(1,371)	(1,252)	119	(2)
(31)	Management & Admin.	253	255	224	(31)	-
7	Relief Wardens	215	219	224	5	(2)
	- Tenants Gardens	231	231	231	-	-
(35)	Resident Wardens	973	970	931	(39)	(4)
<b>87</b>	<b>Sub-Total - Supporting People</b>	<b>552</b>	<b>558</b>	<b>633</b>	<b>75</b>	<b>(12)</b>
	<b>Business Units</b>					
13	Waste Collection - Contractor	(195)	(195)	(176)	19	6
(110)	Administration Support	1,160	1,078	967	(111)	(1)
<b>(97)</b>	<b>Sub-Total - Business Units</b>	<b>965</b>	<b>883</b>	<b>791</b>	<b>(92)</b>	<b>5</b>
<b>(140)</b>	<b>TOTAL - COMMUNITY &amp; HOUSING</b>	<b>15,431</b>	<b>15,441</b>	<b>15,447</b>	<b>6</b>	<b>146</b>

## **COMMUNITY & HOUSING**

### **Budget Monitoring as at Month 4 - Objective Analysis**

#### **Subjective Analysis**

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(200)	Employees	9,974	9,985	9,749	(236)	(36)
175	Premises	8,450	8,458	8,636	178	3
306	Transport	1,611	1,611	1,937	326	20
149	Supplies and Services	6,481	6,391	6,481	90	(59)
30	Third Party Payments	7,666	7,760	7,867	107	77
(1)	Transfer Payments	24	24	44	20	21
(13)	Support Services	(240)	(240)	(250)	(10)	3
(63)	Capital Financing	238	238	175	(63)	-
(523)	Income	(18,773)	(18,786)	(19,192)	(406)	117
<b>(140)</b>	<b>TOTAL - COMMUNITY &amp; HOUSING</b>	<b>15,431</b>	<b>15,441</b>	<b>15,447</b>	<b>6</b>	<b>146</b>

# LIFELONG LEARNING

# APPENDIX 4

## Budget Monitoring as at Month 4

### Objective Analysis

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Out County Pooled Budget</b>					
296	Special	1,278	1,278	1,448	170	(126)
<b>296</b>	<b>Sub-Total - Out County Pooled Budget</b>	<b>1,278</b>	<b>1,278</b>	<b>1,448</b>	<b>170</b>	<b>(126)</b>
	<b>Libraries, Culture and Heritage</b>					
	- Libraries and Arts	2,407	2,407	2,407	-	-
	- County Record office and Records Management	422	422	422	-	-
	- Museums and Heritage Service	380	380	380	-	-
	- Schools Library Service	334	334	334	-	-
	<b>- Sub-Total - Libraries,Culture &amp; Heritage</b>	<b>3,543</b>	<b>3,543</b>	<b>3,543</b>	-	-
	<b>Leisure Services</b>					
28	Leisure Centres and Pools	2,483	2,483	2,521	38	10
	- Recreational Grounds and Amenities	415	415	427	12	12
23	Leisure services	267	267	290	23	-
	- Play Development	333	333	333	-	-
<b>51</b>	<b>Sub-Total - Leisure Services</b>	<b>3,498</b>	<b>3,498</b>	<b>3,571</b>	<b>73</b>	<b>22</b>
	<b>Delegated Schools Budgets</b>					
	- Nursery	1,073	1,073	1,073	-	-
	- Primary	36,662	36,662	36,662	-	-
	- Secondary	32,263	32,263	32,263	-	-
	- Special	3,016	3,016	3,016	-	-
	<b>- Sub-Total - Delegated Schools</b>	<b>73,014</b>	<b>73,014</b>	<b>73,014</b>	-	-
	<b>School Improvement Service</b>					
	- Early Years	-	-	-	-	-
	- Primary - non delegated	766	766	766	-	-
	- Secondary non - delegated	538	538	538	-	-
2	Inclusion	5,755	5,755	5,757	2	-
	- School Improvement Service	1,323	1,323	1,323	-	-
2	ICT Unit	1,083	1,083	1,085	2	-
	- Schools Related	1,379	1,379	1,379	-	-
	- Sports Development	136	136	136	-	-
<b>4</b>	<b>Sub-Total - School Improvement</b>	<b>10,980</b>	<b>10,980</b>	<b>10,984</b>	<b>4</b>	-
	<b>Development and Resources</b>					
	- Youth and Community	1,276	1,276	1,276	-	-
	- Pupil/Student Transport	6,147	5,947	5,947	-	-
	- Student Finance	108	108	108	-	-
	- Service Units	2,040	2,040	2,040	-	-
184	Facilities Services	1,190	1,190	1,374	184	-
	- Management and Administration	1,142	1,126	1,126	-	-
<b>184</b>	<b>Sub-Total - Development &amp; Resources</b>	<b>11,903</b>	<b>11,687</b>	<b>11,871</b>	<b>184</b>	-
<b>535</b>	<b>TOTAL - LIFELONG LEARNING</b>	<b>104,216</b>	<b>104,000</b>	<b>104,431</b>	<b>431</b>	<b>(104)</b>

## **LIFELONG LEARNING**

### **Budget Monitoring as at Month 4**

#### **Subjective Analysis**

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Balances	-	-	-	-	-
2	Employees	100,937	100,917	100,919	2	-
	- Premises	7,651	7,637	7,649	12	12
	- Transport	5,204	5,004	5,004	-	-
43	Supplies and Services	7,955	7,955	7,998	43	-
296	Third Party Payments	7,055	7,055	7,225	170	(126)
	- Transfer Payments	85	85	85	-	-
157	Support Services	409	409	566	157	-
	- Capital Financing	200	200	200	-	-
37	Income	(25,280)	(25,262)	(25,215)	47	10
<b>535</b>	<b>TOTAL - LIFELONG LEARNING</b>	<b>104,216</b>	<b>104,000</b>	<b>104,431</b>	<b>431</b>	<b>(104)</b>

## ENVIRONMENT

## APPENDIX 5

### Budget Monitoring as at Month 4

#### Objective Analysis

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Highways &amp; Transportation</b>					
	- Maintenance Works					
	- - Structural Maintenance	939	939	939	-	-
	- - Routine Maintenance	2,108	2,108	2,108	-	-
	- - Environmental Maintenance	2,198	2,198	2,198	-	-
	- - Winter Maintenance	488	488	488	-	-
116	- Street Lighting	750	819	935	116	-
	- - Structures	73	73	73	-	-
	- Car Parks	64	64	64	-	-
25	Fleet Services	75	75	100	25	-
	- Highways Strategy	1,047	1,047	1,047	-	-
	- Neighbourhood Services	935	935	935	-	-
	- Transportation	1,052	1,052	1,052	-	-
	- Concessionary Fares	269	269	269	-	-
	- Trunk Road Management Unit	(38)	(38)	(38)	-	-
20	Environmental Maintenance Trading Account	-	-	20	20	-
	- Highways Maintenance Trading Account	-	-	-	-	-
<b>161</b>	<b>Sub-Total - Highways &amp; Transportation</b>	<b>9,960</b>	<b>10,029</b>	<b>10,190</b>	<b>161</b>	<b>-</b>
	<b>Engineering Services</b>					
	- Consultancy	46	46	46	-	-
	- Land Drainage Works	229	229	229	-	-
(20)	Traffic Services	519	519	489	(30)	(10)
	- Traffic Works	170	170	170	-	-
<b>(20)</b>	<b>Sub-Total - Engineering Services</b>	<b>964</b>	<b>964</b>	<b>934</b>	<b>(30)</b>	<b>(10)</b>
	<b>Planning</b>					
25	Planning Control	12	12	37	25	-
	- Service Development and Control	243	243	243	-	-
	- Policy and Implementation	518	518	513	(5)	(5)
	- Environment and Conservation	293	293	293	-	-
75	Land Charges	(234)	(234)	(139)	95	20
	- Countryside Service	359	359	359	-	-
<b>100</b>	<b>Sub-Total - Planning</b>	<b>1,191</b>	<b>1,191</b>	<b>1,306</b>	<b>115</b>	<b>15</b>
	<b>Public Protection</b>					
	- Pollution Control	317	284	284	-	-
	- Environmental Control	341	341	341	-	-
	- Food Safety	362	362	362	-	-
	- Health & Safety	293	293	293	-	-
	- Trading Standards	646	646	646	-	-
	- Building Control	261	261	261	-	-
	- Building Regulations Charging Account	-	-	-	-	-
	<b>- Sub-Total - Public Protection</b>	<b>2,220</b>	<b>2,187</b>	<b>2,187</b>	<b>-</b>	<b>-</b>
	<b>Management Support &amp; Performance</b>					
	- Finance & Performance	684	683	683	-	-
(15)	Directorate Support	705	705	675	(30)	(15)
	Information Services	148	148	148	-	-
	Electronic Services	154	154	154	-	-
(15)	Geographical Information Services	88	88	73	(15)	-
<b>(30)</b>		<b>1,779</b>	<b>1,778</b>	<b>1,733</b>	<b>(45)</b>	<b>(15)</b>
	<b>Regeneration</b>					
	- Economic Development	485	485	475	(10)	(10)
	- Tourism	132	132	132	-	-
	- European Partnership	-	-	-	-	-
	- Flintshire Business Services	358	358	358	-	-
	- Communities First	-	-	-	-	-
	<b>- Sub-Total - Regeneration</b>	<b>975</b>	<b>975</b>	<b>965</b>	<b>(10)</b>	<b>(10)</b>
<b>211</b>	<b>TOTAL - ENVIRONMENT</b>	<b>17,089</b>	<b>17,124</b>	<b>17,315</b>	<b>191</b>	<b>(20)</b>



## **ENVIRONMENT**

### **Budget Monitoring as at Month 4**

#### **Subjective Analysis**

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(50)	Employees	17,532	17,575	17,515	(60)	(10)
116	Premises	1,574	1,663	1,779	116	-
-	- Transport	5,321	5,314	5,314	-	-
25	Supplies and Services	5,439	5,377	5,392	15	(10)
-	- Third Party Payments	8,577	8,577	8,577	-	-
-	- Transfer Payments	6	6	6	-	-
-	- Support Services	454	453	453	-	-
-	- Capital Financing	-	-	-	-	-
120	Income	(21,814)	(21,841)	(21,721)	120	-
<b>211</b>	<b>TOTAL - ENVIRONMENT</b>	<b>17,089</b>	<b>17,124</b>	<b>17,315</b>	<b>191</b>	<b>(20)</b>

**CHIEF EXECUTIVE****APPENDIX 6****Budget Monitoring as at Month 4****Objective Analysis**

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
6	Management & Administration	440	440	440	-	(6)
(4)	Corporate Communications	332	345	341	(4)	-
						-
<b>2</b>	<b>TOTAL - CHIEF EXECUTIVE</b>	<b>772</b>	<b>785</b>	<b>781</b>	<b>(4)</b>	<b>(6)</b>

**Subjective Analysis**

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
10	Employees	482	482	485	3	(7)
(1)	Premises	1	1	-	(1)	-
1	Transport	3	3	4	1	-
(6)	Supplies and Services	201	219	214	(5)	1
	- Third Party Payments	-	-	-	-	-
	- Transfer Payments	-	-	-	-	-
(12)	Support Services	96	104	92	(12)	-
	- Capital Financing	-	-	-	-	-
10	Income	(11)	(24)	(14)	10	-
<b>2</b>	<b>TOTAL - CHIEF EXECUTIVE</b>	<b>772</b>	<b>785</b>	<b>781</b>	<b>(4)</b>	<b>(6)</b>

## SERVICES WITHIN FORMER CORPORATE STRATEGY

## APPENDIX 7

### Budget Monitoring as at Month 4

#### Objective Analysis

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Management</b>					
44	Management	294	295	340	45	1
44	Sub-Total - Management	294	295	340	45	1
	<b>Human Resources &amp; Organisational Development</b>					
	- CRB Checks	74	74	74	-	-
	- Corporate Training & Development	278	278	278	-	-
30	Payroll	333	459	490	31	1
	- Human Resources	819	819	819	-	-
	- Job Evaluation	78	78	78	-	-
	- Temporary HR Projects	54	270	270	-	-
30	Sub-Total - HR & Org Development	1,636	1,978	2,009	31	1
	<b>Occupational Health &amp; Safety</b>					
	- Occupational Health & Safety	679	679	679	-	-
	- Counselling Support	60	60	60	-	-
	- Sub-Total - Occupational Health & Safety	739	739	739	-	-
	<b>Policy, Performance &amp; Partnerships</b>					
	- Civil Contingencies	136	136	136	-	-
	- Policy Grants	-	-	-	-	-
(31)	Policy, Performance & Partnerships	1,063	1,076	1,045	(31)	-
(31)	Sub-Total - Policy, Performance & Partnerships	1,199	1,212	1,181	(31)	-
	<b>ICT &amp; Customer Services</b>					
(1)	Information Communication Technology	3,773	3,773	3,772	(1)	-
1	Customer Services	695	695	695	-	(1)
122	Design & Print	-	-	122	122	-
122	Sub-Total - ICT & Customer Services	4,468	4,468	4,589	121	(1)
<b>165</b>	<b>TOTAL - CORPORATE STRATEGY</b>	<b>8,336</b>	<b>8,692</b>	<b>8,858</b>	<b>166</b>	<b>1</b>

#### Subjective Analysis

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
8	Employees	7,054	7,303	7,288	(15)	(23)
3	Premises	44	44	49	5	2
(2)	Transport	83	83	82	(1)	1
(56)	Supplies and Services	3,593	3,672	3,665	(7)	49
	- Third Party Payments	173	263	263	-	-
	- Transfer Payments	-	-	-	-	-
5	Support Services	208	220	221	1	(4)
	- Capital Financing	21	21	21	-	-
207	Income	(2,840)	(2,914)	(2,731)	183	(24)
<b>165</b>	<b>TOTAL - CORPORATE STRATEGY</b>	<b>8,336</b>	<b>8,692</b>	<b>8,858</b>	<b>166</b>	<b>1</b>

# FINANCE AND LEGAL & DEMOCRATIC SERVICES

# APPENDIX 8

## Budget Monitoring as at Month 4

### Objective Analysis

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Management &amp; Secretariat - Finance</b>					
52	Management & Secretariat	495	284	336	52	-
	<b>Financial Management &amp; Audit</b>					
	- Corporate & Capital Accounting	314	314	313	(1)	(1)
(36)	Financial Planning	195	195	156	(39)	(3)
(12)	Service Accounting	571	571	566	(5)	7
(23)	Internal Audit	578	550	527	(23)	-
18	Procurement	154	157	180	23	5
(53)	<b>Sub-Total - Financial Management &amp; Audit</b>	<b>1,812</b>	<b>1,787</b>	<b>1,742</b>	<b>(45)</b>	<b>8</b>
	<b>Funds &amp; Customer Accounts</b>					
	- Pensions & Funds	(8)	(8)	2	10	10
7	Insurance & Risk Management	18	18	26	8	1
13	Customer Accounts	1,141	1,156	1,176	20	7
20	<b>Sub-Total - Funds &amp; Customer Accounts</b>	<b>1,151</b>	<b>1,166</b>	<b>1,204</b>	<b>38</b>	<b>18</b>
	<b>Management &amp; Secretariat - Legal &amp; Democratic Services</b>					
46	Management & Secretariat	-	190	236	46	
	<b>Legal Services</b>					
(21)	Legal Services	825	853	839	(14)	7
	<b>Democratic Services</b>					
	- Business Development	79	77	77	-	-
(31)	Committee, Member & Electoral Services	2,160	2,160	2,137	(23)	8
(2)	Administration	494	499	493	(6)	(4)
(1)	Scrutiny	189	189	188	(1)	-
(34)	<b>Sub-Total - Democratic Services</b>	<b>2,922</b>	<b>2,925</b>	<b>2,895</b>	<b>(30)</b>	<b>4</b>
<b>10</b>	<b>TOTAL - FLADS</b>	<b>7,205</b>	<b>7,205</b>	<b>7,252</b>	<b>47</b>	<b>37</b>

### Subjective Analysis

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(147)	Employees	7,401	7,379	7,420	41	188
(9)	Premises	23	23	16	(7)	2
(21)	Transport	100	100	90	(10)	11
119	Supplies and Services	2,029	2,215	2,171	(44)	(163)
	- Third Party Payments	-	-	-	-	-
	- Transfer Payments	32,961	32,961	32,961	-	-
3	Support Services	196	196	199	3	-
	- Capital Financing	-	-	-	-	-
65	Income	(35,505)	(35,669)	(35,605)	64	(1)
<b>10</b>	<b>TOTAL - FLADS</b>	<b>7,205</b>	<b>7,205</b>	<b>7,252</b>	<b>47</b>	<b>37</b>

**Budget Monitoring as at Month 4****Objective Analysis**

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Clwyd Theatr Cymru</b>					
	- General Administration	(164)	(164)	(164)	-	-
	- Production Overheads	828	828	828	-	-
	- Clwyd Theatr Cymru Productions	497	497	497	-	-
	- Other Art Forms	(16)	(16)	(16)	-	-
	- Other Earned Income	(144)	(144)	(144)	-	-
	<b>- TOTAL - CLWYD THEATR CYMRU</b>	<b>1,001</b>	<b>1,001</b>	<b>1,001</b>	<b>-</b>	<b>-</b>

**Subjective Analysis**

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	- Employees	2,966	2,966	3,013	47	47
	- Premises	268	268	268	-	-
	- Transport	31	31	31	-	-
	- Supplies and Services	1,636	1,636	1,591	(45)	(45)
	- Third Party Payments	-	-	-	-	-
	- Transfer Payments	-	-	-	-	-
	- Support Services	-	-	-	-	-
	- Capital Financing	-	-	-	-	-
	- Income	(3,900)	(3,900)	(3,902)	(2)	(2)
	<b>- TOTAL - CLWYD THEATR CYMRU</b>	<b>1,001</b>	<b>1,001</b>	<b>1,001</b>	<b>-</b>	<b>-</b>

## CENTRAL & CORPORATE FINANCE

## APPENDIX 10

### Budget Monitoring as at Month 4

#### Objective Analysis

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Central &amp; Corporate Finance</b>					
(30)	Coroners	210	210	180	(30)	-
	- Central Services - Other	3	3	3	-	-
(1,071)	Central Loans & Investment Account	12,323	12,223	11,152	(1,071)	-
	- Financing & Funding (insurance, banking etc.)	3,611	3,711	3,711	-	-
	- Development Grants	292	279	279	-	-
	- Corporate Discretionary Rate Relief	95	95	95	-	-
(46)	Corporate Other	7,109	7,281	7,164	(117)	(71)
<b>(1,147)</b>	<b>Sub-Total - Central &amp; Corporate Finance</b>	<b>23,643</b>	<b>23,802</b>	<b>22,584</b>	<b>(1,218)</b>	<b>(71)</b>
	<b>Levying Bodies</b>					
	- North West/Wales Sea Fisheries Committee	27	27	27	-	-
	- Fire Service	6,739	6,739	6,739	-	-
	- <b>Sub-Total - Levying Bodies</b>	<b>6,766</b>	<b>6,766</b>	<b>6,766</b>	-	-
	<b>Other</b>					
113	Central Service Recharges	(1,618)	(1,618)	(1,505)	113	-
	- Contribution to / (from) Balances	(2,876)	(3,233)	(3,233)	-	-
<b>113</b>	<b>Sub-Total - Other</b>	<b>(4,494)</b>	<b>(4,851)</b>	<b>(4,738)</b>	<b>113</b>	<b>-</b>
<b>(1,034)</b>	<b>TOTAL - CENTRAL &amp; CORPORATE FINANCE</b>	<b>25,915</b>	<b>25,717</b>	<b>24,612</b>	<b>(1,105)</b>	<b>(71)</b>

#### Subjective Analysis

Month 3 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	- Employees	7,529	7,579	7,507	(72)	(72)
	- Premises	49	1,118	1,118	-	-
	- Transport	-	490	490	-	-
(46)	Supplies and Services	3,410	2,007	1,960	(47)	(1)
(30)	Third Party Payments	7,771	7,824	7,794	(30)	-
	- Transfer Payments	-	-	-	-	-
113	Support Services	(1,618)	(1,618)	(1,505)	113	-
	- Capital Financing	15,518	15,418	15,400	(18)	(18)
(1,071)	Income	(6,744)	(7,101)	(8,152)	(1,051)	20
<b>(1,034)</b>	<b>TOTAL - CENTRAL &amp; CORPORATE FINANCE</b>	<b>25,915</b>	<b>25,717</b>	<b>24,612</b>	<b>(1,105)</b>	<b>(71)</b>

## HOUSING REVENUE ACCOUNT

## APPENDIX 11

### Budget Monitoring as at Month 4

#### Objective Analysis

Month 3 Variance		2008/09 Budget Monitoring				Movement
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	<b>Income</b>					
38	Rents (Council Houses & Garages)	(22,074)	(22,074)	(22,058)	16	(22)
48	Capitalised Salaries	(443)	(443)	(398)	45	(3)
-	- Interest	(4)	(4)	(4)	-	-
<b>86</b>	<b>Sub-Total - Income</b>	<b>(22,521)</b>	<b>(22,521)</b>	<b>(22,460)</b>	<b>61</b>	<b>(25)</b>
	<b>Expenditure</b>					
(46)	Building Maintenance Trading Account	300	300	228	(72)	(26)
(35)	Housing Subsidy (Deficit)	6,688	6,688	6,554	(134)	(99)
(166)	Estate Management	1,017	1,017	867	(150)	16
19	Home Ownership (Right to Buy)	(4)	(4)	28	32	13
4	Allocations and Welfare	347	347	352	5	1
70	Repair and Maintenance	8,059	8,059	8,147	88	18
28	Capital Financing	2,411	2,411	2,543	132	104
(87)	Finance and Support	2,125	2,125	2,047	(78)	9
-	- Capital Expenditure from Revenue Account (CERA)	1,340	1,340	1,340	-	-
-	- Supporting People Transitional Costs	330	330	330	-	-
<b>(213)</b>	<b>Sub-Total - Levying Bodies</b>	<b>22,613</b>	<b>22,613</b>	<b>22,436</b>	<b>(177)</b>	<b>36</b>
	Net Expenditure before use of/to balances	92	92	(24)	(116)	11
(127)	Contribution to / (from) Balances	92	92	(24)	(116)	11
-	Net Expenditure after use of/to balances	-	-	-	-	-
	<b>Balances</b>					
(1,342)	Opening Balance	(1,078)	(1,342)	(1,342)		
(127)	Contribution to / (from) Balances	92	92	(24)	(116)	11
<b>(127)</b>	<b>TOTAL - HOUSING REVENUE ACCOUNT</b>	<b>(986)</b>	<b>(1,250)</b>	<b>(1,366)</b>	<b>(116)</b>	<b>11</b>

#### Subjective Analysis

Month 3 Variance		2008/09 Budget Monitoring				Movement
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(277)	Employees	6,687	6,687	6,459	(228)	49
93	Premises	7,595	7,595	7,660	65	(28)
(17)	Transport	788	788	791	3	20
18	Supplies and Services	3,888	3,888	3,976	88	70
-	- Third Party Payments	-	-	-	-	-
7	Transfer Payments	229	229	236	7	-
(274)	Support Services	1,449	1,449	1,175	(274)	-
26	Capital Financing	3,811	3,811	3,941	130	104
297	Income	(24,355)	(24,355)	(24,262)	93	(204)
<b>(127)</b>	<b>TOTAL - HOUSING REVENUE ACCOUNT</b>	<b>92</b>	<b>92</b>	<b>(24)</b>	<b>(116)</b>	<b>11</b>

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 20

REPORT TO: EXECUTIVE

DATE : 07 OCTOBER 2008

REPORT BY: COUNTY FINANCE OFFICER

SUBJECT : CAPITAL PROGRAMME 2008/09 (MONTH 4)

### **1.00 PURPOSE OF REPORT**

1.01 To provide Members with the latest capital programme information for 2008/09.

### **2.00 BACKGROUND**

2.01 The Council approved a capital programme for 2008/09 of £48.590m at its meeting of 4th March 2008.

### **3.00 CONSIDERATIONS**

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

3.01.1 The table below sets out how the programme has changed during 2008/09.

	<b>General Fund</b>	<b>Housing Revenue Account (HRA)</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Council 04.03.08.</b>			
Original Capital Programme	40.316	8.274	48.590
<b>Latest Monitoring</b>			
Original Programme (as above)	40.316	8.274	48.590
Rollover (Slippage) from 2007/08	2.584	2.605	5.189
Change this Period	4.019	0.024	4.043
	<b>46.919</b>	<b>10.903</b>	<b>57.822</b>
Contractually Uncommitted	(1.598)	0	(1.598)
Identified Savings	(0.599)	0	(0.599)
<b>Revised Programme</b>	<b>44.722</b>	<b>10.903</b>	<b>55.625</b>

3.01.2 From the table it can be seen that the original programme total of £48.590m has increased to £55.625m; this increase of £7.035m arises by way of -

Date: 30/09/2008



	£m
Rollover (slippage) from 2007/08, as detailed in the report to Executive 5th August 2008 (Subject : Capital Programme 2007/08 - Outturn).	5.189
Additional schemes, as detailed in Section 3.02	4.043
Contractually uncommitted scheme adjustments, as detailed in Section 3.03.	(1.598)
Identified savings, as detailed in Section 3.04.	(0.599)
	7.035

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

<b>REVISED PROGRAMME</b>	<b>Original Budget</b>	<b>Rollover</b>	<b>Movement this Period</b>	<b>Contractually Uncomm'd</b>	<b>Savings</b>	<b>Revised Budget</b>
	£m	£m	£m	£m	£m	£m
Community Services (Excluding Housing)	1.498	0.077	0	0	0	1.575
Community & Housing	5.228	0.249	0.263	(1.438)	0	4.302
Lifelong Learning	14.858	0.102	1.292	0	(0.539)	15.713
Environment	13.831	1.473	2.341	(0.160)	0	17.485
Central Departments/Ciwyd Theatr Cymru	0.980	0.127	0.123	0	(0.060)	1.170
	36.395	2.028	4.019	(1.598)	(0.599)	40.245
Housing - General Fund	3.921	0.556	0	0	0	4.477
<b>General Fund Total</b>	40.316	2.584	4.019	(1.598)	(0.599)	44.722
<b>Housing Revenue Account</b>	8.274	2.605	0.024	0	0	10.903
<b>Programme Total</b>	<b>48.590</b>	<b>5.189</b>	<b>4.043</b>	<b>(1.598)</b>	<b>(0.599)</b>	<b>55.625</b>

3.01.4 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 will assist in the future identification of contractually uncommitted amounts, and in the projection of final outturn figures.

3.01.5 At a very late stage in the production of this report delays in the flow of capital receipts were being analysed. As capital receipts form part of the financing of the Capital Programme potential effects on specific schemes were being considered. A verbal update will be given at the meeting.

## 3.02 Movements During This Period

3.02.1 The Community Services programme remains unchanged during the period.

3.02.2 Community and Housing's programme has increased by £0.263m, of which £0.236m relates to two Sustainable Waste Management schemes, being -

	£m
Buckley material recycling facility, funded by way of grant and use of specific reserve monies.	0.167
Greenfield composting - concrete maturation pad, also funded by way of specific reserve monies.	0.069
	<hr/>
	0.236
Administrative Buildings works at the Daniel Owen Centre, Mold funded by way of grants/contributions, completes the analysis.	0.027
	<hr/>
	<u>0.263</u>

3.02.3 The Lifelong Learning programme has increased by £1.292m by way of -

	£m
The acquisition of Education (General) equipment funded through prudential borrowing in place of leasing for which revenue cover exists; on this occasion operating lease funding was inappropriate for the required purpose.	0.009
Additional School Improvement works funded by WAG School Buildings Improvement Grant (SBIG)	0.573
The introduction of Early Years WAG grant funding relating to the 2007/08 rolled over total as included in Appendix A.	0.162
The inclusion of the balance of 2007/08 general funding resources for Special Schools (£0.548m), being £0.594m (as reported in Section 5.04 of the report to Executive 19th February 2008 - Subject: Capital Programme 2008/09 to 2011/12), less that part used for capital financing purposes in 2007/08 (£0.046m)	0.548
	<hr/>
	<u>1.292</u>

Residual New Opportunity Funding (£0.096m) monies have provided funding for Special Schools, Secondary Schools and Mobile Classroom purposes.

3.02.4 Environment's net programme increase (£2.341m) includes -

	£m
Reduced WAG funded Engineering (land drainage programme) works	(0.200)
Reduced WAG funded General Environment Enhancement (contaminated land) works	(0.379)
Reduced Highways related Road Maintenance Grant funded works	(0.002)
Additional Transportation - WAG (Transport Grant) funded works	2.809
Other Grant Funded works	0.113
	2.341

3.02.5 The Central Departments programme has been adjusted to reflect -

- The acquisition of equipment for use in the Design and Print unit in the sum of £0.063m, funded by way prudential borrowing in place of leasing for which revenue cover exists; on this occasion operating lease funding was inappropriate for the required purpose.

There is a change of funding source in respect of Reception Areas and Customer Access Works at County Hall, Mold as referred to in section 3.04.3.

3.02.6 Clwyd Theatr Cymru's programme remains unchanged.

3.02.7 The Housing General Fund programme has changed by way of the transfer of £0.052m from Renovation Grants to Special Initiatives for Care and Repair funding purposes.

3.02.8 The Housing Revenue Account (HRA) programme has been adjusted to take account of the receipt and planned use of additional Scottish Power, Energy Efficiency grant monies (£0.024m). The programme continues to be closely monitored in the light of the continuing reduction in the number of Right to Buy (RTB) dwelling sales and the backdrop of a cooling property market.

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

3.03.1 Latest budget monitoring information indicates that a total of £1.598m funded by way of general (non-specific) financing resources (unhypothecated supported borrowing/general capital grant/capital receipts), will not be contractually committed during 2008/09. As such this amount could be used to bring forward other capital schemes from the future programme. However, the £1.598m will serve at this point to cover (in part) a shortfall in capital receipts as referred to in Section 3.05.2.

3.03.2 Community and Housing's total of £1.438m relates to Depots - Queensferry relocation.

3.03.3 Environment's total of £0.160m is in respect of Highways (Bridge Assessments) - Pont Cilcain

### 3.04 Identified Savings

3.04.1 Savings totalling £0.599m have been identified during the period of the report. Again, as with the contractually uncommitted total referred to above, the £0.599m will serve at this point to cover (in part) a shortfall in capital receipts as referred to in Section 3.05.2.

3.04.2 Lifelong Learning's saving arises from the substitution of £0.539m of general funding resources for Special Schools, with School Buildings Improvement Grant (SBIG). The £0.539m is the additional funding required in 2008/09, as reported in Section 5.04 of the report to Executive 19th February 2008 - Subject: Capital Programme 2008/09 to 2011/12).

3.04.3 The Central Departments saving reflects a revised funding arrangement in respect of the Reception Areas/Customer Access Works at County Hall, Mold, with £0.060m CERA (Capital Expenditure from Revenue Account) now replacing part of the original general funding for the scheme. The £0.060m CERA has been made available from residual funding provided for reception area works at the County Offices, Flint.

### 3.05 Financing

3.05.1 The capital programme is financed as summarised below.

<b>FINANCING RESOURCES</b>			
	<b>General Financing</b>	<b>Specific Financing</b>	
	<b>Supported Borrowing / General Capital Grant / Capital Receipts</b>	<b>Grants &amp; Contributions / CERA /Reserves/ Prudential Borrowing</b>	<b>Total Financing</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Latest Monitoring</b>			
General Fund	21.498	24.822	46.320
Housing Revenue Account	4.263	6.640	10.903
	<b>25.761</b>	<b>31.462</b>	<b>57.223</b>
<b>Contractually Uncommitted</b>			
General Fund	(1.598)	0	(1.598)
Housing Revenue Account	0	0	0.0
	<b>(1.598)</b>	<b>0.000</b>	<b>(1.598)</b>
<b>Total Financing Resources</b>	<b>24.163</b>	<b>31.462</b>	<b>55.625</b>

3.05.2 That element of the General Fund total financed from general (non-specific) financing resources - unhypothecated supported borrowing, general capital grant and capital receipts (£21.498m) - relies on total general fund capital receipts of £6.758m (rollover of £1.425m, and in-year receipts of £5.333m), on top of which a further budgeted figure of £3.361m provides programme headroom. Latest monitoring information indicates a shortfall of £4.400m in 2008/09 receipts which, at this stage, will be covered (in part) by the contractually uncommitted total of £1.598m (as referred to in Section 3.03.1), and the savings of £0.599m (as identified in Section 3.04.1). The balance of the shortfall (£2.203m) will be covered at this stage by a reduced headroom figure. Regular monitoring of capital receipts is undertaken as part of the overall monitoring of the capital programme.

3.05.3 Latest monitoring also indicates a shortfall in HRA capital receipts, which are currently included at £4.263m (roll-over of £2.495m and in-year receipts of £1.768m (dwelling sales of £0.287m and land sales of £1.481m). The shortfall (estimated at £2.000m), is being taken into account in the review of the HRA capital programme, notably in the phasing of the work, and the result of this will be included in the next monitoring report.

#### **4.00 RECOMMENDATIONS**

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

#### **5.00 FINANCIAL IMPLICATIONS**

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

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

6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

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

#### **8.00 EQUALITIES IMPACT**

8.01 None.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 None.

#### **10.00 CONSULTATION REQUIRED**

10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None.

**12.00 APPENDICES**

12.01 Appendix A : Capital Programme - Movements

Appendix B : Capital Programme - Financing

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

Capital Programme Monitoring Papers 2008/09

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## CAPITAL PROGRAMME - MOVEMENTS

	Original Budget	Rollover from 2007/08	Adjustments (Previous)	Adjustments (Current)	Revised Budget	Contractually Uncomm'd	Rollover to 2009/10	Revised Budget	Projected Outturn	Savings
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>General Fund :</b>										
<b>Community Services (Exc. Housing)</b>										
Services to Older People	0.178	0.045	0	0	0.223	0	0	0.223	0.223	0
Learning Disability	0	0.032	0	0	0.032	0	0	0.032	0.032	0
General	0	0	0	0	0.200	0	0	0.200	0.200	0
Physical & Sensory Disability	1.120	0	0	0	1.120	0	0	1.120	1.120	0
	<b>1.498</b>	<b>0.077</b>	<b>0.000</b>	<b>0.000</b>	<b>1.575</b>	<b>0.000</b>	<b>0.000</b>	<b>1.575</b>	<b>1.575</b>	<b>0.000</b>
<b>Community &amp; Housing</b>										
Administrative Buildings	1.670	0.154	0	0.027	1.851	0	0	1.851	1.851	0
Agricultural Estates	0.213	0.041	0	0	0.254	0	0	0.254	0.254	0
Cemeteries	0.971	0	0	0	0.971	0	0	0.971	0.971	0
Depots	1.438	0	0	0	1.438	(1.438)	0	0	0	(0)
Markets	0.025	0	0	0	0	0	0	0.025	0.025	0
Industrial Units	0.120	0	0	0	0.120	0	0	0.120	0.120	0
Public Conveniences	0.015	0	0	0	0.015	0	0	0.015	0.015	0
Sustainable Waste Management	0.753	0	0	0.236	0.989	0	0	0.989	0.989	0
Other	0.023	0.054	0	0	0.077	0	0	0.077	0.077	0
	<b>5.228</b>	<b>0.249</b>	<b>0.000</b>	<b>0.263</b>	<b>5.740</b>	<b>(1.438)</b>	<b>0.000</b>	<b>4.302</b>	<b>4.302</b>	<b>(0.000)</b>

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

APPENDIX A (Cont'd.)

**CAPITAL PROGRAMME - MOVEMENTS**

	<b>Original Budget</b>	<b>Rollover from 2007/08</b>	<b>Adjustments (Previous)</b>	<b>Adjustments (Current)</b>	<b>Revised Budget</b>	<b>Contractually Uncomm'd</b>	<b>Rollover to 2009/10</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>Savings</b>
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Lifelong Learning</b>										
Leisure Centres	1.201	0.048	0	0	1.249	0	0	1.249	1.249	0
Swimming Pools	0.017	0.009	0	0	0.026	0	0	0.026	0.026	0
Recreation Grounds	0.170	0.026	0	0	0.196	0	0	0.196	0.196	0
Play Areas	0.350	0.018	0	0	0.368	0	0	0.368	0.368	0
Libraries	0.400	0	0	0	0	0	0	0.400	0.400	0
Education - General	4.360	0.017	0	0.009	4.386	0	0	4.386	4.386	0
Primary Schools	0.100	0	0	0	0.100	0	0	0.100	0.100	0
Community Youth Clubs	0.065	0.001	0	0	0.066	0	0	0.066	0.066	0
Secondary Schools	0	0	0	0.045	0.045	0	0	0.045	0.045	0
Special Education	0	(0.025)	0	0.025	0	0	0	0	0	0
New Opportunities Funding	0	0.112	0	(0.096)	0.016	0	0	0.016	0.016	0
Mobile Classrooms	0	(0.026)	0	0.026	0	0	0	0	0	0
School Improvement	1.741	0.063	0	0.573	2.377	0	0	2.377	2.377	0
Minor Works, Furniture & Equipment	0.078	0.021	0	0	0.099	0	0	0.099	0.099	0
Early Years	0	(0.162)	0	0.162	0	0	0	0	0	0
Schools - Additional Funding	6.376	0	0	0.548	6.924	0	0	6.924	6.385	(0.539)
	<b>14.858</b>	<b>0.102</b>	<b>0.000</b>	<b>1.292</b>	<b>16.252</b>	<b>0.000</b>	<b>0.000</b>	<b>16.252</b>	<b>15.713</b>	<b>(0.539)</b>



**CAPITAL PROGRAMME - MOVEMENTS**

	<b>Original Budget</b>	<b>Rollover from 2007/08</b>	<b>Adjustments (Previous)</b>	<b>Adjustments (Current)</b>	<b>Revised Budget</b>	<b>Contractually Uncomm'd</b>	<b>Rollover to 2009/10</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>Savings</b>
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Environment</b>										
Engineering	3.788	0.209	0	(0.200)	3.797	0	0	3.797	3.797	0
General Environmental Enhancement	1.015	0.226	0	(0.379)	0.862	0	0	0.862	0.862	0
Highways	2.934	0.446	0	(0.002)	3.378	(0.160)	0	3.218	3.218	0
Planning Grant Schemes	0.194	0	0	0	0.194	0	0	0.194	0.194	0
Ranger Services	0.100	0.015	0	0	0.115	0	0	0.115	0.115	0
Regeneration	0.880	0.023	0	0	0.903	0	0	0.903	0.903	0
Transportation	4.920	0.546	0	2.922	8.388	0	0	8.388	8.388	0
Economic Development	0	0.008	0	0	0.008	0	0	0.008	0.008	0
	<b>13.831</b>	<b>1.473</b>	<b>0.000</b>	<b>2.341</b>	<b>17.645</b>	<b>(0.160)</b>	<b>0.000</b>	<b>17.485</b>	<b>17.485</b>	<b>0.000</b>
<b>Central Departments</b>										
Information Technology	0.386	0.032	0	0.063	0.481	0	0	0.481	0.481	0
Human Resources - Information Technology	0.175	0.086	0	0	0.261	0	0	0.261	0.261	0
Reception/Customer Access - County Hall	0.230	0	0	0.060	0.290	0	0	0.290	0.230	(0.060)
<b>Theatre</b>										
Clwyd Theatr Cymru	0.189	0.009	0	0	0.198	0	0	0.198	0.198	0
	<b>0.980</b>	<b>0.127</b>	<b>0.000</b>	<b>0.123</b>	<b>1.230</b>	<b>0.000</b>	<b>0.000</b>	<b>1.230</b>	<b>1.170</b>	<b>(0.060)</b>

**CAPITAL PROGRAMME - MOVEMENTS**

	<b>Original Budget</b>	<b>Rollover from 2007/08</b>	<b>Adjustments (Previous)</b>	<b>Adjustments (Current)</b>	<b>Revised Budget</b>	<b>Contractually Uncomm'd</b>	<b>Rollover to 2009/10</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>Savings</b>
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Housing General Fund</b>										
Renovation Grants	3.521	0.548	0	(0.052)	4.017	0	0	4.017	4.017	0
Special Initiatives	0.400	0.008	0	0.052	0.460	0	0	0.460	0.460	0
	<b>3.921</b>	<b>0.556</b>	<b>0.000</b>	<b>0.000</b>	<b>4.477</b>	<b>0.000</b>	<b>0.000</b>	<b>4.477</b>	<b>4.477</b>	<b>0.000</b>
<b>Housing Revenue Account :</b>										
<b>Housing Revenue Account Programme</b>										
	8.274	2.605	0	0.024	10.903	0	0	10.903	10.903	0
	<b>8.274</b>	<b>2.605</b>	<b>0.000</b>	<b>0.024</b>	<b>10.903</b>	<b>0.000</b>	<b>0.000</b>	<b>10.903</b>	<b>10.903</b>	<b>0.000</b>

**Totals :**

<b>General Fund</b>	40.316	2.584	0.000	4.019	46.919	(1.598)	0	45.321	44.722	(0.599)
<b>Housing Revenue Account</b>	8.274	2.605	0	0.024	10.903	0	0	10.903	10.903	0
<b>Grand Total</b>	<b>48.590</b>	<b>5.189</b>	<b>0.000</b>	<b>4.043</b>	<b>57.822</b>	<b>(1.598)</b>	<b>0.000</b>	<b>56.224</b>	<b>55.625</b>	<b>(0.599)</b>

## CAPITAL PROGRAMME - FINANCING

	Latest Monitoring	Contractually Uncommitted	Rephasing /Rollover to 2009/10	Total Financing
	£m	(General Financing) £m	£m	£m
<b>General Fund</b>	<b>46.320</b>	<b>(1.598)</b>	<b>0.000</b>	<b>44.722</b>
<b>Financing :</b>				
<b>General</b>				
Unhypothecated Supported Borrowing (USB)	7.827	0	0	7.827
General Capital Grant	6.913	(1.598)	0	5.315
Capital Receipts	6.758	0	0	6.758
	<b>21.498</b>	<b>(1.598)</b>	<b>0.000</b>	<b>19.900</b>
<b>Specific</b>				
Grants & Contributions	23.171	0	0	23.171
Prudential Borrowing	1.579	0	0	1.579
CERA/Reserves	0.072	0	0	0.072
	<b>24.822</b>	<b>0</b>	<b>0</b>	<b>24.822</b>
<b>Total Financing - General Fund</b>	<b>46.320</b>	<b>(1.598)</b>	<b>0.000</b>	<b>44.722</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Housing Revenue Account :</b>	<b>10.903</b>	<b>0</b>	<b>0.000</b>	<b>10.903</b>
<b>Financing :</b>				
<b>General</b>				
Capital Receipts	4.263	0	0.000	4.263
	<b>4.263</b>	<b>0</b>	<b>0.000</b>	<b>4.263</b>
<b>Specific</b>				
Grants & Contributions	5.300	0	0	5.300
CERA/Reserves	1.340	0	0	1.340
	<b>6.640</b>	<b>0</b>	<b>0</b>	<b>6.640</b>
<b>Total Financing - Housing Revenue Account</b>	<b>10.903</b>	<b>0</b>	<b>0.000</b>	<b>10.903</b>
<b>Total Financing - All</b>	<b>57.223</b>	<b>(1.598)</b>	<b>0.000</b>	<b>55.625</b>

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 21**

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

**DATE :** **07 OCTOBER 2008**

**REPORT BY:** **DIRECTOR OF ENVIRONMENT**

**SUBJECT :** **ENFORCEMENT POLICY - HEALTH AND SAFETY SECTION,  
PUBLIC PROTECTION**

**1.00 PURPOSE OF REPORT**

1.01 To seek approval for the Enforcement Policy (Health & Safety Section, Public Protection)

**2.00 BACKGROUND**

2.01 The Section is responsible for enforcing health and safety legislation in around 2700 premises in the County.

2.02 As part of the improvement agenda it is necessary to have an up to date Enforcement Policy that has been approved by the relevant Member forum.

**3.00 CONSIDERATIONS**

3.01 The policy, which is attached below, has been drawn up in accordance with Lacors (Local Authority Co-ordinators of Regulatory Services) guidelines and updates/improves our existing policy.

3.02 The policy will be reviewed in the light of the future guidance expected from the Local Better Regulation Office and the implementation of the Regulatory Enforcement and Sanctions Act 2008.

**4.00 RECOMMENDATIONS**

4.01 That the Executive approves the Enforcement Policy of the Health & Safety Section, Public Protection.

**5.00 FINANCIAL IMPLICATIONS**

5.01 None

**6.00 ANTI POVERTY IMPACT**

6.01 None

**7.00 ENVIRONMENTAL IMPACT**

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Date: 30/09/2008

7.01 None

**8.00 EQUALITIES IMPACT**

8.01 None

**9.00 PERSONNEL IMPLICATIONS**

9.01 None

**10.00 CONSULTATION REQUIRED**

10.01 None

**11.00 CONSULTATION UNDERTAKEN**

11.01 None

**12.00 APPENDICES**

12.01 Health and Safety Enforcement Policy

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

Health & Safety at Work Act 1974  
Environmental Health Best Practice Standards

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## **Flintshire County Council Health and Safety Enforcement Policy**

This document is to let you know how Flintshire County Council enforces health and safety legislation. It will also tell you what to expect from enforcement officers when they visit your business, and what guides them when carrying out inspections and dealing with breaches in the law.

### *Aim*

The aim of Flintshire County Council's Enforcement Policy is to ensure that duty holders manage and control risks effectively thus preventing harm. In particular our policy is to:

- Ensure that duty holders take action to deal immediately with serious risks
- Promote and achieve sustained compliance with the law
- Ensure that duty holders who breach health and safety requirements, and directors or managers who fail in their responsibilities, will be held to account, which may include bringing alleged offenders before the courts in the circumstances set out later in this policy.

The term "enforcement" has a wide meaning and applies to all dealings between the Council and those on whom the law places duties (employers, the self-employed, employees and others).

The Council believes in firm but fair enforcement of health and safety law in line with HSC's Enforcement Policy Statement (EPS). This is informed by the principles of proportionality in applying the law and securing compliance; consistency of approach, targeting of enforcement action, transparency about how we operate and what those regulated may expect, and accountability for our actions. These principles will apply both to enforcement in particular cases and to our management of enforcement activities as a whole and are explained more fully in our Principles of Enforcement document (Annex 1).

The Council places great importance on the consistent use of enforcement action and does not measure itself by the quantities of enforcement action it takes and so does not set targets. The Council does not take enforcement for enforcements sake. Enforcement is distinct from civil claims for compensation and is not undertaken in all circumstances where civil claims may be appropriate, or to assist such claims.

We have a range of tools at our disposal in seeking to secure compliance with the law and to ensure a proportionate response to criminal offences. Many of our dealings are informal e.g. offering duty holder's information and advice. Where appropriate our Inspectors may also serve Improvement and Prohibition Notices and prosecute.

The decision to prosecute will have regard to the evidential and public interest tests set down in England and Wales by the Director of Public Prosecutions in the Code for Crown Prosecutors. No prosecution will go ahead unless the prosecutor finds there is sufficient evidence to provide a realistic prospect of conviction, and decides that prosecution would be in the public interest.

Where circumstances warrant it and the evidence to support a case is available we will prosecute without prior warning or recourse to alternative sanctions.

Subject to the two tests circumstances where we will normally prosecute, or recommend prosecution, following an investigation or other regulatory contact are where:

- death was a result of a breach of the legislation;
- the gravity of an alleged offence, taken together with the seriousness of any actual or potential harm, or the general record and approach of the offender warrants it;
- there has been reckless disregard of health and safety requirements;
- a duty holders standard of managing health and safety is found to be far below what is required by health and safety law and to be giving rise to significant risk.

Where inspectors are assaulted we will also seek police assistance with a view to seeking the prosecution of offenders. Subject to the above we will identify and prosecute individuals if we consider that a conviction is warranted and can be secured. Additionally we will actively consider the management chain and the role played by individual directors and managers. Where appropriate we will seek disqualification of directors under the Company Directors Disqualification Act 1986.

As with prosecution, we will use discretion in deciding whether incidents, complaints or cases of ill health should be investigated. We will use discretion in deciding when to investigate or what enforcement action may be appropriate. Such judgments will be made in accordance with the following principles that are in accordance with the *Enforcement Concordat and Section 18 Guidance* (including the EPS).

The Health and Safety Commissions priorities are used to target our activities and resources via our Divisional Service Plan. To maintain a proportionate response most resources available for investigation will be devoted to the more serious circumstances. We will carry out a site investigation of a reportable work-related death, unless there are specific reasons for not doing so.

Our health and safety team will aim to:

- Inspect those premises for which it has enforcement responsibility and investigate accidents and complaints in accordance with the Councils selection criteria policy;
- Rate premises according to risk, (which includes management organisation, and the type of activities etc) in order to determine the frequency of future inspections;

- Seek to promote health and safety through advice and guidance, and by the provision of training;
- and
- Take formal enforcement action, in accordance with the EPS, when it is the most appropriate way of dealing with the matter.

Where we can we will endeavor to make provision for the particular interests of stakeholders. For example we may make visits out of normal office hours but at times when the business is open; or we may arrange for interpreters/translators to be available if particular groups of duty holders do not have English as a first language.

If you wish to discuss or comment on our enforcement policy or Service Plan please e-mail on [health.safety@flintshire.gov.uk](mailto:health.safety@flintshire.gov.uk) or contact the Chief Public Protection Officer, Flintshire County Council, County Hall, Mold, CH7 6NH 01352 703413.



## **Principles of Enforcement**

Flintshire County Council believes in firm but fair enforcement of health and safety law. This will be informed by the principles of proportionality in applying the law and securing compliance; consistency of approach, targeting of enforcement action, transparency about how we operate and what those regulated may expect, and accountability for our actions. These principles will apply both to enforcement in particular cases and to our management of enforcement activities as a whole.

### *The Purpose of Enforcement*

The Health and Safety Commission (HSC) believes in firm but fair enforcement of health and safety legislation. The purpose of enforcement is to:

- ensure that dutyholders take action to deal immediately with serious risks;
- promote and achieve sustained compliance;
- ensure that dutyholders who breach health and safety requirements, and directors and managers who fail in their responsibilities, may be held to account. This may include bringing the alleged offenders before the courts in England and Wales, or recommending prosecution in Scotland, in the circumstances set out in HSC's Enforcement Policy Statement (EPS).

### *The Process of Enforcement*

Inspectors use various enforcement techniques to deal with risks and secure compliance with the law, ranging from the provision of advice to enforcement notices.

Enforcement decisions must be impartial, justified and procedurally correct. The Health and Safety Commission's EPS sets out the approach we follow. The Enforcement Management Model (EMM) – together with the procedure for its application – provides the Council with a framework for making enforcement decisions that meet the principles in the EPS. It captures the issues inspectors consider when exercising their professional judgement and reflects the process by which enforcement decisions are reached.

### *The Purpose of the EMM*

The EMM is not a procedure in its own right. It is not intended to fetter inspectors' discretion when making enforcement decisions, and it does not direct enforcement in any particular case. It is intended to:

- promote enforcement consistency by confirming the parameters, and the relationships between the many variables, in the enforcement decision making process;
- promote proportionality and targeting by confirming the risk based criteria against which decisions are made;

- be a framework for making enforcement decisions transparent, and for ensuring that those who make decisions are accountable for them; and
- help experienced inspectors assess their decisions in complex cases, allow peer review of enforcement action, and be used to guide less experienced and trainee inspectors in making enforcement decisions.

The EMM and the associated procedures enable managers to review the decision making process and their inspectors' enforcement actions to ensure the purpose and expectations of the EPS have been met.

The EMM does not exist in isolation. It is supported by quality procedures which address, amongst other things, the selection and investigation of accidents.

### *Enforcement Tools*

Flintshire's Authorised Inspectors have a range of tools at their disposal to seek compliance with the law and to ensure a proportionate response to criminal offences. Where appropriate they may:

- Serve Improvement and Prohibition Notices
- Prosecute
- In very exceptional circumstances issue Simple Cautions.

Simple Cautions will not be used –

- As a let off
- Where there are some mitigating circumstances
- Where there is doubt about the public interest
- Where either the prosecutor's office or the court are too busy.

### *Complaints Procedure*

Complaints about the service we provide are dealt with by our standard complaints procedure (see [www.flintshire.gov.uk](http://www.flintshire.gov.uk)).

### *Proportionality*

Proportionality means relating enforcement action to the risks. Those whom the law protects and those on whom it places duties (duty holders) expect that action taken by the Council to achieve compliance should be proportionate to any risks to health and safety or to the seriousness of any breach, which includes any actual or potential harm arising out of a breach of law.

Some health and safety duties are specific and absolute. Others require action so far as is reasonably practicable. We will apply the principle of proportionality in relation to both kinds of duty.

Deciding what is reasonably practicable to control risks involves the exercise of judgment. In the final analysis, it is the courts that determine what is reasonably practicable in a particular case. Where duty holders must control risks so far as is reasonably practicable, we will, when considering protective measures taken by them, take account of the degree of risk on the one hand, and on the other the cost, whether in money, time or trouble, involved in the measures necessary to avert the risk. Unless it can be shown that there is a gross disproportion between these factors and that the risk is insignificant in relation to the cost, the duty holder must take measures and incur costs to reduce the risk.

We will expect relevant good practice to be followed. Where, in particular cases, this is not clearly established, health and safety law effectively requires duty holders to assess the significance of the risks to determine what action needs to be taken. Some irreducible risks may be so serious that they cannot be permitted irrespective of the economic consequences. Conversely some risks may be so small that spending more to reduce them would not be expected.

### *Targeting*

Targeting means making sure that contacts are targeted primarily on those whose activities give rise to the most serious risks or where the hazards are least well controlled; and that action is focused on the duty holders who are responsible for the risk and who are best placed to control it whether employers, or others.

The Council has a system for prioritising contacts according to the risks posed by a duty holder's operations, and to take account of the hazards and the nature and extent of the risks that arise. The duty holder's management competence is an important factor. Certain very high hazard sites will receive regular inspections so that we can give public assurance that such potentially serious risks continue to be effectively managed.

Enforcement action will be directed against duty holders who may be employers in relation to workers or others exposed to risk, the self employed, the owner of the premises, or the supplier of the equipment, or the designer or client of the project. Where several duty holders have responsibilities we will take action against those who are primarily in breach.

When our inspectors issue improvement or prohibition notices or prosecute or in exceptional circumstances issue simple cautions, we will ensure that a senior officer of the duty holder concerned, at board level, is also notified.

### *Consistency*

Consistency of approach does not mean uniformity. It means taking a similar approach in similar circumstances to achieve similar ends.

Duty holders managing similar risks expect a consistent approach from us in the advice tendered; the use of enforcement notices etc; decisions on whether to prosecute; and in the response to incidents.

In practice consistency is not a simple matter. Our enforcement officers are faced with many variables: the severity of the hazard, the attitude and competence of management, the duty holder's accident history. Decisions on enforcement action are discretionary, involving judgment by the officer. The Council has arrangements in place to promote consistency in the exercise of discretion, and these include liaison arrangements with the other enforcing authorities and the Health and Safety Executive.

### *Transparency*

Transparency means helping duty holders to understand what is expected of them and what they should expect from us. It also means making clear to duty holders not only what they have to do but, where this is relevant, what they don't. That means distinguishing between statutory requirements and advice or guidance about what is desirable but not compulsory.

It also involves us in having arrangements for keeping employees, their representatives, and victims or their families informed. These arrangements have regard to legal constraints and requirements.

We will tell you what to expect when an inspector calls and what rights of complaint are open to you. All our health and safety inspectors are required to issue "What to expect when a health and safety inspector calls" whenever they visit. This publication explains what employers and employees and their representatives can expect when a health and safety inspector calls at a workplace. In particular:

- When inspectors offer duty holders information, or advice, face to face or in writing, including any warning, they will tell the duty holder what to do to comply with the law, and explain why. If asked Inspectors will confirm any advice in writing and distinguish legal requirements from best practice advice
- in the case of improvement notices, the inspector will discuss the notice and, if possible, resolve points of difference before serving it. The notice will say what needs to be done, why, and by when;
- in the case of a prohibition notice, the notice will explain why the prohibition is necessary.

### *Accountability*

Regulators are accountable to government, citizens and Parliament for their actions. This means that we have policies and standards (such as the four enforcement principles above) against which we can be judged, and an effective and easily accessible mechanism for dealing with comments and handling complaints.

We have a complaints procedure "Comments/compliments/complaints". Where a notice is served there is a right of appeal to an Employment Tribunal.

## **Investigation**

As with prosecution (see below), the Health and Safety Commission expects us to use discretion in deciding whether incidents, complaints or cases of ill health should be investigated. The Commission's priorities are reflected in the HELA Strategy that we use to target our activities and resources via our Divisional Service Plan.

To maintain a proportionate response most resources available for investigation will be devoted to the more serious circumstances. The Health and Safety Commission Strategic Plan recognises that it is neither possible nor necessary for the purposes of the Act to investigate all issues of non compliance with the law that are uncovered in the course of planned inspection, or reported events.

In conducting our investigations we will take account of any likely complimentary or shared enforcement roles, e.g. where the HSE has jurisdiction over some of the activities of a duty holder and we have jurisdiction over the rest of the activities. We will also refer relevant information to other Regulators where there is a wider regulatory interest e.g. the HSE or to the Lead Authority of a duty holder within the Lead Authority Partnership Scheme.

Our complaints / requests for service policy can be found at Appendix B.

We will carry out a site investigation of a reportable work-related death, unless there are specific reasons for not doing so, for example because the police consider the cause to have been suicide.

A more detailed policy on investigating reportable workplace accidents and ill health is included at Appendix A

## **Prosecution**

We will use discretion in deciding whether to initiate a prosecution. Our primary purpose is to help prevent harm, and while prosecution can draw attention to the need for compliance with the law, other approaches to enforcement can often promote health and safety more effectively.

The decision to prosecute will have regard to the evidential and public interest tests set down in England and Wales by the Director of Public Prosecutions in the Code for Crown Prosecutors. No prosecution will go ahead unless the prosecutor finds there is sufficient evidence to provide a realistic prospect of conviction, and decides that prosecution would be in the public interest.

Whilst our primary purpose is to ensure that duty holders manage and control risks effectively thus preventing harm, prosecution is an essential part of enforcement. Where

an investigation has collected sufficient evidence to provide a realistic prospect of conviction and has decided, in accordance with this policy and taking account of the Code for Crown Prosecutors that it is in the public interest to prosecute then that prosecution should go ahead. Where circumstances warrant it and the evidence to support a case is available we will prosecute without prior warning or recourse to alternative sanctions.

Subject to these two tests we will normally prosecute, or recommend prosecution, where following an investigation or other regulatory contact, the following circumstances apply. Where:

- death was a result of a breach of the legislation;
- the gravity of an alleged offence, taken together with the seriousness of any actual or potential harm, or the general record and approach of the offender warrants it;
- there has been reckless disregard of health and safety requirements;
- there have been repeated breaches which give rise to significant risk, or persistent and significant poor compliance;
- work has been carried out without or in serious breach of an appropriate licence;
- a duty holders standard of managing health and safety is found to be far below what is required by health and safety law and to be giving rise to significant risk;
- there has been a failure to comply with a written warning or an improvement or prohibition notice; or there has been a repetition of a breach that was subject to a formal caution
- inspectors have been intentionally obstructed in the lawful course of their duties.
- false information has been willfully supplied, or there has been an intent to deceive;

We will also consider prosecution, or consider recommending prosecution where, following an investigation or other regulatory contact, the following circumstances apply.

- it is appropriate in the circumstances as a way to draw general attention to the need for compliance with the law and the maintenance of standards required by law, and conviction may deter others from similar failures to comply with the law.
- A breach that gives rise to significant risk has continued despite relevant warnings from employees, or their representatives, or from others affected by a work activity.

Where inspectors are assaulted we will also seek police assistance with a view to seeking the prosecution of offenders.

Subject to the above we will identify and prosecute individuals if we consider that a conviction is warranted and can be secured. Additionally we will actively consider the management chain and the role played by individual directors and managers. We will take action against them where it can be shown that the offence was committed with their consent or connivance or to have been attributable to neglect on their part. Where

appropriate we will seek disqualification of directors under the Company Directors Disqualification Act 1986.

### *Publicity*

We will make arrangements for the publication annually of the names of all the companies and individuals who have been convicted in the previous 12 months of breaking health and safety law.

We will also consider drawing media attention to factual information about charges that have been laid before the courts, having due regard to publicity that could prejudice a fair trial. We will also consider publicising any conviction that could serve to draw attention to the need to comply with health and safety requirements, or deter anyone tempted to disregard their duties under health and safety law.

### *Action by the Courts*

Where appropriate we will draw the court's attention to all the factors that are relevant to the court's decision as to what sentence is appropriate on conviction. The Court of Appeal has given some guidance on some of the factors that should inform the courts in health and safety cases (R v F. Howe and Son (Engineers) Ltd. [1992] 2 All ER, and subsequent judgments).

### *Representation to the Courts*

In cases of sufficient seriousness, and when given the opportunity, we will consider indicating to the magistrates that the offence is so serious that they may send it to be heard or sentenced in the higher court where higher penalties can be imposed. In considering what representations to make we will have regard to Court of Appeal guidance: the Court of Appeal has said "In our judgment magistrates should always think carefully before accepting jurisdiction in health and safety at work cases, where it is arguable that the fine may exceed the limit of their jurisdiction or where death or serious injury has resulted from the offence".

### *Death at Work*

Where there has been a breach of the law leading to a work-related death, we will consider whether the circumstances of the case might justify a charge of manslaughter. We will liaise with the Police, Coroners and the Crown Prosecution Service and if they find evidence suggesting manslaughter, pass it on to the Police or where appropriate the CPS. If the Police or the CPS decide not to pursue a manslaughter case, we will bring a health and safety prosecution if that is appropriate. (To ensure decisions on investigation and prosecution are co-ordinated the HSE, the Association of Chief Police Officers and the CPS have jointly agreed and published "Work Related Deaths: A Protocol for Liaison. Anywhere Council has agreed that it should take account of the Protocol when responding to work-related deaths.)

## **Penalties for Health and Safety Offences\***

**The Health and Safety at Work etc Act 1974 (HSWA), section 33** (as amended) sets out all of the offences and maximum penalties under health and safety legislation.

**Failing to comply with an improvement or prohibition notice, or a court remedy order** (issued under HSWA sections 21, 22 and 42 respectively):

**Lower court maximum** £20,000 and/or 6 months imprisonment.

**Higher court maximum** Unlimited fine and/or 2 years imprisonment.

**Breach of sections 2 & 6 of the HSWA**, which set out the general duties of employers, self-employed persons, manufacturers and suppliers to safeguard the health and safety of workers and members of the public who may be affected by work activities:

**Lower court maximum** £20,000.

**Higher court maximum** Unlimited fine.

**Other breaches of the HSWA, and breaches of "relevant statutory provisions" under the Act**, which include all health and safety regulations. These impose both general and more specific requirements, such as requirements to carry out a suitable and sufficient risk assessment or to provide suitable personal protective equipment:

**Lower court maximum** £5,000.

**Higher court maximum** Unlimited fine

**Contravening licence requirements or provisions relating to explosives.** Licensing requirements apply to nuclear installations, asbestos removal, and storage and manufacture of explosives. All entail serious hazards which must be rigorously controlled.

**Lower court maximum** £5,000.

**Higher court maximum** Unlimited fine and/or 2 years imprisonment.

**On conviction of directors for indictable offences in connection with the management of a company** (all of the above, by virtue of HSWA sections 36 and 37), the Courts may also make a disqualification order (Company Directors Disqualification Act 1986, sections 1 and 2). The Courts have exercised this power following health and safety convictions. Health and safety inspectors draw this power to the Court's attention whenever appropriate.

**Lower court maximum** 5 years disqualification.

**Higher court maximum** 15 years disqualification.

\*As at (June 2000).

These penalties can change from time to time.



## **Appendix A**

### *Incident Investigation*

It is the policy of the Council to investigate reportable accidents under the Reporting of Injuries, Disease, and Dangerous Occurrences Regulations 1995 according to the criteria set out below.

An initial assessment of the incident will be made and a decision taken on investigation within 3 working days.

They will be investigated in accordance with the principles of proportionality, consistency, targeting, transparency and accountability.

The purpose of investigation is to:

- Identify immediate and underlying causes
- Ensure the duty holder takes appropriate remedial action to prevent reoccurrence
- Evaluate compliance with the relevant statutory provisions
- Apply the principles of the Enforcement Management Model and take enforcement action if appropriate.

Investigations will be:

- Continued only so far as they are proportionate to the achievement of the objectives set for them [see below].
- Conducted and/or supervised by staff who are competent.
- Provided with adequate resources and support, including information, equipment and staffing.
- Conducted so that efficient and effective use is made of the resources committed to them.
- Timely, so far as this is within the control of the investigating inspector.
- Subject to suitable management procedures for monitoring the conduct and outcome of investigations.

Factors to determine whether an investigation continues to be proportionate:

- Public expectation, for example, where there has been a fatality or fatalities, serious ill health, or an accident involving multiple serious injuries.
- The potential (taking into account reasonable foreseeability) for a repetition of the circumstances to result a fatality or fatalities, serious ill health, or an accident involving multiple serious injuries either in the activities of a specific duty holder or within industry generally.

- The extent to which the available evidence allows conclusions as to causation to be drawn and supported with sufficient certainty, including conclusions as to responsibility for alleged breaches of relevant legislation.
- The extent to which the resources needed for the investigation are disproportionate to the hazard(s) or risk(s).
- The prevalence of the event, either in the activities under the control of a specific duty holder, or in an industry sector generally.

#### *Criteria for Investigating RIDDOR Reports*

All reports that meet the following criteria should be selected for investigation, subject to the qualifications in item C.

##### A) Defined Circumstances:

All fatalities arising out of work activities except those relating to most road traffic incidents. The following major injuries to persons at work, as defined in the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations ( RIDDOR ) irrespective of cause. All amputations of digit(s) past the first joint, amputation of hand/arm or foot/leg, serious multiple fractures, crush injuries leading to major organ damage (e.g. ruptured spleen) serious head injuries involving loss of consciousness, full thickness burns and scalds, permanent blinding of one or both eyes, scalping.

All incidents which result in a RIDDOR-defined major injury in the following categories: workplace transport incidents, electrical incidents, falls from a height of greater than 2m, confined space incidents.

All RIDDOR -defined asphyxiation.

All reported cases of disease which meet the criteria for reporting under RIDDOR, except those arising from circumstances/situations which have already been investigated.

##### B) Circumstances requiring judgment as to seriousness:

All incidents likely to give rise to serious public concern where <sup>2</sup> this is related to the seriousness of the outcome, potential outcome, or breach of health and safety law.

Irrespective of the potential for serious public concern, all incidents resulting in RIDDOR-defined major injuries, where it appears from the report that there is likely to have been a serious breach <sup>3</sup> of health and safety laws.

Dangerous occurrences, where it appears from the report that the outcome/potential outcome or apparent breach of law is serious.

C) The following circumstances may qualify the criteria in Parts A or B

Inadequate resources due to other priorities (must be referred to Chief Public Protection Officer or equivalent).

Impracticability of investigation e.g. unavailability of witnesses or evidence or disproportionate effort will be required.

No reasonably practicable precautions available for risk reduction.

<sup>1</sup> Involvement in work-related road traffic incidents will be restricted to certain specific situations. For example, where work vehicles are engaged in specific work activities, other than traveling, on the public highway. This would include activities such as hedge-cutting, refuse collection and vehicle unloading. The role of health and safety enforcing authorities in work-related road safety is currently being reviewed by the Government's Work-Related Road Safety Task Group.

<sup>2</sup> That is concern to the public in general, rather than to those individuals immediately involved. Unless there is clear evidence to the contrary, the presumption is that incidents involving children, vulnerable adults, multiple casualties **and** also where the outcome/potential outcome or breach is serious, will be included.

<sup>3</sup> A serious breach of the law is one where it is expected that an enforcement notice or a prosecution would be the outcome of the investigation.

## **Appendix B**

### *Complaints*

The Council Policy on investigating complaints / requests for service will be followed. We will make an initial response within five working days of the complaint / request for service being made to the Council. In deciding whether to investigate we will take into account the following factors

- The severity and scale of actual or potential harm, or the high potential for harm arising from an event;
- The seriousness of any potential breach of the law;
- The track record of the duty holder;
- The enforcement priorities of the Council;
- The practicality of achieving results;
- The wider relevance of the event including serious public concern.

In any case this policy will be interpreted in the overall context of the Enforcement Policy.

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 22**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: DIRECTOR OF ENVIRONMENT**

**SUBJECT : ENFORCEMENT POLICY - LICENSING SECTION, PUBLIC PROTECTION**

**1.00 PURPOSE OF REPORT**

1.01 To seek approval for the Enforcement Policy (Licensing Section, Public Protection)

**2.00 BACKGROUND**

2.01 The Section administers and enforces a wide range of licensing legislation, for example, alcohol; entertainment; late night hot food takeaway premises; private hire and hackney carriage operators, drivers and vehicles (ie.taxis); gambling and gaming premises; house to house and street collections; horse riding establishments; pet shops; animal boarding establishments, zoos, scrap metal dealers and motor salvage operators.

2.02 As part of the improvement agenda it is necessary to have an up to date Enforcement Policy that has been approved by the relevant Member forum.

**3.00 CONSIDERATIONS**

3.01 The policy, which is attached, has been drawn up with reference to the Directors of Public Protection Wales Licensing Technical Panel.

3.02 The policy will be reviewed in the light of future guidance expected from the Local Better Regulation Office and the implementation of the Regulatory Enforcement and Sanctions Act 2008.

**4.00 RECOMMENDATIONS**

4.01 That the Executive approves the Enforcement Policy of the Licensing Section, Public Protection.

**5.00 FINANCIAL IMPLICATIONS**

5.01 None

**6.00 ANTI POVERTY IMPACT**

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Date: 30/09/2008

6.01 None

**7.00 ENVIRONMENTAL IMPACT**

7.01 None

**8.00 EQUALITIES IMPACT**

8.01 None

**9.00 PERSONNEL IMPLICATIONS**

9.01 None

**10.00 CONSULTATION REQUIRED**

10.01 None

**11.00 CONSULTATION UNDERTAKEN**

11.01 None

**12.00 APPENDICES**

12.01 Licensing Enforcement Policy

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

Relevant Licensing legislation

Contact Officer: Michael Lovatt  
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E-Mail: michael\_lovatt@flintshire.gov.uk

# Flintshire County Council

## Licensing Enforcement Policy

### Introduction

Flintshire County Council is committed to protecting its citizens and visitors to the area through the implementation of the statutory licensing systems. The Licensing Section of the Public Protection Division aims to enforce the requirements of licensing law by carrying out its regulatory functions, including the implementation of enforcement actions, in a consistent and transparent manner targeted at areas of higher risk and which are proportionate and flexible enough to allow and encourage economic progress.

The service will adopt a positive and pro-active approach towards ensuring compliance with the requirements of licensing legislation by helping and encouraging people to meet the requirements and by responding proportionately to breaches. Many licensed activities take place outside normal office hours and the service will monitor activity at these times while the operation is taking place.

In carrying out its statutory functions the service consults and liaises widely with internal and external agencies including the Police, Fire and Rescue Service, Trade Organisations, local residents associations, LACORS (Local Authority Co-ordinators of Regulatory Services), Gambling Commission, the SIA (Security Industry Authority), central government and other local authorities.

This statement sets out the current approach to enforcement by Flintshire County Council. The approach is based upon the principles of good enforcement, as detailed by the Regulators Compliance Code. Regard is also taken to the Section's Service Plan and the Department of Culture Media and Sport Section 182 guidance, Guidance issued by the Gambling Commission under the Gambling Act 2005 and the Authorities Statement of Licensing Policies and the principles set out in the Macrory Review.

The enforcement policy is designed to ensure that the licensing service carries out its enforcement procedures in an open and transparent way that applies equally to all regardless of race, gender, disability, age sexual orientation, language, religious belief and non belief. We will review and monitor our services to make sure that they do not discriminate or impose unnecessary burdens and to identify where improvements can be made.

This enforcement policy helps to promote efficient and effective approaches to regulatory inspections and enforcement, which improve regulatory outcomes without imposing unnecessary burdens. This is in accordance with the Regulator's Compliance Code and the principles of the Local Better Regulation Office.

In certain instances we may conclude that a provision in the Code is either not relevant or is outweighed by another provision. We will ensure that any decision to depart from the Code will be properly reasoned, based on material evidence and documented.

### **Areas of Responsibility**

Many pieces of legislation require the implementation of systems of licensing and the service has responsibilities to determine and enforce many licensing regimes. The licensing authority has the responsibility for determining applications for many licences, permits and registrations.

In some areas there is potential for a shared enforcement role with agencies such as North Wales Police, North Wales Fire & Rescue Service, Vehicle Inspectorate and other council departments. Wherever such issues arise the licensing service has put in place liaison arrangements to ensure the law is administered effectively and efficiently and that joint enforcement action complies with the principles outlined in this policy.

### **Information Requirements**

Where the licensing authority is not required to use mandatory forms it will ensure that only relevant and valid information is required from those involved in a licensable activity. Information will only be required which assists in achieving the licensing objectives and enable the licensing authority to carry out an effective risk assessment. Where possible the authority will give explicit consideration ensuring the information is relevant according to the risk and nature of the licensable activity and the frequency and method of collection. Where possible and it is cost effective to do we will share data with other regulators to minimise the need for data to be supplied to multiple bodies.

### **Compliance and Enforcement Actions**

We will take care to help individuals and organisations comply with their legal obligations without unnecessary expense, while taking firm enforcement action, including prosecution and licence revocation where appropriate against those who flout the law or act irresponsibly. Included in the term 'enforcement' are advisory visits, routine inspections and assisting with compliance as well as formal enforcement action. Powers available to officers include :

- Verbal advice;
- Visits and routine inspections;
- Warning letters;
- Enforcement notices;
- Suspension of licence;
- Instigation of prosecution or caution where a criminal offence has been committed;
- Recommendation of revocation, variation or refusal of a licence.



The sanctions and penalties imposed by the licensing authority will :

- Aim to change the behaviour of the offender;
- Aim to eliminate any financial gain or benefit from non-compliance;
- Be responsive and consider what is appropriate for the particular offender in the circumstances of the particular licensing function, which can include punishment and the public stigma that should be associated with a criminal conviction;
- Be proportionate to the nature of the offence and the harm caused;
- Aim to restore the harm caused by non compliance with licensing legislation; and
- Aim to deter future non-compliance.

### **Enforcing the Law**

The Licensing Service believes in fair and proportionate regulation based on likely risks while minimising the economic burden on those who must comply with the statutory requirements, and its enforcement activities follow these essential principles :

- *Openness* about how we operate and what the regulated may expect;
- *Consistency* of approach;
- *Risk Assessed Targeting* of enforcement action;
- *Proportionality* in applying the law and securing compliance;
- *Accountability* of our service and actions.

**Openness** means helping individuals and businesses to understand what we expect of them and what they should expect from us and working with them to minimise the burden of regulation.

The licensing authority will wherever possible provide information and issue advice and guidance on all aspects of the licensing process to ensure that information to assist licence holders to understand the process and meet the requirements is freely available in a range of formats. It will make public the principles it adopts in considering the full range of licensing matters. It will endeavour to make clear why an officer intends to, or has taken enforcement action. This means distinguishing between statutory requirements and good practice. Individuals and organisations need to know what to expect from enforcing authorities and their procedures with regard to regulation. We will ensure that, wherever possible :

- where action is required, it is clearly explained (in writing, wherever possible) why the action is necessary together with a suitable timescale; distinction being made between good practice and what is legally required;
- general issues are discussed on what is required by law before enforcement action is taken, unless urgent action is required to protect service users or prevent evidence being destroyed;

- where urgent action is required, a written explanation of the reasons is provided as soon as practicable after the event.

**Consistency** of approach does not mean uniformity. It means taking a similar approach in similar circumstances to achieve similar ends.

Individuals and organisations have the right to expect consistency in the advice given, use of enforcement powers, decisions to prosecute and the use of disciplinary procedures. Officers need to take into account many variables including the scale of impact on public safety, the risk to the licensing objectives, the effect of any non-compliance on others, the attitude and competency of the offender and history of previous incidents. Decisions on enforcement action are a matter of professional judgement and the officer must exercise both consistency and discretion, including effective arrangements for liaison with other enforcement authorities. Where any doubt arises, discussions will be held with senior officers to agree the necessary course of action and to ensure a consistent approach. In addition enforcement activities will be undertaken in accordance with the Council's Equal Opportunities Policy.

**Risk assessed targeting** means making sure that, whilst all requests for service are responded to, regulatory effort is directed primarily towards those whose activities actually or potentially give rise to the most serious risks to the licensing objectives.

A regular reviewed risk assessment methodology will be established and published for licensing functions in consultation with partners and stakeholders. We will take into account the hazards associated with each activity requiring a licence and the nature and extent of the risk involved to the health and safety of the public, likelihood of nuisance, crime and disorder and the protection of the vulnerable. The licensing service will prioritise enforcement activity according to the risks posed by the type and scale of the operation in accordance with the Licensing Objectives.

**Proportionality** means relating enforcement action to the risks posed. Any action taken by officers to achieve compliance will be proportionate to the seriousness of any breach, whilst upholding current legislation.

Some incidents of breaches of regulatory requirements may put the safety of service users at serious risk. The enforcement action taken will be proportionate to the risks posed and the seriousness of any breach of the law or licensing requirement. Consideration will also be paid to the Code for Crown Prosecutors when considering the instigation of legal proceedings, and advice will be taken from the Council's Legal Officer.

**Accountability** - Should there be elements of dissatisfaction with the level of service or inspection carried out, we would welcome constructive criticism about what could be improved.

Licensing staff are expected to be courteous and effective in carrying out their duties and we will respond to complaints about their behaviour and activities. Our complaints procedure is well publicised making it easily accessible to businesses, the public, employees and consumer groups. All complaints are viewed as learning

opportunities and are not used as a reason to penalise any of the parties involved, unless there has been evidence of misconduct. Flintshire's compliments, comments and complaints procedures are detailed at [www.flintshire.gov.uk](http://www.flintshire.gov.uk).

## **Taking Enforcement Action**

The Licensing Service seeks to secure compliance with the law in a variety of ways. Most of the dealings we have with individuals and businesses are informal, providing advice and assistance over the telephone, during visits and in writing. However, where informal methods have been unsuccessful, or a serious breach of a licensing condition or regulation is likely to occur which may endanger the safety of the public, formal enforcement mechanisms will be taken to ensure compliance with the law.

Such action may involve :

- providing written requirements with reasons;
- the service of Statutory Notices on licence holders;
- issue of informal warning advising of the consequences of future non-compliance;
- requiring reports from professional experts;
- imposition of penalty points;
- legal proceedings in the courts;
- suspension of a licence;
- refusal, revocation or variation of a licence.

Legal or disciplinary proceedings may be instigated against individuals or organisations where a breach of licensing legislation has occurred and is an important part of the enforcement process. It aims to punish those who flout the law, to serve as a deterrent and to set an example to others that breach of legislation is punishable. In severe circumstances, prosecution without prior warning and licence revocation will be pursued.

A decision on enforcement action will be taken on its own merits and after full consideration of the implications and consequences of the action. While fair and effective enforcement is essential to the maintenance of law and order, an alleged breach of criminal law does not necessarily result in action. There must be sufficient, admissible and reliable evidence that an offence has been committed and that there is a realistic prospect of conviction. Evidence must be useful and reliable. If the case does pass the evidential test, the second stage is whether the action is needed in the public interest. These factors will usually depend on the seriousness of the offence or the circumstances of the offender. Some factors may suggest that another course of action may be more appropriate, such as issuing a simple caution rather than pursuing a prosecution or revoking a licence. Generally, however, the more serious the offence, the more likely it is that a prosecution or disciplinary action will be needed in the public interest. Each case is unique and is considered on its own merits.

With particular regard to the Licensing Act 2003 reference will be made to the Memorandum of Understanding formally adopted by the six North Wales Authorities and North Wales Police.

## **Prosecution**

Prosecution of offenders will be considered where a person has failed to obtain a necessary licence, permit or registration or where any breach of licensing legislation is identified. Instigation of a prosecution will have regard to advice from the Council's Legal Officer and The Code for Crown Prosecutors 2004. In particular, where there is sufficient evidence, the decision to prosecute will also include a consideration of the following :

- the potential of serious consequences for licence service users;
- the potential for harm to community confidence in the licensing regime;
- the position of authority and trust of the licence holder;
- whether the person was a ring leader or an organiser of the offence;
- whether the offence was premeditated;
- persistent breaches of regulatory requirements, including possible previous convictions and response to previous advice and the likelihood of a recurrence;
- if the offence, although not serious in itself, is widespread in the area where it was committed;
- mitigating circumstances or explanations offered for the offence;
- any financial advantage for the perpetrator from the commission of the offence;
- number of people affected by the offence, any circumstances causing public concern, and any views expressed by victims;
- the possibility of a 'reasonable excuse' defence being successfully used by an organisation;
- whether the victim is a vulnerable member of society; and
- whether the conviction is likely to result in a significant sentence.

## **Alternative to Prosecution**

In cases where prosecution is not the most appropriate course of action, the alternatives of an informal written warning or a simple caution will be considered. A 'simple caution' – previously known as a formal caution – is used to deal quickly and simply with those who commit less serious licensing crimes. It aims to divert such offenders away from appearing in court and to reduce the likelihood of them re-offending. A simple caution is the written acceptance by an individual that they have committed an offence and will only be used where a prosecution may have been instigated. When given a simple caution an offender will be officially warned about the unacceptability of their behaviour, and the likely consequences if they commit any further crimes. The main aim of a simple caution is to prevent offenders re-offending. So if the individual offends again, they are likely to be charged with the crime instead of being offered a second caution unless :

- the second offence is a minor offence unrelated to the first
- two years or more have elapsed since the original offence

### **Immediate Licence Suspension**

In circumstances that give rise to immediate public danger or where the continuation of a licence would be likely to bring the licensing system into public disrepute the immediate suspension of a licence may be justified.

### **Premises Licence Review**

The Licensing Authority has a duty to Review a Premises Licence where it receives an application to do so from a Responsible Authority or an Interested Party or in the case of Gambling premises, where it thinks it appropriate to do so. The authority would expect a Responsible Authority to apply to the authority for Review in particular where it has established that three or more contraventions of licensing legislation have taken place within the previous twelve month period, or where two or more offences have been identified within a shorter period. Following a Review the Licensing Authority may take the following actions where it has found it appropriate to do so :

- Modify the conditions of the licence, by altering, omitting or adding to them.
- Exclude a licensable activity from the scope of the licence.
- Remove the Designated Premises Supervisor.
- Suspend the Premises Licence for a period not exceeding three months.
- Revoke the Premises Licence.

### **Appeals**

Where there is right of appeal against formal action, advice on appeal mechanisms will be clearly set out in writing at the time the matter is determined or the action taken.

### **Monitoring and Review**

This policy will be regularly monitored and will be reviewed, particularly in the light of the future guidance expected from the Local Better Regulation Office and the implementation of the Regulatory Enforcement and Sanctions Act 2008.

*September 2008*

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 23**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: COUNTY LEGAL AND DEMOCRATIC SERVICES OFFICER**

**SUBJECT : PROPOSED DEDICATION OF COUNCIL-OWNED LAND AS PUBLIC FOOTPATH AT CASTLE PARK, FLINT**

**1.00 PURPOSE OF REPORT**

1.01 To seek approval in principle for the dedication of Council-owned land as a public right on way on foot, i.e. a public footpath and grant delegated powers to the Director of Community Services to give effect to the dedication.

**2.00 BACKGROUND**

2.01 An All Wales Coastal Path has been identified as a key Welsh Assembly Target to be achieved by 2012. At its meeting on 26<sup>th</sup> June 2007, the Executive resolved to support the Countryside Council for Wales (CCW) Wales Coastal Access Improvement Programme Partnership with Flintshire's Countryside Service, and approved the setting up of a Steering Group to aid development of the project, which is grant aided by CCW.

2.02 The project objectives are summarised as :-

- Improve access to the coast for local communities and visitors through local path improvements, including new circular routes at the coast
- Secure improved opportunities for wheelchair and pram access to the coastal environment for the benefit of the disabled and families with young children
- Deliver new opportunities for cyclists and horse riders to enjoy the Welsh coast
- Deliver enhanced public access by maximising existing path infrastructure and improving links to areas of coastal land to which the public have rights of access
- In the longer term deliver a good quality All Wales coastal path, connecting up existing coastal trails such as the Pembrokeshire Coastal Path

2.03 Work is progressing on the Flintshire section of the All Wales Coastal Path and it has been identified that there is no route between Flint Castle and Footpath 77 to the west of Flint. A suggested route on Council owned land has been approved by the Countryside Council for Wales as identified on the

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Date: 30/09/2008

appended map. Flintshire County Council Economic Development Team and the Countryside Service have been working together to improve this route. Funding has been received from the WAG Physical Regeneration Fund and the Countryside Council Coastal Access Improvement Grant. These funds will enable the attractive route to be upgraded to standards set by WAG for the All Wales Coastal Footpath.

- 2.04 The vast majority of the land over which the path passes is owned by the Council which will then become part of the All Wales Coastal Footpath. Although there are two sections of the path in respect of which Flintshire County Council cannot produce title deeds to prove land ownership, it is proposed to seek Statutory Declarations from Local Member(s) and Officers to establish the nature of the Council's use of the land and the fact that it has always been considered to be within Flintshire County Council ownership.

### **3.00 CONSIDERATIONS**

- 3.01 The dedication of this way as a public footpath would provide a valuable addition to the public rights of way network as well as linking Flint with the coastal hinterland and public footpaths which will by 2012 form part of an All Wales Coastal Footpath route.

### **4.00 RECOMMENDATIONS**

- 4.01 That approval be given in principle to the dedication of land in the ownership of the Council for public use as a footpath, as identified by a bold broken line on the map attached to this report.
- 4.02 That delegated authority be given to the Director of Community Services to give effect to the dedication upon the completion of a statement in a form prepared by the County Legal and Democratic Services Officer setting out the terms of the dedication.
- 4.03 In the event of the County Legal and Democratic Services Officer considering that there is sufficient evidence of the Council's ownership of the two areas of land in respect of which there are no title deeds, delegated authority be given to the Director of Community Services to include these two areas in the dedication or in a separate dedication in the same terms as in 4.01 above.

### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 There are no financial implications in relation to the construction of the footpath since this is already in place and adequately surfaced. The costs incurred by the Legal Services section and the Rights of Way section are recoverable from the Countryside Council for Wales as part of the funding for the scheme.
- 5.02 Upon dedication funding will be made available to enable sign posting of the footpath to be undertaken.

## **6.00 ANTI POVERTY IMPACT**

- 6.01 Coastal Access Improvements will aid recreation opportunities for all sections of society.

## **7.00 ENVIRONMENTAL IMPACT**

- 7.01 The path when created formally and further improved will provide a safe alternative to the existing public roads for use by the general public and of course will be of amenity value.

## **8.00 EQUALITIES IMPACT**

- 8.01 The improved access to the coast will provide new opportunities to all sections of society to enjoy the extensive views and recreation opportunities along the shoreline of the Dee estuary.

## **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None.

## **10.00 CONSULTATION REQUIRED**

- 10.01 None.

## **11.00 CONSULTATION UNDERTAKEN**

- 11.01 This project forms part of the project supported by the County Council and Flintshire Local Access Forum.
- 11.02 The launch of the route was undertaken by Dr. David Bellamy supported by the leader of Flint Town Council.
- 11.03 The Countryside Council for Wales has approved the proposed route as designated on the map.

## **12.00 APPENDICES**

- 12.01 Appendix A – Map of the proposed path is attached.

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

Appendix A - Map of the proposed path. The map will be on display in the Member's Library and will also be available at the meeting.



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374100

373900

373700

373500

373300



323400      323600      323800      324000      324200      324400      324600      324800



Dave Faulkner  
Cylwyddwr Ddes Dru yr Amgylchedd ac Adfywio  
Acting Director of Environment & Regeneration  
Newydd y Str Yr Wyddgrug, CH7 8NF.  
County Hall, Mold, CH7 8NF.

Existing Public Footpaths ————  
Public Footpaths to be Added - - - - -

BASED UPON VARIOUS ORDNANCE SURVEY MAPS WITH THE PERMISSION OF THE CONTROLLER OF HM STATIONERY OFFICE. CROWN COPYRIGHT RESERVED LICENCE NUMBER 100023386 FLINTSHIRE COUNTY COUNCIL, COUNTY HALL, MOLD.

JOB NUMBER:	SCALES:	AMENDMENTS:	DATE
DACDIY GROUP:	SCALE 1/5000		
DRAWN BY:	R.O.W.		
CH 290 BY:	A.H.		
	C.H.		
	NAT. GRID REF:		
	STATUS:		
		LAST EDIT DATE:	DRAWING NUMBER
		21/08/08	

DEDICATION OF PUBLIC FOOTPATH FROM CASTLE PARK, FLINT LEADING TO FLINT POINT AND JOINING PUBLIC FOOTPATH No. 77 IN THE COMMUNITY OF FLINT TOWN

RIGHTS OF WAY

PART OF THE ALL WALES COASTAL PATH SCHEME

DRAWING NUMBER

**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 24**

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

**DATE :** **07 OCTOBER 2008**

**REPORT BY:** **COUNTY LEGAL AND DEMOCRATIC SERVICES OFFICER**

**SUBJECT :** **SURFACE WATER SEWER AT YR YDLAN, BRYN ROAD,  
BRYN-Y-BAAL**

**1.00 PURPOSE OF REPORT**

1.01 For Members to consider providing guarantees to Dwr Cymru to enable it to adopt a surface water sewer serving the residential development at Yr Ydlan, Bryn Road, Bryn-y-Baal.

**2.00 BACKGROUND**

2.01 On 18th October 1994, full planning permission was granted for the erection of eight dwellings on land adjacent to Bryn Derw Farm, pursuant to planning application number 0760/93. Outline planning permission had previously been granted in 1990. That residential development is now Yr Ydlan, the location of which is shown hatched on the appended plan.

2.02 At the time of the outline planning permission, the land formed part of the County Council smallholding at Bryn Derw Farm. Land which now comprises Yr Ydlan was sold by the former Clwyd County Council to Messrs R and S Kavanagh (trading as R & S Builders) in December 1993. R & S Builders (the Developers) then carried out the development of Yr Ydlan.

2.03 As part of the transfer of the land in 1993, the then Clwyd County Council granted to the Developers the right to lay a surface water drain, consisting of a perforated land drainage pipe, across the County Council's retained land. The purpose of this drain was to take surface water from Yr Ydlan and some of the retained land. The approximate route of the pipe is shown between points A and B on the appended plan.

2.04 The development of Yr Ydlan seems to have commenced sometime in 1995. As is usual in such cases, the Developers sought to secure the adoption of the estate road and the foul and surface water sewers by, respectively, Agreements under Section 38 of the Highways Act 1980 (the Section 38 Agreement) and Section 104 of the Water Industry Act 1991 (Section 104 Agreement). At that time, the appropriate authorities for concluding the agreements would have been Clwyd County Council in respect of the Section 38 Agreement, and Delyn Borough Council, as agent for County

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Date: 30/09/2008

Council and the Developers Cymru, for the Section 104 Agreement. This report does not concern the adoption of the foul sewer system.

- 2.05 In this particular case, the surface water arising on Yr Ydlan is disposed of via a shared system, i.e. a system which takes both highway and other surface water. The water is then discharged via the perforated land drain constructed across the County Council's retained land. It has been a long-standing policy of the Authority not to enter into a Section 38 Agreement if the highway surface water is disposed of through a shared system, unless that shared system is already adopted or is the subject of a Section 104 Agreement.
- 2.06 To date, the Section 38 Agreement has not been completed (and so the estate road has not been adopted) as Dwr Cymru have declined to enter into a Section 104 Agreement as the on-site surface water system discharges to a perforated land drain. This does not accord with Dwr Cymru's usual specification for the adoption of surface water sewers.
- 2.07 It has been pointed out to Dwr Cymru that the present surface water system appears to have operated satisfactorily for some years. Additionally, and as set out above, the off-site element of the system crosses land owned by the County Council and will continue to be maintained under the terms of an easement entered into between the Authority and the Developers in 2001. Notwithstanding those facts, Dwr Cymru have sought an assurance that the County Council will maintain the system in perpetuity.
- 2.08 The current position of Dwr Cymru is that before they agree to adopt the surface water sewer, including the length crossing the County Council's retained land, they will require either:
- a new surface water sewer to be laid for that length to their adoptable standards, to convey surface water flows from Yr Ydlan to the receiving watercourse/culvert; or
  - sufficient legal guarantees from the County Council that it will maintain the sewer on its retained land in perpetuity.
- 2.09 Advice has been provided by the Environment & Regeneration Directorate that the cost of bringing a new surface water pipe to adoptable standards would be prohibitive.

### **3.00 CONSIDERATIONS**

- 3.01 The County Council has explored various possible avenues in its attempts to reassure Dwr Cymru regarding the future maintenance of the surface water system as it presently exists. Members therefore need to consider which of the options referred to in paragraph 2.08 to pursue.

3.02 The adoption of the surface water sewer and the estate road will release the Developers from any future maintenance responsibility in respect of either. Additionally, retentions made on the purchase prices of the individual properties in respect of the adoption of the sewers and road would normally then be released to the Developers.

3.03 If the Council were to give the guarantees required by Dwr Cymru it could seek an agreement with the Developers that they undertake any repair work to the estate road and footways and associated matters required prior to adoption.

3.04 If the Council were to dispose of its retained land it could impose a requirement on the purchaser to taken over all liability arising from the assurance as to maintenance in perpetuity.

#### **4.00 RECOMMENDATIONS**

4.01 That the Council give an assurance to Dwr Cymru that it will maintain the perforated land drain in perpetuity on condition that Dwr Cymru adopt the surface water sewer system servicing the development.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 If the estate road is adopted, the cost of its future maintenance will fall upon the County Council. The system is in good working order and no costs are anticipated in the foreseeable future.

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

6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 If the surface water sewer and estate road are adopted, they will then be publically maintained, so that no maintenance liability will be placed on the residents.

#### **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 Lengthy correspondence and discussions have taken place with Dwr Cymru and the Local Member has been kept informed.

## **12.00 APPENDICES**

12.01 Plan.

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

Planning permissions

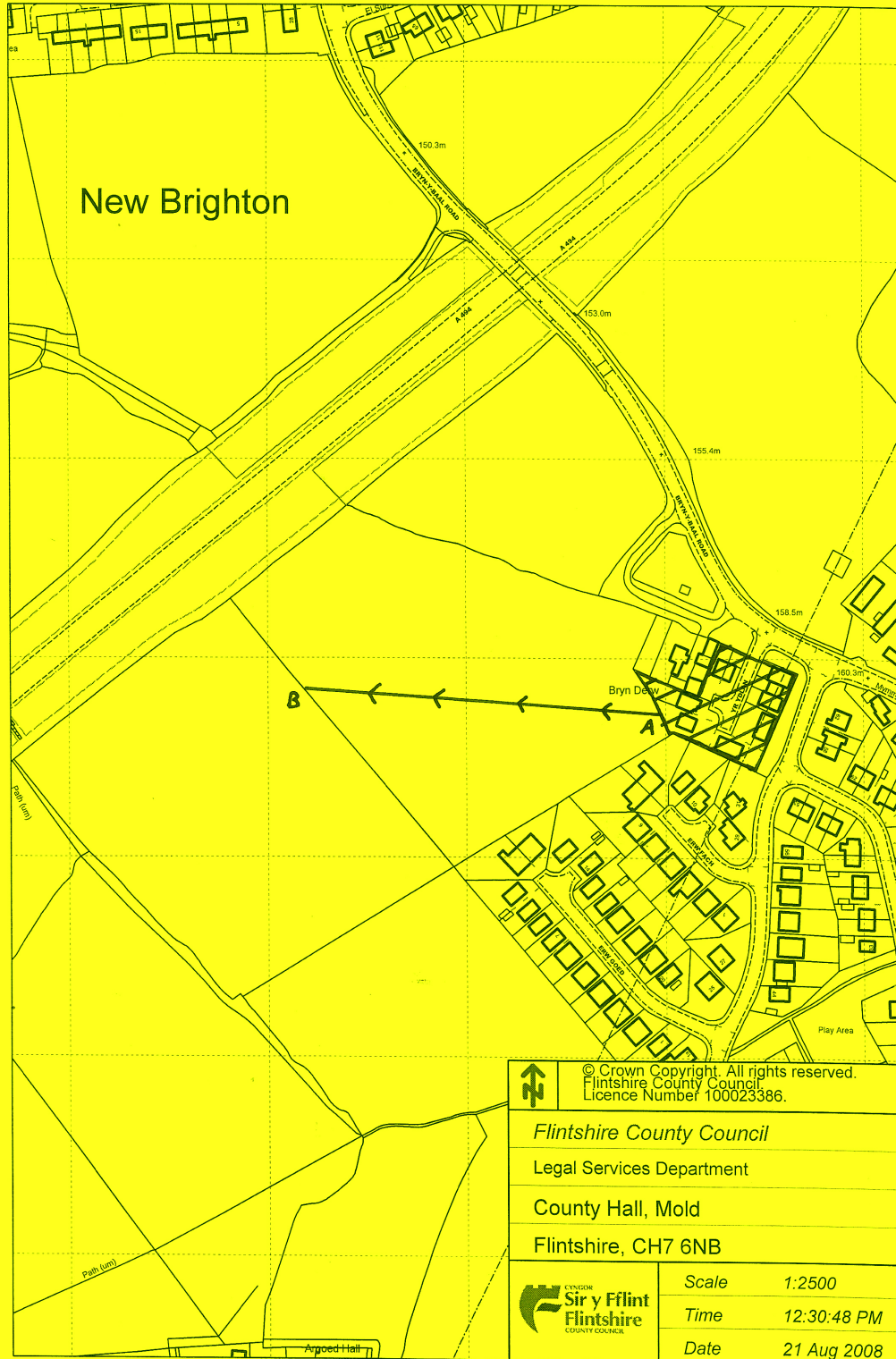
Transfer between Clwyd County Council and the Developers

Easement between Flintshire County Council and the Developers

Correspondence between Dwr Cymru and the County Council

Contact Officer: David M Davies  
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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 25**

**REPORT TO: EXECUTIVE**

**DATE : 07 OCTOBER 2008**

**REPORT BY: COUNTY LEGAL AND DEMOCRATIC SERVICES OFFICER  
AND DIRECTOR OF ENVIRONMENT**

**SUBJECT : RECRUITMENT OF NEW MEMBERS, AND RE-  
APPOINTMENT OF EXISTING MEMBERS, TO THE  
FLINTSHIRE LOCAL ACCESS FORUM**

**1.00 PURPOSE OF REPORT**

1.01 To approve the proposed recruitment and appointment process for the new membership of the Flintshire Local Access Forum.

**2.00 BACKGROUND**

2.01 At its meeting on 23rd April 2002, the County Council approved the establishment, and administration, of a local access forum (LAF) for Flintshire, in accordance with the requirements of the Countryside and Rights of Way Act 2000. David M. Davies, who is the Principal Solicitor (Environment) in my Department, was appointed as Secretary.

2.02 The Countryside Access (Local Access Forums) (Wales) Regulations 2001 require a LAF to consist of no fewer than 12 and no more than 22 members (both figures including the Chair and Deputy Chair). One member of the LAF must be an officer or member of Flintshire County Council. In 2002, the County Council considered that membership of the LAF should be limited to 12 (including the Chair and Deputy Chair), and that the then Executive Member for Transportation, Planning and the Environment, be appointed as the County Council Member of the LAF. The present County Council Member of the LAF is Councillor Matt Wright. The power to appoint members of the LAF has been delegated to the Director of Environment and Regeneration and myself.

2.03 The term of membership of the LAF is three years. A new LAF membership was appointed with effect from 5th December 2005. The term of membership of the present LAF will therefore end on 4th December 2008. All existing members are eligible for re-appointment. Before then, it will be necessary to undertake a recruitment process in order to ensure that the membership of the LAF, when appointed, satisfies the criteria for selection of members as set out in the 2001 Regulations. The appointment of the new membership will take effect from the date of the first meeting of the LAF after the despatch of the letters of appointment.

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Date: 30/09/2008



- 2.04 It is proposed that a similar appointment process to that undertaken in 2002 and 2005 when the present LAF was appointed is followed. This consisted of press notices and releases; letters requesting nominations to user groups, land-owning interests (including graziers), farmers' unions, disability groups, town/community councils' associations, etc. Additionally, existing LAF members will be invited to apply for re-appointment. Consideration will be given to some local publicity such as the provision of posters for sports centres, libraries, etc.

### **3.00 CONSIDERATIONS**

- 3.01 As stated in paragraph 2.02, the statutory minimum membership of the LAF is 12. Prior to embarking upon the appointment process in 2005, the Executive resolved that the membership should be above the statutory minimum. (In the event 15 persons were appointed to the LAF.) The reason for this was because, during the lifetime of the previous LAF, some members had had their membership terminated in accordance with the 2001 Regulations. This had required the appointment of new members by the Director of Environment and Regeneration and myself, otherwise the LAF would have been operating with a membership below the minimum number of 12 allowed by the Regulations. Experience with the present LAF has shown that to be a sensible approach.
- 3.02 It is therefore suggested that, depending upon the response to the recruitment process, it would be sensible (as with the present LAF) to appoint a greater number of members to the new LAF than the statutory minimum. In the event of an individual member subsequently resigning or having his membership terminated, the County Council would not then be obliged to appoint a replacement member, unless the number were to fall below 12.
- 3.03 However, the appointment process in both 2002 and 2005 did not result in a large number of applications for membership of the LAF. Accordingly some degree of flexibility over the precise number of members to be appointed to the new LAF would be helpful. It is suggested that a maximum number of 15 members be appointed, the final number to be determined by the Director of Environment and myself after it is known how many applications have been received as a result of the recruitment process .

### **4.00 RECOMMENDATIONS**

- 4.01 That the Executive note, and endorse, the proposed recruitment process for the establishment of the new membership of the Flintshire Local Access Forum.
- 4.02 That the County Legal and Democratic Services Officer County and the Director of Environment be given delegated authority jointly to appoint members to the new Forum, to appoint replacement members when

necessary, and to determine the number of members of the new Forum, such number not to exceed 15.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 Additional funding has been made available to the County Council by the National Assembly in order for the Authority to comply with its obligations under the Countryside and Rights of Way Act 2000, which includes the administration of LAFs.

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

6.01 No identifiable impact.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 No identifiable impact.

#### **8.00 EQUALITIES IMPACT**

8.01 No identifiable impact.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 The LAF is administered by its Secretary (see paragraph 2.01 above) with committee administration support.

#### **10.00 CONSULTATION REQUIRED**

10.01 Prior to the appointment of the membership of the new LAF, a recruitment process will be undertaken, as outlined in paragraph 2.04 above.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 None.

#### **12.00 APPENDICES**

12.01 None.

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

Joint report of the Director of Transportation, Planning and the Environment and the County Secretary to, and resolutions of:-  
the Executive on 19<sup>th</sup> March 2002, and  
the County Council on 23<sup>rd</sup> April 2002,  
and joint report of the Director of Environment and Regeneration and the County Secretary to, and resolution of:-

the Executive on 29th March 2005.

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 26**

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

**DATE :** **07 OCTOBER 2008**

**REPORT BY:** **DIRECTOR OF LIFELONG LEARNING**

**SUBJECT :** **GREENFIELD VALLEY TRUST LTD - ACCOUNTS FOR 2007**

**1.00 PURPOSE OF REPORT**

1.01 To submit to the County Council the accounts of the Greenfield Valley Trust Ltd. for the period 1 January - 31 December, 2007.

**2.00 BACKGROUND**

2.01 The Greenfield Valley Trust Ltd. is a company limited by guarantee with charitable status. It is established to promote, for the benefit of the public, the restoration, improvement and preservation of land and buildings of historic, industrial, environmental and agricultural interest in the Greenfield Valley Heritage Park.

2.02 The County Council is the owner of the land and buildings at the Heritage Park, and the Trust manages the premises under a management agreement.

**3.00 CONSIDERATIONS**

3.01 Under the terms of the Management Agreement, the Trust must submit to the Council an audited year end set of accounts.

3.02 The audited accounts for the financial year 1 January - 31 December, 2007 are available for inspection in the Members' Library.

**4.00 RECOMMENDATIONS**

4.01 That Members receive the report.

**5.00 FINANCIAL IMPLICATIONS**

5.01 None arising directly from this 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 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: Lawrence Rawsthorne  
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**FOR INFORMATION**

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:** EXECUTIVE  
**DATE:** 7 OCTOBER, 2008  
**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: See individual report.

**APPENDIX 1**

**EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN**

**Directorate**

**Subject**

Community & Housing

Sale of land to the rear of Connah's Quay Shopping Precinct and fronting Fron Road for the development of a Primary Health Care Centre

Community & Housing

Deed of rectification relating to access/egress for 54 Fraser Drive, Buckley

Copies of the Delegated Powers reports are on deposit in the Members' Library



**FLINTSHIRE COUNTY COUNCIL**

**EXEMPT INFORMATION SHEET**

COMMITTEE: Executive

DATE: 07 October 2008

AGENDA ITEM NO: 28

REPORT OF: (Director of originating Department)

Director of Community Services and Director of Environment

SUBJECT:

North East Wales Community Equipment Service

**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	<input checked="" type="checkbox"/>
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)	

**PLEASE TICK APPROPRIATE BOX**

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972  
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

**REPORT:** North East Wales Community Equipment Service  
**AUTHOR:** Tony Bamford  
**MEETING AND DATE OF MEETING:** Executive on 07 October 2008

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:**

None

**Prejudice which would result if the information were disclosed:**

It could severely prejudice the Council's negotiating position

**My view on the public interest test is as follows:**

It is not in the public interest to disclose the information

**Recommended decision on exemption from disclosure:**

That the report be exempt from disclosure

**Date:** 23/09/2008

**Signed:**



**Post:** County Legal and Democratic Services Officer

I accept the recommendation made above.



Proper Officer

Date: 30/09/2008

## **EXECUTIVE FORWARD WORK PROGRAMME** **MONTHS 09/09 TO 11/08**

The following reports are included in the FWP for submission to this meeting of the Executive. However, the reports are not included on the Agenda for the reasons stated:-

### **Chief Executive**

- Council Plan Review  
(The Council Plan is still under review; being informed by a number of other pieces of work such as the strategic risk assessment for 2009/10 and the development of Improvement Agreements)
- Draft Improvement Agreement (with Welsh Assembly Government)  
(The draft Improvement Agreement is still work in progress linked to the strategic risk assessment for 2009/10 and the categorisation of performance targets)

### **County Finance Officer**

- Medium Term Financial Strategy / Budget 2009/10  
(This item appears in the programme for every meeting through to March 2009 to provide an opportunity for updates at key stages. The next update will be to Executive on 29 October)

### **Environment & Regeneration**

- Peripatetic Skip Service Update  
(This will be submitted to the Executive on 29 October)
- Prohibition Orders (unspecified)  
(Outcome of Bryn Gwyn Prohibition Order awaited and this will influence how and whether the Authority continues with a programme of serving prohibition orders on abandoned or obsolete quarry sites)
- Review of Old Mineral Planning Permissions  
(Secondary legislation due in April 2008 has not been published and is still awaited therefore consequences and actions required by the Authority are not yet known)

### **Lifelong Learning**

- Welsh Public Library Standards – Report on Welsh Assembly Government Response to FCC Annual Report for 2007/08  
(Welsh Assembly staff have advised it is now likely to be the very end of September or early October before the final letters go out to Chief Executives. The report will be based on that letter and will be submitted to Executive on 18 November.)

**FLINTSHIRE COUNTY COUNCIL  
FORWARD WORK PROGRAMME  
EXECUTIVE  
Months 09/08 to 11/08**

DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE
16 September 2008	Finance	<ul style="list-style-type: none"> <li>➤ MTFS / Budget 2009/10 Update</li> <li>➤ Revenue Budget Monitoring 2008/09 (Month 3)</li> <li>➤ Treasury Management Outturn Statement</li> </ul>	Strategic Operational Operational
16 September 2008	Lifelong Learning	<ul style="list-style-type: none"> <li>➤ Progress Report on the School Organisational Review</li> <li>➤ Outdoor Play Area Investment Strategy</li> <li>➤ Leisure Centre Enhancement Strategy</li> <li>➤ School Playing Fields Grounds Maintenance Contract</li> <li>➤ Greenfield Valley Trust – Audited Accounts 2007</li> </ul>	Strategic Strategic Strategic Operational Operational
16 September 2008	Chief Executive	<ul style="list-style-type: none"> <li>➤ Community Planning and the Flintshire Local Service Board</li> </ul>	Strategic
16 September 2008	ICT/Customer Services	<ul style="list-style-type: none"> <li>➤ Customer Access Strategy Update</li> <li>➤ Design and Print Service Review</li> </ul>	Operational Operational
16 September 2008	Environment	<ul style="list-style-type: none"> <li>➤ Closure of UDP Inquiry and Timetable for Adoption</li> <li>➤ Communities Next – Outcome of the Consultation on the Future of the Communities First Programme</li> <li>➤ Individual Site Issues – Seaview Farm</li> </ul>	Strategic Strategic  Operational
16 September 2008	Community Services	<ul style="list-style-type: none"> <li>➤ SMAT Funded Accommodation Officer</li> <li>➤ Looked After Children Employment Project</li> <li>➤ Outcomes of the Care and Social Services Inspectorate (Wales) (CSSIW) of the Flintshire Foster Care Services 2006/2007</li> </ul>	Operational Operational Operational
16 September 2008	Legal & Democratic Services	<ul style="list-style-type: none"> <li>➤ Legislative and Constitutional Matters from the Assembly</li> </ul>	Operational

<b>DATE</b>	<b>DIRECTORATE/DIVISION</b>	<b>TOPIC</b>	<b>REPORT TYPE</b>
<b>7 October 2008</b>	Finance	<ul style="list-style-type: none"> <li>➤ MTFS / Budget 2009/10 Update</li> <li>➤ Revenue Budget Monitoring 2008/09 (Month 4)</li> <li>➤ Capital Programme Monitoring (Month 4)</li> <li>➤ Procurement Strategy</li> </ul>	Strategic Operational Operational Operational
<b>7 October 2008</b>	Community & Housing	<ul style="list-style-type: none"> <li>➤ Peripatetic Skip Service Update</li> </ul>	Operational
<b>7 October 2008</b>	Chief Executive	<ul style="list-style-type: none"> <li>➤ Voluntary Sector Compact Review</li> <li>➤ Strategic Assessment of Risks and Challenges 2008/9 Review</li> <li>➤ Council Plan Review</li> <li>➤ Draft Improvement Agreement (with Welsh Assembly Government)</li> <li>➤ Regulatory Plan Mid-Year Review</li> <li>➤ Performance Management Reporting Arrangements</li> <li>➤ Q1 – Performance Report 2008/09</li> </ul>	Strategic Strategic Strategic Strategic Operational Operational Operational
<b>7 October 2008</b>	ICT/Customer Services	<ul style="list-style-type: none"> <li>➤ North Wales Regional Partnership Board Update</li> <li>➤ ICT Strategy Progress Report</li> </ul>	Operational Operational
<b>7 October 2008</b>	Lifelong Learning	<ul style="list-style-type: none"> <li>➤ Welsh Public Library Standards – Report on Welsh Assembly Government Response to FCC Annual Report for 2007/08</li> </ul>	Strategic Strategic Operational
<b>7 October 2008</b>	Environment	<ul style="list-style-type: none"> <li>➤ Planning Development Control Action Plan Improvement Review</li> <li>➤ Prohibition Orders (Unspecified)</li> <li>➤ Review of Old Mineral Planning Permissions</li> </ul>	Operational Operational Operational
<b>29 October 2008</b>	Finance	<ul style="list-style-type: none"> <li>➤ MTFS / Budget 2009/10 Update</li> <li>➤ Revenue Budget Monitoring 2008/09 (Month 5)</li> </ul>	Strategic Operational
<b>29 October 2008</b>	Community & Housing	<ul style="list-style-type: none"> <li>➤ Housing Management and Maintenance Mid-Year Performance Review</li> </ul>	Operational
<b>29 October 2008</b>	Chief Executive	<ul style="list-style-type: none"> <li>➤ Strategic Assessment of Risks and Challenges 2009/10</li> <li>➤ Annual Performance Report</li> </ul>	Strategic Strategic

<b>DATE</b>	<b>DIRECTORATE/DIVISION</b>	<b>TOPIC</b>	<b>REPORT TYPE</b>
		<ul style="list-style-type: none"> <li>➤ Mid-Year Flintshire Partnership Performance Assessment</li> <li>➤ Senior Management Structure/Organisational Design Phase II</li> <li>➤ Green Dragon: Environmental Management System</li> <li>➤ Organisational Health and Safety Mid-Year Review</li> <li>➤ Voluntary Sector Grant Management Practice</li> </ul>	Strategic Strategic Strategic Operational Operational
<b>29 October 2008</b>	HR Operations	<ul style="list-style-type: none"> <li>➤ Workforce Planning</li> <li>➤ HRMIS</li> </ul>	Operational Operational
<b>29 October 2008</b>	Lifelong Learning	<ul style="list-style-type: none"> <li>➤ Leisure Strategy Position Statement</li> <li>➤ Deeside Leisure Centre Investment and Modelling Strategy</li> <li>➤ Estyn Inspection of Adult Community Based Learning in Flintshire</li> </ul>	Strategic Strategic Operational
<b>29 October 2008</b>	ICT/Customer Services	<ul style="list-style-type: none"> <li>➤ ICT Security Policy</li> </ul>	Operational
<b>29 October 2008</b>	Environment	<ul style="list-style-type: none"> <li>➤ TAITH Regional Transport Plan</li> <li>➤ Flintshire Local Development Plan – First Steps</li> <li>➤ Traffic Management Act – Update and Policies</li> <li>➤ Environmental Impact Assessment Procedures and Guidance Policy</li> </ul>	Strategic Strategic Operational Operational
<b>18 November 2008</b>	Finance	<ul style="list-style-type: none"> <li>➤ MTFS / Budget 2009/10 Update</li> </ul>	Strategic
<b>18 November 2008</b>	Chief Executive	<ul style="list-style-type: none"> <li>➤ People Strategy Review</li> <li>➤ Q2 – Performance Report 2008/09</li> </ul>	Strategic Operational
<b>18 November 2008</b>	HR Operations	<ul style="list-style-type: none"> <li>➤ Agency Staff Reporting – Q2</li> </ul>	Operational
<b>18 November 2008</b>	Chief Executive's	<ul style="list-style-type: none"> <li>➤ Organisational Development Programme for the Council</li> <li>➤ Employee Opinion Survey</li> </ul>	Strategic Operational
<b>18 November 2008</b>	Environment	<ul style="list-style-type: none"> <li>➤ National Regional Waste Strategy</li> </ul>	Strategic