

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

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

Your Ref /
Eich Cyf

Our Ref / Ein NG
Cyf

Date / Dyddiad 24/03/2009

Ask for / Gofynner am Graham Connah

Direct Dial / Rhif Union 01352 702336

Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD** on **WEDNESDAY, 01 APRIL 2009** at **09:30** to consider the following items.

Yours faithfully



Assistant Director (Democratic Services)

AGENDA

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on 10/03/2009 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. 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

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5. **PROCUREMENT STRATEGY PROGRESS REPORT**
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
6. **DEESIDE LEISURE CENTRE**
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Leisure and Public Protection
7. **LEISURE STRATEGY**
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Leisure and Public Protection
8. **PILOT EMPLOYEE VOLUNTEERING SCHEME**
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy

OPERATIONAL REPORTS

9. **BUDGET 2009/10 - EFFICIENCY PROGRAMME**
To receive a verbal update
10. **REVENUE BUDGET MONITORING 2008/09 (MONTH 10)**
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
11. **WALES ILLEGAL MONEY LENDING UNIT AND WALES SCAM BUSTER TEAM**
Report of the Director of Environment - Portfolio of the Executive Member for Leisure and Public Protection
12. **COMMUNITY CHEST GRANT**
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
13. **REGULATORY PLAN: END OF YEAR REVIEW**
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
14. **GYPSIES AND TRAVELLERS "MANAGING UNAUTHORISED ENCAMPMENTS" DRAFT PROTOCOL**
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
15. **SENIOR SOCIAL WORK PRACTITIONER: CHILDREN'S INTEGRATED DISABILITY SERVICE**
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
16. **ENFORCEMENT AGAINST DOG FOULING**
Report of the Director of Environment - Portfolio of the Executive Member for Leisure and Public Protection

17. PROPOSED PHYSICAL TRAFFIC CALMING ON WEIGHBRIDGE ROAD,
DEESIDE INDUSTRIAL PARK
Report of the Director of Environment - Portfolio of the Executive Member for Environment
18. DISPOSAL BY WAY OF LEASE - LAND FOR THE PROVISION OF A
VILLAGE/COMMUNITY HALL, OFF VILLAGE ROAD, NERCWYS
Report of the Director of Environment - Portfolio of the Executive Member for Environment
19. A D WASTE TRANSFER - INDEMNITIES FOR DIRECTORS
Report of the Head of Legal and Democratic Services - Portfolio of the Executive Member for Waste Strategy and Management
20. EXERCISE OF DELEGATED POWERS
Report of the Chief Executive enclosed
21. FOR INFORMATION
A copy of the Executive Forward Work Programme (Month 12/08 to 04/09) together with an update are enclosed for information.

EXECUTIVE
10TH MARCH 2009

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 10th March 2009.

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

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

ALSO PRESENT: Councillors: R.C. Bithell, A Davies-Cooke, B. Dunn, V. Gay, R.G. Hampson, C. Hinds, H.G. Howorth, Mrs C.M Jones, R. Jones, D. Mackie, and Mrs D Mackie.

IN ATTENDANCE:

Chief Executive, Director of Community Services, Director of Environment, Director of Lifelong Learning, Head of Legal and Democratic Services, Head of Finance, Assistant Director (ICT & Customer Services), Head of Development and Resources and Head of Committee, Member and Electoral Services.

Mr Robert Gifford of the Care and Social Services Inspectorate for Wales (CSSIW) was in attendance for agenda item no. 4.

APOLOGY: Councillors: C. A. Ellis and A. Woolley

269. MINUTES

- (a) The Minutes of the meeting held on 3rd February 2009 were confirmed as a correct record.
- (b) The Minutes if the meeting held on 17th February 2009 were confirmed as a correct record.

MATTERS ARISING

Minute No. 252 – Draft Community Strategy and Local Service Board Mid-Year Review

The Executive Member for Housing Strategy and Planning referred to the reference in the Minute that he had commented on Section 4(1) of the Local Government Act 2000 which required the County Council to prepare a Community Strategy and had expressed reservations of the intentions of the legislation and the lack of member involvement. It was his view that this should have been reflected in the resolution and asked for this to be recorded.

The Head of Legal and Democratic Services reminded members that if there was an alteration to the recommendation of a report he would ask for Members to confirm the addition and this was incorporated in the Record of Decision which had not taken place on this occasion.

The Chief Executive also referred to the minute which reflected the comments made by the Councillor and his response, and that the matter had also been considered at Overview and Scrutiny Committee the previous day.

It was agreed that an additional resolution be added to the minute that the concerns of the Executive Member for Housing and Strategy and Planning be noted and this was agreed.

Minute 262 – Environmental Services – Community (Peripatetic) Skip Service

The Executive Member for Waste Strategy and Management referred to the Minute which she considered did not reflect the discussion in relation to the introduction of bring site facilities for the area where the skip service had been provided. The Executive Member for Housing Strategy and Planning confirmed this view and that he and the Executive Member for Education and Youth supported the new arrangements.

270. DECLARATIONS OF INTEREST

Councillor P.G. Heesom declared an interest in agenda item No. 9 Voluntary Sector Mid-Year Review as a Board Member of the FVLC.

271. ADMISSION OF AN ADDITIONAL URGENT AGENDA ITEM

The Head of Legal and Democratic Services asked the Executive to consider an additional urgent item on the 2008/09 pay award. The Chief Executive had referred to the budget considerations at the County Council the previous week and to the result of the ACAS arbitration on the 2008/09 pay awards which had become available a matter of hours before the commencement of the Council Meeting. This urgent report would provide the information on the result of the arbitration exercise.

RESOLVED

That the report be admitted as an urgent agenda item.

272. PERFORMANCE OF FLINTSHIRE'S SOCIAL SERVICES FOR ADULTS AND CHILDREN

The Director of Community Services presented a report the purpose of which was for the Executive to receive the Annual Performance Evaluation of Flintshire's Social Services for Children and Adults provided by the Care and Social Services Executive for Wales (CSSIW) for the year ended 31st March 2008. The Director welcomed Mr Robert Gifford of the CSSIW who would be making a presentation. She had also extended an invitation for Overview and Scrutiny Committee Members to attend and observe the Executive as this report would be submitted to Overview and Scrutiny.

The report was made on performance for the year ended 31st March 2008 and was therefore historical particularly as updated information on the quarter three performance of 2008/09 had been reported. She was pleased to report that the CSSIW Report showed that performance in many areas had improved during 2007/08 and this had continued to be maintained during 2008/09 and in many cases improved and she congratulated the workforce for the support given. The

outdated context of the evaluation report had been acknowledged by CSSIW at a national level and this would be addressed in the modernisation of Local Authority Inspection and Review which was under way.

Mr Robert Gifford then made a presentation; this would be the final performance evaluation in its current format. The presentation outlined the key role of Social Services and the role of CSSIW and the purpose of the performance evaluation with reference to the Flintshire context. There had been a number of performance challenges and there had been improved performance management as a result of the recent structural changes. He then proceeded to outline the key strengths and achievements identified in the evaluation and these were set out in Paragraph 3.03 of the Director's Report. The Performance Evaluation recommended a number of priority areas for improvement and these were also outlined in Paragraph 3.04 of the Director's Report.

Mr Gifford concluded by saying overall the evaluation of Flintshire's Social Services provided an encouraging picture of continuous improvement in challenging areas of service for the County's vulnerable children and adults. Work on the areas for improvement identified in the report had been undertaken during 2008/09 and would continue to be addressed within the directorate and service improvement plans for 2009/10. He referred to the announcement by the Chief Inspector on 22nd November, 2008 over the new arrangements that were to be put in place for inspection, evaluation and review of Local Authority Social Services. The new framework would place responsibility for reporting on performance with the Director of Social Services. He outlined the new arrangements which would include a regular fieldwork presence by CCSIW within the Directorate. Two Local Authorities were piloting the transition arrangements prior to its introduction.

Members referred to the new arrangements and asked if this would speed up the process for the submission of the Annual Report and this was confirmed by Mr Gifford. Members were also pleased that the report had acknowledged the impact of the management restructure. Mr Gifford also responded to a question over the links with other regulatory functions and confirmed that the new arrangements would involve working closely with other inspectorates.

RESOLVED

- a) that the Annual Performance Evaluation of Flintshire Social Services by CSSIW be received and that continuing progress in planning and delivering the County's Social Services be noted; and
- b) that the Annual Performance Evaluation be reported to the Social and Health Overview and Scrutiny Committee.

274. SCHOOL ADMISSION ARRANGEMENTS 2010

The Director of Lifelong Learning presented a report to provide Members with background information on the admission in 2008/09, to advise on the outcome of the Statutory Consultation Exercise on the admission arrangement for September 2010 and to recommend submission to the County Council on 31st March for approval.

The Director, in submitting the report referred to Appendix B and made some technical adjustments for Broughton Infants School and the planned admission at Column 15 of 50 needed to be replaced with 60 and the capacity including nursery at Column 18 of 231 needed to be amended to 210.

Members were reminded that the Authority was required each year to undertake a statutory consultation exercise on its admission arrangements for the following year. For September 2010 the Authority had to determine its arrangements by 15th April 2009 and the statutory consultation to be concluded by 1st March 2009. In Flintshire the consultation exercise began in January and closed on 27th February. The Director reported that Flintshire was successful in meeting parental preferences in both primary and secondary schools but it was still important to monitor and review the secondary admissions. For September 2010 it was not proposed to change the primary and secondary schools admissions but it was proposed to introduce parental preference for nursery admissions.

The Director referred to the Lifelong Learning Overview and Scrutiny Committee on 3rd February 2009 when concerns had been expressed over the nursery admissions policy proposed amendments; there was no evidence from elsewhere of an impact as suggested by the Panel. However, he emphasised that policy changes needed to be monitored.

The Executive Member for Education and Youth referred to the previous report to the Executive prior to the consultation being commenced and whilst there had been some issues raised at Overview and Scrutiny the responses from the consultation with schools had been positive. He moved the recommendations of the report and for it to be recommended for approval to the County Council on 31st March 2009.

The Executive Member for Leisure and Public Protection referred to Appendix C to the report and the consultation responses from Drury Primary School. He asked the Director to consider redefining the catchment areas as some parents wished to use Drury School but were in the catchment area for other schools. In response, the Director explained that for September 2010 the procedures could not be changed but this could be reviewed for future years from 2011 onwards and that future reviews should be linked to the wider school modernisation programme.

Other Members support the recommendations of the report and noted the Director's comments on monitoring the arrangements.

RESOLVED:

- a) that the proposed admission arrangements for September 2010, as set out in the report, be agreed and recommended for approval by the County Council on 31st March 2009; and
- b) that Appendix B be amended with regard to Broughton C P Infants School so that the following figures replace those set out in Column 15 – 60 (planned admission numbers) and Column 18 -210 (capacity)

274. DISCRETIONARY DISABLED FACILITIES GRANTS

The Director of Community Services presented a report the purpose of which was to seek approval for a pilot project trialling Discretionary Disabled Facilities Grants at a ceiling of £5,000 per grant rather than the current £3,000 limit.

The Director referred to joint work undertaken with the Social and Health and Community and Housing Overview and Scrutiny Committees which had examined the policy for dealing with Disabled Facilities Grants. The Council currently provided smaller discretionary Disabled Facilities Grants which were referred to as Minor Grants to help with the adaptation schemes costing less than £3,000. The client experience was better with these types of grant because they were not means tested and there was no requirement to provide the detailed information needed to process a mandatory grant. However, officers were finding that as costs rose fewer applicants were becoming eligible for the scheme and discretionary grants were much quicker to process. Bearing this in mind, officers had explored the options on how to use the discretionary powers available to the Council to improve the overall customer experience for the applicant. It was therefore recommended to uplift the discretionary threshold from £3,000 to £5,000 and that a risk assessment would be undertaken to monitor the rising demand. It was also recommended that approval be given to a pilot scheme in 2009/10 and to “ringfence” £0.3m for private sector occupants and £0.3m for Council tenants within the existing budget to fund the pilot.

The Report at paragraph 3.06 gave an indication of the type of adaptations and their average costs.

RESOLVED:

That the undertaking of a pilot scheme to extend the use of Discretionary Disabled Facilities Grants as detailed in the Report be approved.

275. GENERAL FUND CAPITAL PROGRAMME 2009/10 – 2012/13

The Chief Executive presented a joint report with the Head of Finance with an update on resources available to fund a capital programme for the four year period 2009/10 – 2012/13 against a backdrop of declining capital receipts. The report also outlined the proposed process for consideration of the re-profiling of schemes already included within the indicative programme and new schemes identified in the last 12 months.

The Chief Executive explained that this was an initial review on the pressures of capital receipts and referred to the impact of the economic downturn which had significantly reduced levels of anticipated capital receipts for the four year period in addition to a shortfall in 2008/09. In the light of this dramatically changing funding position, the Corporate Asset Management Group, which was a multi-disciplinary group of officers and chaired by the Director of Environment, had undertaken a critical review of the Capital Programme. It was proposed that the outcome of the work of the group, once received and endorsed

by the Corporate Management Team, would be submitted to the Executive on 21st April 2009 prior to detailed consideration by Overview and Scrutiny.

RESOLVED:

- a) that the update on resources available to fund the Capital Programme be noted; and
- b) that the proposed process for consideration of re-profiling of schemes already included within the indicative programme and new schemes identified in the last 12 months be noted.

276. PRUDENTIAL INDICATORS 2009/10 – 2011/12

The Head of Finance presented a report on proposals for setting a range of prudential indicators to be used to establish the level of future capital investment was affordable, prudent and sustainable. The Prudential Code specified that prudential indicators were required to be calculated for the forthcoming financial year and to subsequent financial years. This calculation was relevant to the development of the medium-term financial strategy. This report would normally have been considered as part of the budget process by the County Council on 3 March but, because of the work being undertaken on the capital programme as referred to in the previous agenda item, it was now proposed that this be considered by the County Council at its meeting on 31st March, 2009.

RESOLVED:

That it be recommended to County Council on 31st March 2009 –

- a) that the prudential indicators as detailed in section 3 of the report be approved:-
 - Capital Expenditure (Section 3.05)
 - Ratio of financing costs to net revenue stream (section 3.06)
 - Capital financing requirement (Section 3.07)
 - Net borrowing and the capital financing requirement (Section 3.09)
 - Authorised limit for external debt (Section 3.10 and 3.12)
 - Operational boundary for external debt (Section 3.11)
 - Incremental impact of capital investment decisions on the Council Tax (Section 3.13)
 - Incremental impact of capital investment decisions on housing rents (Section 3.13)
 - Adoption of CIPFA code of practice for treasury management in public services (Section 3.14)
 - The upper limit on interest rate exposures – fixed and variable rate interest (Section 3.14)
 - Maturity structure of borrowing (Section 3.14)
 - Prudential limits for sums invested for period longer than 364 days (Section 3.14) and
- (b) that delegated authority be given for the Head of Finance to effect movements to the separately agreed limits within the authorised limit for

external debt of the operational boundary for external debt (Section 3.10 and 3.11)

277. VOLUNTARY SECTOR MID-YEAR REVIEW

The Chief Executive presented a report to update Members on the progress made in the development of the one and three year core funding arrangements with voluntary organisations as approved by the Executive on 29th October 2008.

The Chief Executive outlined the benefits of three year funding agreements for both the voluntary sector and the County Council.

RESOLVED:

That the progress made in the one and three year core funding arrangements with voluntary organisations be noted and approved.

278. PERFORMANCE REPORTING – A NEW APPROACH

The Chief Executive presented a report on the proposed new style of quarterly performance report to improve performance reporting.

The Chief Executive referred to work undertaken for streamlining the business of the Council which had been considered by the Overview and Scrutiny Committee the previous day. He referred to the work undertaken on the Regulatory Plan and how the Council dealt with risk. It was proposed to have three directorate high-level service plans to reflect the new structure, supported by individual service plans. Progress against the service plans would be reported on a quarterly basis. The progress reports would include actions/milestones against the strategic assessment of risk and challenges, resource management, internal/external audit regulation – key findings, awards/accreditations, customer feedback and managerial assessment. This would provide a simple process with greater transparency and provide quarterly performance with a context of key areas of overall performance. Specific reporting on improvement agreement and improvement performance indicators, both progress against underlying action plans and performance plans, would be included.

RESOLVED

- a) that the decision to develop an improved and more meaningful style of performance reporting be approved; and
- b) that the principles of the new approach to performance reporting be endorsed and that it be noted that the model examples would be presented to the Executive in April.

280. REVENUE BUDGET MONITORING 2008/09 (MONTH 9)

The Head of Finance presented the Month 9 budget monitoring report on the Council's financial position for 2008/09 on the General Fund and the Housing Revenue Account.

Members were referred to the projected net overspend of £0.666m which compared to £0.763m at Month 8 on the General Fund and the projected overspend of £0.418m which compared to £0.903m at Month 8 on the Housing Revenue Account. The estimated contingency sum available at 31st March was £0.962m and this was after assuming that the projected overspend of £0.666m was taken from un-earmarked reserves.

The significant new variances were outlined in paragraphs 2.06 - 2.11 and the requests for carry forwards were outlined in paragraphs 2.12 - 2.15.

The Head of Finance then referred to the Housing Revenue Accounts and to the projected overspend of £0.418m which she had referred to earlier. The significant new variances were outlined in paragraphs 5.05 – 5.09.

The Executive Member for Housing Strategy and Planning referred to the Building Maintenance Trading Account and the improved position from Month 8 which had been as a result of improved management arrangements and greater control.

RESOLVED:

- a) that the overall report be noted;
- b) that the requests for carry forward identified in paragraphs 2.12 – 2.16 be approved;
- c) that the General Fund contingency sum available as at 31st March 2009 as set out in Section 4, be noted; and
- (d) That the projected final level of balances on their Housing Revenue Account, as set out in paragraph 5.06, be noted.

280. CAPITAL PROGRAMME 2008/09 (MONTH 9)

The Head of Finance presented a report on the latest Capital Programme information for 2008/09.

The Head of Finance referred to the programme movements and that it could be seen from the previously reported programme total of £53.741m had decreased £50.143m which was a net reduction of £3.598m. This had arisen through the net additional General Fund Schemes of £0.289m; the General Fund Re-phasing/Rollover to 2009/10 £2.345m and identified General Fund savings of £1.542m. The Head of Finance explained that since the approval of the current Capital Programme in March 2008, the impact of the economic downturn had significantly reduced levels of anticipated capital receipts for the period 2008/09 through to 2012/13.

The Head of Finance referred to General Fund capital receipts and that the latest monitoring information indicated a net shortfall of £6.255m in 2008/09 against the approved budget total of £8.745m which had more than accounted for the available headroom total of £3.361m. The balance of the shortfall £2.894m would be covered at this stage within the aggregate value of the contractually uncommitted total of £1.956m as referred to in section 3.03.1 of the report and the General Fund Re-phasing total of £2.345m as identified in section 3.01.3.

The deterioration in the HRA capital receipts position continued and the 2008/09 requirement of £2.275m was looking increasingly un-achievable. This figure would continue to be closely monitored during the remaining part of the year.

RESOLVED:

That the report be noted and approved.

281. COUNCIL PLANNING FRAMEWORK

The Chief Executive presented a report to inform Members of timing and processes for developing the Council's Planning Framework which linked to the earlier agenda item on performance reporting.

RESOLVED:

That the new approach for the Council's Planning Framework be supported and endorsed.

282. TIDY TOWNS

The Director of Environment presented a report to update Members on the progress made in delivering the Welsh Assembly Government's Tidy Towns Programme to date and to set out a suggested approach for 2009/10.

The Director referred to the programme being launched by the Welsh Assembly Government on 15th May 2008 and the Council had submitted a bid in June 2008 providing proposed actions with outcomes for 2008/2009, outline activities proposed for 2009/2010 and for 2010/2011. The bid had been successful and £138,309 had been allocated by the Welsh Assembly Government for the 2008/09 financial year with similar sums indicated for the two subsequent financial years.

The programme had been split into three strands for 2008/09 and this was set out in paragraph 2.04 of the report. The Director referred to the relatively small amounts that were available in each of the strands but this had a significant positive effect within the communities. Appendix 1 to the report provided a list of the 2008/09 approved project list.

The Executive Member for Housing Strategy and Planning thanked the Director for the report and referred to strand 2 which had been allocated to support community actions to maintain and improve the rivers in Flintshire and

asked for consideration to be given to funding being directed to the coastal area in Flint.

The Executive Member for Regeneration and Tourism welcomed the report and the proposal that the allocation of funding under the three strands would focus in the main on those towns that did not share in the 2008/09 allocation which were Buckley, Queensferry and Holywell.

The Director responded to a question from the Chair and confirmed that it was intended to spend the entire allocations under each strand in the next financial year.

The Chief Executive suggested Members should all have details of the criteria for the Tidy Towns Initiative and that there was a need to speak to the Welsh Assembly Government on the future years phasing and to seek confirmation that indications for future years would be given.

RESOLVED:

- (a) That progress to date in implementing the Tidy Towns Programme, be noted; and
- (b) That the Tidy Towns funding for 2009/2010 be allocated in line with the definitions advised within paragraph 2.04 of the report.

283. HEATHER AND HILLFORTS LANDSCAPE PARTNERSHIP SCHEME

The Director of Environment presented a report providing an update on the progress of the Heather and Hillforts Landscape Partnership Scheme which had secured an investment of over £2m for conserving and improving the upland heritage of Flintshire and Denbighshire, increasing peoples' enjoyment and understanding of the area and improving tourism opportunities. The report also asked Members to note and approve the second year's work programme and to designate a Member representative to the Heather and Hillforts Landscape Partnership Board.

The Director reported that the partnership scheme would generate £2.028m for a three year period and the key elements of the second year work programme specifically related to Flintshire were set out in paragraph 3.01 of the report.

The Director referred to the recommendation of the report which was to seek support for the project, approve the second year work programme and also to nominate a Member to sit on the Heather and Hillforts Landscape Partnership Board.

The Chairman referred to the recommendation to nominate a Member to sit on the Partnership Board and whilst it came within his portfolio referred to the bio-diversity links and proposed that the bio-diversity champion, Councillor Carolyn Thomas, be nominated to sit on the Partnership Board and this was agreed.

RESOLVED:

- (a) That the Heather and Hillforts project be supported and the second year work programme be approved; and
- (b) That Councillor Carolyn Thomas, as the Bio-Diversity Champion, be nominated to sit on the Heather and Hillforts Landscape Partnership Board.

284. VOID PROPERTY MANAGEMENT

The Executive Member for Estate Management introduced a report of the Director of Community Services which highlighted current performance and trends in empty (void) property management. The report also sought approval to adopt a revised County Council Property Lettable Standard and to support the Empty Property Action Plan.

The Executive Member referred to the considerations of the report and to management issues and the need for further work to be undertaken around the work of Housing Officers and Allocation Officers as part of wider work on the structure of the Housing Division to reduce duplication of effort and provide a more streamlined approach to manage property. In respect of investment issues, stock which was considered “hard to let” had a detrimental affect on the Council’s overall void performance and needed to be considered as part of a long term comprehensive asset management strategy.

In conclusion, the Executive Member referred to the recommendations of the report and proposed an additional recommendation that a Working Group of Officers and Members be established to consider changes including any relating to recommendations 4.05 – 4.07.

The Executive Member for Housing Strategy and Planning, however, referred to recommendations 4.05-4.07 and that it was inappropriate for these to be included at the present time and should be withdrawn.

The Chief Executive referred to recommendation 4.06, that the Executive endorsed the Housing Department’s Empty Property Action Plan and emphasised the importance of this proceeding to avoid any further delay. The Director of Community Services confirmed that the Action Plan was an operational plan for estate management and property repairs.

In conclusion, and after due consideration, it was agreed that the recommendations needed to proceed.

RESOLVED:

That recommendations 4.01 to 4.04 and 4.06 and 4.07 be agreed and that a Working Group of Members and Officers be established to consider changes including any relating to recommendations 4.05 and 4.06 and to monitor re-let times.

285. PAY AWARD 2008/09 FOR NJC GREEN BOOK EMPLOYEES

The Chief Executive presented the additional report referred to at the commencement of the meeting, the purpose of which was to update Members on the final outcome of the pay claim for 2008/09 for NJC Green Book employees and to identify the implications for Flintshire County Council.

The Chief Executive referred to the County Council Budget meeting on 3rd March 2008 and prior to the meeting there had been an announcement on the outcome of the arbitration hearing held on 10th February 2009 that there would be a further 0.30% pay uplift on the 2008/09 pay claim. The estimated additional cost of the pay award was £0.250m in 2008/09 and this would add to the base budget and was therefore an ongoing pressure. The estimated additional cost for 2009/10 was £0.256m. The Chief Executive emphasised to the representatives of the press who were present at the meeting, particular in respect of the media coverage on public sector pay, that this was as a result of arbitration and was not a local Flintshire decision.

RESOLVED:

That the contents of the report and the financial implications for the Council be noted.

286. 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 to allow the consideration of exempt information by virtue of paragraphs 12 and 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (As Amended)

287. FINANCE FUNCTION REVIEW

The Head of Finance presented a report to provide an overview of the Finance Function Review and progress to date and to seek agreement to the deletion of two posts from the current established structure.

The Head of Finance reported that the review of the Council's finance function was one of a list of services to be reviewed as part of Phase II of the Organisational Change and Re-design, agreed by the Executive on 29th October 2008. The Head of Finance referred to the considerations of the report in relation to the management of Internal Audit, timescales, deletion of posts and the interim arrangements.

RESOLVED:

(a) That the scope of the Finance Function Review be noted;

- (b) That the feedback from the Workforce, Trade Unions, Corporate Management Overview & Scrutiny Committee and the Audit Committee, be noted;
- (c) That the extension of the Contract with RSM Bentley Jennison and the work to achieve a transfer of the management of the Internal Audit function back in-house by no later than 1st April 2010, be supported;
- (d) That the following posts be deleted from the establishment with effect from 1st April 2009 –
 - Assistant Director of Finance (Financial Management and Audit); and
 - Assistant Director of Finance (Funds and Customer Accounts)
- (e) That the proposed interim arrangements pending the publication of a proposed new structure and formal consultation be noted.

288. DURATION OF MEETING

The meeting commenced at 9.30 am and ended at 11.14 am.

289. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press present.

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Chairman

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

EXECUTIVE	DATE: 10th March 2009
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MEMBER	ITEM	MIN. NO. REFERS
P. G. Heesom	Voluntary Sector Mid-Year Review	277

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **01 APRIL 2009**
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 progress with the implementation of the corporate Information and Communications Technology (ICT) Strategy.
- 1.02 To inform Executive of the proposed strategy review and associated timetables.

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. 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. Until May 2008 progress was also reported to a corporate ICT Panel made up of officers and members. Regular update reports are also provided to the Executive.
- 2.03 Under the council's proposed new business planning arrangements the ICT Strategy is a fundamental element of the Governance Framework and as such supports the priorities of the council and directorate and service plans.

3.00 CONSIDERATIONS

- 3.01 To ensure the strategy reflects the current corporate and service priorities a review is currently being undertaken which will take account of the following:-
- The recently revised Strategic Assessment of Risks and Challenges
 - Directorate and service priorities
 - The council's Organisational Redesign Programme and other key projects e.g. Flexible Working
 - Technology developments

Date: 24/03/2009

There is a requirement for a modern, resilient and scalable ICT infrastructure to support a modern, flexible, high performing organisation. The corporate ICT Strategy needs to describe how we are going to achieve this.

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

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

Within each theme there is a programme of associated tasks and projects which are supported by a detailed implementation plan which in turn informs the ICT Service Plan.

3.03 Particular priorities for the ICT division currently are:

- The on-going implementation of an Electronic Content Management solution to support the implementation of modern ways of working. The ECM system will reduce our dependence on paper based information and allow to more easily share and access information which are key objectives of the council's Information Management Strategy. The system infrastructure is now in place and tested, the next stage will be to work with services to deliver a series of pilot projects.
- Providing technical implementation support for phase 2 of 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. This has been highlighted within the Flexible Working project as a critical element of an enabling ICT infrastructure.
- On-going development and improvement of the website taking into account the recently published annual local government website assessment results. The council's website once again was categorised as a standard website along with the majority of other council websites. However our scores for scenario testing, usability and useful content all showed an improvement on last year and were above average compared to local government generally.
- Implementing a series of actions to address any negative environmental impact from ICT as referred to in the previous update report to Executive on 7th October, 2008.

3.04 As part of Phase 1 of the organisational redesign programme and the creation of the new directorates we have taken the opportunity to merge the

Environment Directorate ICT support unit into the corporate ICT Division. This offers many potential benefits including:-

- a consistent standard of ICT Service across the council
- the most efficient and effective use of professional ICT capacity across the council
- ensuring corporate ICT standards are used consistently across the council
- providing effective ICT support to the larger Environment Directorate
- standardisation of software and hardware across all parts of the council
- providing professional development and career progression opportunities to all professional ICT staff within the council

The transfer is due to be completed by the end of April, 2009.

3.05 The consultation on the review of the ICT Strategy is planned to take place over the next few months. The timetable for the production of the new strategy is as follows:-

- March 2009 - review of strategy and existing implementation plan and production of strategy framework by Head of ICT & Customer Services and ICT management team.
- April/May 2009 - consultation with service directorates, corporate services and People and Performance Scrutiny Committee on content and design
- June 2009 - produce final draft for approval by Corporate Management Team & Executive
- June 2009 - publish strategy with supporting communications plan.

3.06 It is proposed that the member/officer ICT Panel is reformed to ensure comprehensive input to the review and to the implementation of the strategy and related action plans. In addition to reflect the key role this strategy plays in the council's business planning and governance frameworks that a Member Champion for ICT be appointed.

4.00 RECOMMENDATIONS

4.01 That the Executive note and endorse the progress made in implementing the corporate ICT Strategy and the review timetable.

4.02 That the Executive note and endorse the transfer of the Environment Directorate ICT Support unit to the corporate ICT Service.

4.03 That the Executive support the reforming of the ICT panel to support the review and implementation of the ICT Strategy, and are requested to appoint a Member Champion for 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 strategy review will be supported by a programme of consultation as set out in 3.05 above.

11.00 CONSULTATION UNDERTAKEN

11.01 None directly from this report.

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

ICT Strategy 2008-2012 Ver 5.2

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **01 APRIL 2009**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **PROCUREMENT STRATEGY PROGRESS REPORT**

1.00 PURPOSE OF REPORT

1.01 The purpose of this report is to update the Executive on progress made on the delivery of Procurement Strategy 2008/09 to 2010/11.

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 with '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 In order to address these issues the Executive approved a new Procurement Strategy in November last year and this report seeks to give a progress update.

3.00 PROGRESS

3.01 An Action Plan within the strategy has been developed in line with the nine core areas of the strategy:-

- Efficiency and Value for Money
- Contribution and Influence
- Working Practices
- Corporate Attitude
- Consortiums, Collaboration and Partnering
- Supplier Relationship Management
- Effective use of Technology
- Resources within Procurement
- Sustainable Procurement

3.02 To progress these core areas five projects have been identified:-

- Procurement Strategy
- Efficiency Savings
- Increase Procurement Awareness/Compliance
- Sourcing Strategy
- Technology Development

Please see Appendix 1 for full details of the project actions and timescales

3.03 Progress has been made in the following areas:-

- Developing the PASS system into a user-friendly Procurement Best Practice Site.
- Proactively contributing towards the work of the North Wales Procurement Partnership.
- Developing an in-house team to assess how the X-Change Wales system will integrate with Flintshire systems and timescales involved. The Welsh Assembly timetable was considered too tight when the changes necessary in local practices and processes were analysed, but a future involvement is possible.
- Developing a Corporate Supplier Database.
- Working with Directorates to identify areas of efficiency.
- Developing Procurement Awareness sessions for staff involved in Procurement.

4.00 RECOMMENDATIONS

4.01 That the Executive note the progress made.

4.02 That further update reports on progress will be received by the Executive.

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 Project Actions and Timescales.

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

Various.

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ID	Task Name	Start	2009	Qtr 1	Qtr 2	Qtr 3	Qtr 4	2010	Qtr 1	Qtr 2	Qtr 3	Qtr 4	2010
			Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Procurement Strategy	Wed 04/03/09											
2	Embed Principles of Procurement strategy throughout council	Wed 04/03/09											
3	Expansion of Procurement Board agreed to include new directorates	Thu 05/03/09											
4	KAF/ CG take to CMT for recommendations	Thu 05/03/09											
5	Extend invitation to next Procurement Board	Fri 06/03/09											
6	Procurement Board	Wed 20/05/09											
7	Procurement Officer working group	Wed 20/05/09											
8	Present report to Procurement board- requesting recommendations	Wed 20/05/09											
9	Extend invitation to those recommended	Thu 21/05/09											
10	Introductory meeting	Mon 01/06/09											
11	CPU Review	Wed 04/03/09											
12	Define structure/roles required to deliver 2008/11 Strategy (Central & Devolved Procurement)	Wed 04/03/09											
13	SD to write report to PW/JG	Thu 02/04/09											
14	Agree structure/roles required to deliver 2008/11 Strategy (Central & Devolved Procurement)	Fri 10/04/09											
15	Recruit appropriate staff to deliver 2008/11 Strategy	Tue 02/06/09											
16	Continue to represent FCC on NWPP Operational boards	Wed 04/03/09											
17													
18	Efficiency Savings	Wed 18/02/09											
19	Identify Large Spend Areas	Thu 20/02/09											
20	Agree areas of potential savings with strategic directors	Mon 02/03/09											
21	Examine Savings (Cash & Efficiency) opportunities within Large Spend Categories	Mon 16/03/09											
22	NWPP Efficiency Opportunities	Mon 16/03/09											
23	Examine Category opportunities with North Wales Procurement Partnership	Mon 16/03/09											
24	Identify CUG/ Departmental Representatives	Tue 19/03/09											
25	Work with representatives to maximise compliance and recognise responsibilities	Tue 20/03/09											
26	CPU to issue guidance to CUG Reps (colour coded)	Tue 23/03/09											
27	Examine Category opportunities with other Consortia Contracts (OGC, NWUPC, LHC etc)	Mon 16/03/09											
28	Agree year on year efficiency targets for the council with KAF/PW	Mon 16/03/09											
29	Agree a process for transfer of efficiency savings between budgets (Track & Recover)	Wed 18/02/09											
30	Work with Service Areas to achieve savings (Cash & Efficiency) and look at the possibility of income streams	Mon 16/03/09											
31	Review savings achieved and realise FTE effect on the council	Mon 01/03/10											
32	Examine use of Baseline Assessments	Wed 18/02/09											
33	Embed baseline exercise within procurement procedure	Wed 18/02/09											
34	Pilot use of baseline ex	Thu 19/03/09											
35	Work with Service areas to capture data	Mon 01/06/09											
36	Rollout	Thu 01/10/09											
37													
38													
39	Increase Procurement Awareness / Compliance	Wed 18/02/09											
40	Procurement induction training	Mon 02/03/09											
41	Corporate induction B course	Mon 02/03/09											
42	Continue to evaluate and update	Wed 02/09/09											
43	Awareness Training (Departmental)	Wed 18/02/09											
44	Approach Departments to offer training	Wed 18/02/09											
45	Road show/ Department Presentations	Wed 18/02/09											
46	Create "staff guide" to procurement	Tue 03/03/09											
47	Create informative presentation	Tue 03/03/09											
48	Liaise with current contractors (business cards/ samples)	Tue 05/05/09											
49													

Project: project plan version 6
Date: Wed 04/03/09

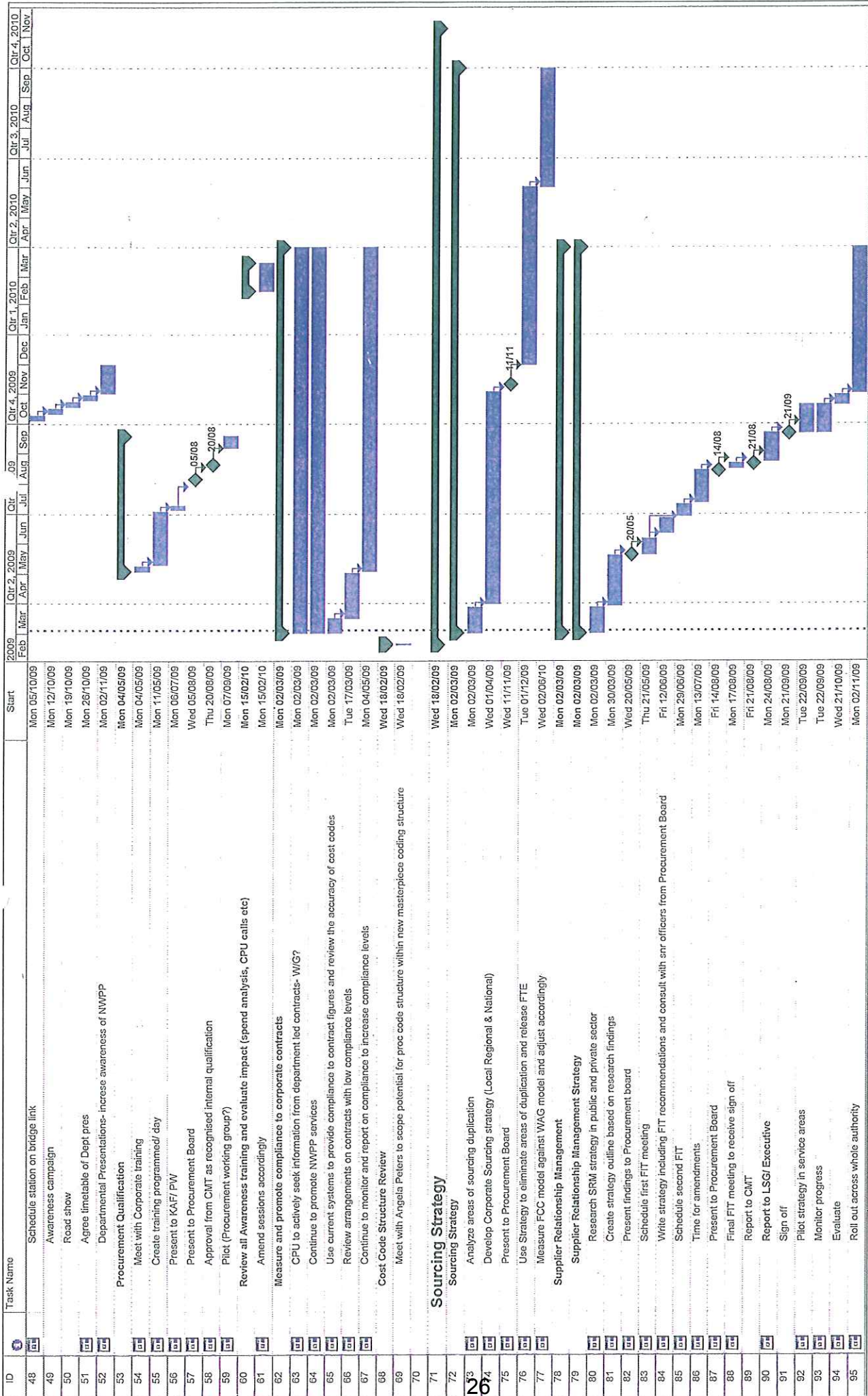
Task Split

Progress Milestone

Summary Project Summary

External Tasks External Milestone

Deadline



Project: project plan version 6
Date: Wed 04/03/09

Task
Split

Progress
Milestone

Summary
Project Summary

External Tasks
External Milestone

Deadline

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: EXECUTIVE
DATE : 01 APRIL 2009
REPORT BY: DIRECTOR OF LIFELONG LEARNING
SUBJECT : DEESIDE LEISURE CENTRE

1.00 PURPOSE OF REPORT

- 1.01 To advise Executive of the further design and technical work undertaken on renewal of Deeside Leisure Centre.

2.00 BACKGROUND

- 2.01 The most recent report on Deeside Leisure Centre was considered by Executive on 9 December 2008 and identified, in principle, that the re-development of the Centre is a key priority for the Council's Capital Programme. This report also identified that the re-development should be an iconic and sustainable Centre meeting the identified needs of the Flintshire Community and providing a flagship facility to play an important role in the overall regeneration of the Deeside area.
- 2.02. Since that meeting there has been progress on the further consideration of design and technical matters. This has enabled the preparation of sketch proposals for the possible re-development of the Centre.

3.00 CONSIDERATIONS

- 3.01 A number of meetings have been held between Design Services and Leisure Services colleagues culminating in the preparation of the sketch proposals. The proposed footprint of the redeveloped Centre reflects the discussions held with interested parties, not least being the basketball and bowling groups. In addition it reflects the previous reports from external Consultants who recommended an holistic health and fitness approach within a redeveloped facility.
- 3.02. The Project Board has considered the range of approaches to further development of the project. The Board identified that the most appropriate way forward would be to consider procurement of a development partner to provide business case, project management, further design and development capacity. It is considered that such an arrangement under the direction of the Project Board would be the preferred mechanism to develop further the project mandate and detailed plans. This is a reflection of both the scale and uniqueness of this project together with the capacity constraints on Council resources. Such an approach should be examined further by the Project Board.

Date: 24/03/2009

3.03 It should also be noted that in response to the Leisure Strategy, the Sports Council for Wales identified the potential for the site making a significant contribution to sport in North Wales as both a major venue for regional and national training and competitions; and, also, as a key support facility for the North Wales Institute of Sport. If these were to be linked to an office base for Sports Council and Governing Bodies of Sport staff, then the concept of a "House of Sport" becomes realisable making Deeside and Flintshire the main focal point for sport in North Wales. The Strategy also makes reference to other potential uses on site both for Play related provision and other public service provision.

4.00 RECOMMENDATIONS

4.01 Executive authorise the Project Board to pursue further development of detailed proposals incorporating a partnering approach to project management.

5.00 FINANCIAL IMPLICATIONS

5.01 None at this stage.

6.00 ANTI POVERTY IMPACT

6.01 None at this stage

7.00 ENVIRONMENTAL IMPACT

7.01 None at this stage

8.00 EQUALITIES IMPACT

8.01 None at this stage

9.00 PERSONNEL IMPLICATIONS

9.01 Some further involvement via Project Board and support work.

10.00 CONSULTATION REQUIRED

10.01 Further discussion with prospective users; stakeholders

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

none

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: **EXECUTIVE**
DATE : **01 APRIL 2009**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **LEISURE STRATEGY**

1.00 PURPOSE OF REPORT

1.01 To present a revised Leisure Strategy for approval following the consultation period.

2.00 BACKGROUND

2.01 At the Executive meeting of 9 December 2008, a draft document was approved for consultation with the community and for consideration by the Scrutiny Committee for Lifelong Learning.

2.02. The document was circulated to many stakeholders. It was translated and posted on the Council's website. Numerous consultation meetings have been held with staff, user groups and wider stakeholders. The draft Strategy was discussed with Lifelong Learning Scrutiny and Overview Committee at its meeting on 15 January 2009. There have been many useful written responses and comments received which have informed the revision of the draft document.

3.00 CONSIDERATIONS

3.01 The revised Strategy has been expanded over the draft particularly to emphasise the importance of outdoor recreational activity opportunities within Flintshire. This was a particular feature of a number of the comments received both at Scrutiny Committee and from the wider responses. This should now provide a better balance between the wide range of Leisure interests and opportunities.

3.02 Through the consultation period and particularly in terms of the dialogue with children and young people, there were common themes of cost and transportation emerging as obstacles towards increased levels of physical activity. These matters have been incorporated within the revised Strategy and indeed have identified a fundamental issue to be resolved about the role of Leisure Service provision: is it to be a social re-generator or an income generator? This is a new and key action point identified in the Five-Year Programme.

3.03. There has also been productive contact with Secondary School Headteachers regarding identification of options for future management

Date: 24/03/2009

arrangements of shared provision. These discussions are only at the initial stages but there is an understanding that jointly there is the need to work through to acceptable and agreed management frameworks.

- 3.04 There has been considerable revision to the Strategy document now before Members and the work programme attached to the document has been similarly updated. In addition, there is a Leisure Business Plan document in preparation which will contain much of the detailed information which underpins the Strategy content.

4.00 RECOMMENDATIONS

- 4.01 Executive provisionally approve the Leisure Strategy document and authorise commencement on further works necessary to implement the five year Work Programme.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no financial implications from this decision. Individual elements of the five Year Work Programme may have implications but these would be identified and considered at the relevant time.

6.00 ANTI POVERTY IMPACT

- 6.01 None at this stage

7.00 ENVIRONMENTAL IMPACT

- 7.01 None at this stage

8.00 EQUALITIES IMPACT

- 8.01 None at this stage

9.00 PERSONNEL IMPLICATIONS

- 9.01 The re-organisation of staffing structure identified for the Leisure Centres is included within the Organisational Redesign process. The Scoping Document has been completed to initiate this process.

10.00 CONSULTATION REQUIRED

- 10.01 Further consultations will be required on the various elements of the Work Programme.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultations undertaken between early December 2008 and end February 2009 with many interested parties: staff; users; sportsbodies; stakeholder groups.

12.00 APPENDICES

12.01 Strategy Document.

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

None

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an actif future



A LEISURE STRATEGY FOR FLINTSHIRE 2009-14



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1. Foreword to an *actif* future

An *actif* future is about improving the quality of life and well being of Flintshire's residents, workers and visitors. If we are to achieve this, we need to enable access to a wide range of high quality leisure opportunities, enabling people of all ages, abilities and backgrounds to be part of our active communities.

An *actif* future demonstrates that Flintshire County Council invests in the development of physical activity and sport, and recognises the role it plays in making a positive contribution to education, economic development, physical and mental health and well being, active lifestyles and reducing anti-social behaviour.

This Strategy is:

- ✓ Aligned to, and in response to, the national strategy for sport and physical activity - *Climbing Higher* - and is an extension of Flintshire's aims and objectives.
- ✓ Aligned to the Welsh Assembly Government's Play Policy and Play Policy Implementation Plan.
- ✓ An identified 'Way Forward' which presents the opportunity for effective and high quality Leisure Services provision in the future.
- ✓ A document which highlights specific courses of action and timescales for achieving strategic targets.

I look forward to working with our partners in meeting this exciting challenge, and delivering a better, healthier Flintshire.

A handwritten signature in black ink, appearing to read 'C. Everett', written in a cursive style.

Colin Everett
Chief Executive
Flintshire County Council

2. Introduction to an *actif* future

The Welsh Assembly Government (WAG) has published a strategy for Sport & Physical Activity called *Climbing Higher* (January 2005) with the overarching aim to provide:

An active, healthy and inclusive Wales, where sport, physical activity and active recreation, provide a common platform for participation, fun and achievement, which binds communities and the nation and where the outstanding environment of Wales is used sustainably to enhance confidence in ourselves and our place in the world.

In February 2009, WAG issued a draft 5-Year Strategic Action Plan - *Creating an Active Wales* - to build upon the *Climbing Higher* strategy. This Plan states:

Since January 2005 and the launch of Climbing Higher, the twenty-year strategy for sport and physical activity, a number of significant steps have been taken. The Free Swimming programme has been rolled out across Wales and the 5x60 programme has been introduced in secondary schools. A national Exercise Referral Scheme has been established and is subject to a randomised control trial, the first of its kind for such a programme. The Let's Walk Cymru programme is co-ordinating health related walking projects in Wales. The Walking and Cycling plan for Wales has been launched and actions are being implemented to improve the infrastructure and to increase opportunities for people to be more active. The Play Policy Implementation Plan launched in 2006 is supporting the provision of active play in Wales. Alongside these national programmes, a wide range of initiatives have been led by local government, governing bodies of sport and third sector partners, all making a valuable contribution to this agenda.

The Action Plan, due to be published in July 2009, will focus in the next five years on four measurable targets which seek to achieve some of the aims set out in *Climbing Higher*.

For Adults,

1. Increase the percentage of adults who meet the physical activity recommendations (30 minutes of moderate intensity physical activity on at least 5 days a week) by 1 percentage point per year.
2. Reduce the percentage of adults who take less than 30 minutes of moderate intensity physical activity on any day of the week by 1 percentage point per year.

- For Children,***
3. Increase the percentage of children who meet the physical activity recommendations (60 minutes of moderate intensity physical activity on at least 5 days of the week) by 1 percentage point per year.
 4. Reduce the percentage of children who take less than 60 minutes of moderate intensity physical activity on one day of the week by 1 percentage point per year.

Flintshire's Leisure Strategy is a direct response to the need to increase levels of physical activity across the County.

Within Flintshire we recognise that Leisure has a pivotal role to play in peoples' lives. It generates commitment and pride; it provides new opportunities and unforgettable experiences; it removes social barriers and creates lifelong friendships between individuals of all ages and cultural backgrounds; it raises passions and provides a focus for peoples' lives; and it helps promote team work, a sense of belonging, social responsibility and healthy lifestyles.

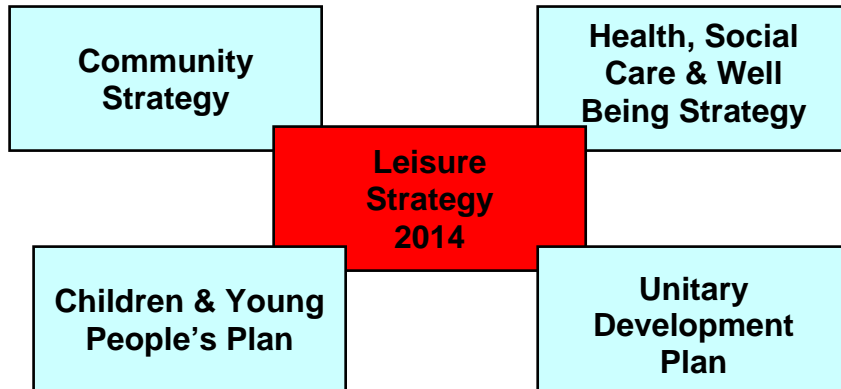
By acknowledging that only one-fifth of Flintshire's adult population make use of the County's ten Leisure Facilities* we recognise that their ability to meet the 'leisure' needs (in the broadest sense) of the public, both in terms of capability and individual choice, is ultimately limited. As an Authority, we appreciate that 'leisure' and 'physical activity' do not begin and end with traditional participation in swimming, gym training or similar pursuits which can only be enjoyed at a sports centre. For many people, 'leisure' is taking a walk through a country park, jogging or cycling along a designated route, allotment growing, rock climbing, rowing or canoeing.

* Sports Council for Wales 2004/05 Survey Data.

This Leisure Strategy provides a vision with a strategic framework to guide and drive the development and improvement of Leisure provision within Flintshire.

How the Leisure Strategy fits in

The Leisure Strategy will play a very important role in assisting the County Council to implement its other key strategic plans and to realise a forward thinking vision for Flintshire:



The Leisure Strategy supports Flintshire's Statutory Plans, and complements the following national and corporate strategies:

- WAG *Climbing Higher* Strategy 2020
- WAG *Climbing Higher - Creating an Active Wales: 5-Year Strategic Plan* 2009
- WAG Play Policy & Play Policy Implementation Plan
- WAG Wales - A Better Country
- *Our Healthy Future: A Public Health Strategic Framework for Wales to 2020*
- Area of Outstanding Natural Beauty (AONB) Management Plan 2004
- FCC Asset Management Plan
- FCC Play Strategy

The Strategy embraces:

- ✓ *Learning and Creative Communities*, one of the five main themes of the Flintshire Community Strategy 2004-2020.
- ✓ Corporate Aim 3 - *Healthy and Caring Communities* - of the Council Plan 2007-2010 and its goal to encourage healthier lifestyles.
- ✓ Core Aim 4 - *Play, Sport, Leisure and Culture* - of Flintshire's Children and Young People's Plan 2008-2011: *All children and young people in Wales should have opportunities to play, and take part in leisure, sports and cultural activities.*

We have named the Strategy an *actif* future as it embraces the *actif* brand which currently unifies Flintshire's mission to provide *sports and*

leisure for the whole community. Furthermore, an active future lies ahead for all key stakeholders if Flintshire is to play a full part in meeting the initial challenge laid down by the Welsh Assembly in its *Climbing Higher* strategy: *for sport and physical activity to be at the heart of Welsh life and at the heart of Government policy by 2020.*

The Welsh Assembly Government has also published a Cultural Strategy for Wales which states:

Sport is both an inseparable part of any country's cultural identity and a vital element in promoting health, individual fulfilment and social interaction. Sport also provides the opportunity to bring people together. It is inclusive and can provide accessibility to all sections of the community, young and old, those with disabilities and people of different ethnic origins.

Sport has always been important in the life of Flintshire, bringing benefits to individuals, families, communities, and to the County at large. The challenge we face is to improve and enhance the Leisure 'offer' experienced by our enthusiastic participants, both loyal and new, to ensure our Leisure facilities retain and expand their customer base in the future.

3. Intended Outcomes

Vision

Our vision for 2014 is to increase participation in physical activity and to ensure that **every** individual has the opportunity to engage at a level that will enable them to meet their potential. This vision will be realised by using Leisure to develop physical activity, sport and quality play opportunities, thereby promoting health and well being.

Strategic Priorities

This document will be key in delivering the Leisure vision over the next five years, and will set a clear agenda for the County, through the Council and its partners.

Everything we do over the next five years will be underpinned by our vision and the following three Key Strategic Priorities:

- 1** Increasing participation in physical activity and enabling the Flintshire Community to develop its potential in sport
- 2** Quality management of leisure facilities
- 3** Renewal of the County's leisure provision

Our Key Partners in delivering the Leisure Strategy

- Big Lottery
- Communities First
- Countryside Council for Wales
- Deeside College
- Environment Agency
- Fields in Trust
- Forestry Commission
- Groundwork Wrexham & Flintshire
- National Governing Bodies of Sport
- National Public Health Service for Wales
- North East Wales Play Forum
- School Governing Bodies
- Sports Council for Wales
- Sustrans (UK sustainable transport charity)
- Town and Community Councils
- Visit Wales
- Voluntary Organisations
- Welsh Assembly Government

How we'll deliver it

In order to realise our vision for Leisure within the County, and to deliver on our promises, we will need to work as a team, with clear goals and values. We will endeavour to do this by:

- Aligning structures and staffing resources to enable us to deliver the Strategy effectively
- Promoting staff that are valued, well trained and accountable
- Making Customer Focus a priority by engaging with, and listening to, our customers
- Expanding choice and opportunity to participate in Leisure
- Pursuing *Quality* of service delivery at all times
- Being open and transparent in all that we do
- Adopting sound procurement techniques that provide the best possible value for money in the long term
- Being a *can do* service, not afraid to change the way we do things
- Investing in technology and continuous improvement systems

Monitoring and Improvement

Aspects of the Leisure Strategy will be monitored, reviewed and updated by the following groups:

- Health, Social Care and Well Being Partnership
- Children & Young People's Partnership
- Lifelong Learning Overview & Scrutiny Committee
- Leisure Services Management Team
- Directorate and Council Management Teams
- *Cymorth* Management Board (WAG)

4. Context

Demographics

At the last census (2001), Flintshire had 148,594 residents and a population density of 342 persons per square kilometre. This was more than double the average population densities for both North Wales and for Wales as a whole. The gender split equated to 49% male and 51% female. Mid-year population estimates for 2007*, published by WAG, suggest there are now 150,537 people living in Flintshire, making the County the sixth largest in Wales.

*Source: www.statswales.wales.gov.uk, mid-year population estimates, published 21.08.2008.

In 2001, **62.9%** of the County's population resided in one of the five main population centres listed below:

TOWN	POPULATION (2001)
Deeside (including the areas):	40, 999
- <i>Connah's Quay</i>	16,526
- <i>Shotton</i>	6,265
- <i>Queensferry/Sealand</i>	4,669
- <i>Aston/Ewloe/Hawarden</i>	10,077
- <i>Mancot</i>	3,462
Buckley (inc. Mynydd Isa)	17,451
Flint (inc. Bagillt East)	14, 676
Holywell (inc. Greenfield & Bagillt West)	10,761
Mold	9,568
TOTAL	93,455

Saltney (pop. 4,769) is also a significant settlement which, uniquely, is geographically linked to the City of Chester.

Away from the urbanised strip along the Dee Estuary, much of the County is rural, with small towns and villages. Indeed, the south and west of the County is quite sparsely populated.

In the future, we must fully recognise the urban and rural communities that are all a part of Flintshire ensuring that leisure opportunities are accessible to all residents.

The table overleaf displays the age demographic for Flintshire based upon the mid-year population estimates for 2007*:

AGE GROUP	PERSONS
0	1,700
1-4	6,700
5-9	8,700
10-14	9,500
15-19	9,800
20-24	8,500
25-29	8,300
30-34	8,900
35-39	11,400
40-44	12,000
45-49	10,700
50-54	9,500
55-59	10,500
60-64	9,800
65-69	7,700
70-74	6,000
75-79	4,700
80-84	3,300
85-89	2,000
90+	1,000
TOTAL POPULATION	150,537

* Source: Office for National Statistics.

Note: Age figures equal 150,700 when added together due to rounding.

Flintshire has an ageing population. 16% of Flintshire's population is 65 years of age and over. The total overall population for Flintshire is expected to increase in the years leading to 2015, and the Authority expects the population of people aged 50 years and over to significantly increase.

The table below displays the expected percentage change by age group and the number of residents this change equates to, 2005-2015:

AGE GROUP	%AGE CHANGE	CHANGE IN NUMBER OF RESIDENTS
50 YEARS+	8.6% INCREASE	+3,757
56-61	12% DECREASE	-1,600
64-74	30% INCREASE	+4,500

Projected figures are not available for residents aged 75 years and over. However, the National Public Health Service for Wales expects this age group to increase by 50% across North Wales by 2023.

This shift in the composition of the age structure in Flintshire will produce a very different demographic profile in the future. It has the potential to increase the need for health and social care services, and means statutory and non-statutory service planners, including those with responsibility for Leisure provision, should review workforce capacity.

In the future, we must ensure that our physical activity provision meets the needs of all age groups, particularly those over 50 years of age.

Similarly, we need to develop the recreational, social and environmental attractiveness of the County to maintain young people's interest and participation. Ensuring people have plenty of interesting things to do, and places to go, can help reduce anti-social behaviour and its associated costs. One of the key drivers for the future of the County is the retention of the young, economically active population of Flintshire.

Health related issues

It has been estimated that the cost of physical inactivity to Wales is around £650 million per year, or £218 per person (*WAG Climbing Higher - Creating an Active Wales: draft 5-Year Strategic Action Plan, February 2009*). That's **£32.8 million** for Flintshire alone!!

We have to positively address health issues. Flintshire needs healthy citizens to deliver long term prosperity.

Available data shows that most people in Flintshire are not active enough:

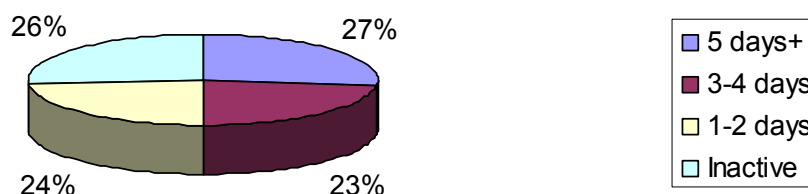
For adults,

- Levels of physical activity at the recommended level is 34%. Although this compares well with the Welsh average of 29%, it means that two-thirds of the adult population are not active at the recommended levels for health benefits.
- Participation in any physical activity among the younger age groups (15-24 years and 25-34 years) is below the Welsh average.

For young people,

- Just over one quarter (27%) of young people aged 16-24 years are sufficiently physically active for health benefits.
- 26% of young people aged 16-24 years can be classed as 'inactive'.
- Rates of healthy activity are at a peak in School Years 9 and 10 (aged 14-15 years), but Year 7 (aged 12 years) shows the lowest rate of inactivity.

Number of days per week on which 60 minutes of physical activity is undertaken by young people aged 11-16 years



There is much work to be done if Flintshire's new 5x60 programme is to succeed in meeting the Welsh Assembly's target of 90% of secondary school pupils achieving 60 minutes of physical activity five times a week by 2020.

One further consideration is that the benefits of an active childhood can carry over into adulthood in that an active child is more likely to be an active adult (*World Health Organisation, 2004*).

In the *Welsh Health Survey 2007*, 55% of Flintshire's sample population self-reported being overweight or obese; this gave Flintshire a ranking of 11th amongst the 22 Welsh Unitary Authorities (the national average was 56%). Statistics released by NHS Wales, for 2007-8, reveal that 12,797 Flintshire residents are classed as obese, equating to about 8.7% of the population.* The table below shows the percentage of Flintshire G.P. surgery attendees classed as obese during 2007-8:

TOWN SURGERIES	PERCENTAGE OF ATTENDEES
Connah's Quay	12.3%
Caergwrle	11.5%
Mold (inc. Leeswood)	10.0%
Buckley	9.1%
Shotton	8.8%
Broughton	8.0%
Flint	7.8%
Holywell	7.8%
Queensferry	7.6%
Hawarden	7.3%
Saltney**	7.3%
Hope	6.6%

* www.wales.nhs.uk, *Quality and Outcomes Framework Achievement Data for 2007/08*. (Figures provided by 24 Flintshire G.P. Practices; based upon surgery population of 147,514).

** www.qof.ic.nhs.uk, *Quality and Outcomes Framework 2007/08* (Figure based upon three G.P. Practices with CH4 post code).

There is also a clear link between poor health and deprivation (*WAG, Wales - A Better Country, September 2003*). Data from the 1998 Welsh Health Survey recorded that physical inactivity was twice as common for residents living in the most deprived areas compared to those residing in the least deprived fifth of areas.

In the mid-year population estimates for 2007*, 12,200 of Flintshire's 92,100 people of working age were classed as having a disability under the Disability Discrimination Act (DDA), with 8,900 estimated as DDA disabled and work-limiting disabled. We should also be aware that within the Flintshire population there are many residents with varying levels of physical and learning abilities, physical and mental health needs, and substance misuse problems; a reality that is not easy to quantify.

* Source: www.statswales.wales.gov.uk, mid-year population estimates, published 21.08.2008.

The role of physical activity is important not only in the prevention of chronic conditions but also for those individuals that have been diagnosed with a chronic condition. Physical activity can contribute to the management of that condition and, if placed in the context of an ageing Flintshire population, becomes relevant to the maintenance of an independent lifestyle. Leisure Services clearly has an important role to play in partnership with NHS providers and Flintshire's Community Services Directorate.

We need to increase participation in physical activity from active living to more formal sport. Statistics show that active people are more healthy, confident and happy, as well as being more productive and less prone to illness.

Within Flintshire's Leisure Facilities there are currently over 30,000 people registered as *actif* card holders; the gender split is **53.5%** female and **46.5%** male. The table below presents the number of registered card holders within the various age groups:

REGISTERED <i>actif</i> CARD HOLDERS*		
AGE GROUP	MALE	FEMALE
0-12	4,680	4,853
13-21	3,109	3,165
22-49	5,132	6,420
50-60	1,010	1,400
61+	1,670	2,090
<i>actif plus one**</i>	41	24

* As at 30th January 2009.

** The *actif plus one* scheme enables a personal assistant to access Leisure facilities free of charge when accompanying a disabled individual.

What is the current level of customer satisfaction with Leisure Services?

During summer 2007, Flintshire County Council conducted a residents' survey* asking for views about living in Flintshire and people's contact with the Council. All residents were presented with a list of 22 characteristics that could influence the quality of life in any one place. From this list of 22 characteristics, respondents were asked to select five that they felt were of a high quality. Two of the five were:

- ✓ Sports and Leisure facilities - 26% of residents consider this of high quality.
- ✓ Access to countryside and green spaces - 52% of residents consider this of high quality. Clearly this is a publicly identified strength of Flintshire.

Residents were also asked to consider two aspects of accessibility to the Council's buildings:

- How easy residents find it to reach community facilities from their homes.
- The accessibility of these facilities, in terms of the ease of entering, moving around and exiting the buildings.

<i>From your home how easy do you find it to reach..?</i>				
	EASY	NEITHER	DIFFICULT	DON'T KNOW/NOT PROVIDED
...your nearest Leisure Centre (%)	74	9	5	12
...Council Parks and recreation areas (%)	73	8	4	16

The majority of residents, therefore, find Leisure Centres and public open spaces easy to reach. However, residents of rural areas are at least twice as likely to describe reaching these two Service areas as difficult:

- 8% compared to 4% of urban residents for the nearest Leisure Centre
- 8% compared to 3% of urban residents for Council Parks and recreation areas

Satisfaction with accessibility				
	SATISFIED	NEITHER	DISSATISFIED	DON'T KNOW/NOT PROVIDED
Leisure Centres (%)	65	7	1	17
Council Parks and recreation areas (%)	66	6	2	16

**Residents' Survey carried out by ©BMG Research - a total of 1,231 out of 3,500 responded giving a 35% response rate. Survey results published in August 2007.*

Earlier, in 2005, the Council conducted a Customer Satisfaction Survey* which asked residents to rate their level of satisfaction regarding their last contact with, or use of, the Leisure Services section. Only 26% of those surveyed had used Leisure Services during the previous 12 months and their satisfaction level was recorded as follows:

VERY GOOD	FAIRLY GOOD	FAIRLY POOR	VERY POOR
36%	48%	12%	5%

Of the 19% of survey respondents that stated they would support a small increase in Council Tax, 27% cited Leisure as one of three Service areas they would most like to see receive additional funding. Leisure Services was, thus, identified as the fourth highest priority area for further investment.

**Customer Satisfaction Survey carried out by Opinion Research Services (spin-out company of University of Wales, Swansea).*

During January-February 2009, Leisure Services conducted a survey, through the Flintshire Youth Forum, which asked young people for their views and comments on current Leisure provision in the County. Though a total of 120 responses provide a relatively small sample base from which to draw firm conclusions, certain patterns do emerge from the information received:

- 66.7% of respondents believe there is a good range of facilities and activities within our Leisure Centres.
- 52.5% of respondents consider our Leisure Facilities to be too expensive to access, or suggest that activities should be free of charge.

- 18% of respondents highlight the absence of sports facilities in their town/village of residence, or recommend the need for improved transport links to Leisure Centres.
- 9.2% of respondents suggest the need for more advertising and greater promotion of the services on offer.

What is the current level of Leisure provision in Flintshire?

The County Council's Leisure Services section directly manages one regional Ice Rink (Deeside), five Swimming Pools (Flint Pavilion, Holywell, Mold, Connah's Quay and Buckley) and eight Leisure Centres (Deeside, Flint Pavilion, Holywell, Mold, Connah's Quay, Buckley, Hope and Saltney). Many of the Centres also manage community use of School sports facilities, bowling greens and playing fields. There were over two million visits to our Leisure Centre facilities during 2007-8; a 45% increase on the number of visits recorded in the first full year of the new millennium.

Furthermore, with a National Performance Indicator score of 14,219 visits to our Leisure facilities per 1,000 population, Flintshire outperformed all of the other 21 Unitary Authorities in Wales during the Year 2007-2008.* (*Flintshire mid-year population estimate 2007-08 = 150,537*).

$$\frac{2,140,535}{150,537} \times 1,000 = 14,219 \text{ visits per 1,000 population}$$

The target set for Year 2008-09 is 14,644 visits per 1,000 population; this represents a 3% increase on the previous year.

* National Performance Indicator LCS/002: The number of visits to Local Authority Sport & Leisure Centres during the year where the visitor will be participating in physical activity, per 1,000 population.

The Flintshire Play Unit maintains 158 Play Areas, 10 Informal Ball Play Areas and 6 Wheeled Play Areas. During summer 2008, the Play Unit, together with 35 Town and Community Councils, delivered 71 Children's Play Schemes with a total of 28,448 recorded visits.

Our Schools and Amenities section currently manages 10 Synthetic Sports Pitches and 149 Grass Sports Pitches (109 are on School sites; the remaining 40 are located across the County).

The Authority's existing Leisure facilities portfolio is large, and very diverse. There is a need to associate our strategic aims with a suitable facility framework policy to consider what type, location and level (or size) of facility the Authority should be managing and/or supporting.

The completion of an Asset Management Plan for Leisure, including issues of suitability and sufficiency will be a key element in developing the management policy, alongside a review of management options.

Council owned facilities are not the only Leisure facilities within the County, and recognition of voluntary, Town and Community Council, and privately run facilities is needed in our strategic planning. To this end, the Asset Management Plan will be supported by a facilities plan based upon current provision and identified demand (using the Facilities Planning Model).

Flintshire's Facilities Planning Model Run (2006)

In July 2006, the Sports Council for Wales produced a report entitled *Strategic Framework for the Future Provision and Upgrading/ Refurbishment of Leisure Facilities in Wales - Flintshire*. This Report included a study using the Facilities Planning Model which compares the supply of sports facilities with the demand from the resident population. The study assessed the levels of demand for Sports Halls and Swimming Pools, based upon Flintshire's current stock of facilities, and produced the following results:

- Unmet demand for Hall sports in Flintshire is 5.9%. This is well below the Wales average for unmet demand for Hall sports of 37.3%, and means Flintshire has the best Sports Hall provision in Wales. Unmet demand in adjoining Local Authorities, based on existing facilities, is 16.3% in Conwy, 14.8% in Denbighshire and 33.7% in Wrexham.
- The Model shows that residents have a good level of access to Sports Halls across the Authority, with the exception of some wards in the South (Leeswood and East Penyffordd and all wards to the South of these) and Trelawnyd and Gwaenysgor in the North West.
- Unmet demand for Swimming Pools in Flintshire is 7.3%. Unmet demand in adjoining Local Authorities, based on existing facilities, is 11.9% in Conwy, 8.2% in Denbighshire and 6.9% in Wrexham. The average figure for unmet demand for Swimming Pools throughout Wales is 10.5%, so Flintshire has above average provision for swimming.
- The Model shows that residents have a good level of access across the Authority. This is, however, highest in the wards around Holywell and is lowest in the South.

In the future, we should ensure that our facilities contribute to protecting our future way of life through improved sustainability. There is potential for leisure provision to contribute to Council goals to improve energy efficiency by reducing the tonnage of CO² emitted from Council buildings.

Of the 107 buildings currently monitored by Flintshire County Council's Energy Conservation Unit, 8 of the 10 sites with the highest carbon production are either 'stand alone' Leisure Facilities or Secondary Schools with sports provision.

The table below displays the ten Flintshire County Council sites with the highest carbon production in Year 2007-2008:

CARBON PRODUCTION IN KG 2007-2008							
No.	SITE	Electric	Carbon kg	Gas	Carbon kg	TOTAL KWH	TOTAL CARBON KG
1	County Hall	3,844,708	2,010,782	5,326,575	1,012,049	9,171,283	3,022,831
2	Deeside LC	2,379,141	1,244,291	2,784,730	529,099	5,163,871	1,773,390
3	Alun HS / Maes Garmon / Mold SC	1,132,993	592,555	3,374,660	641,185	4,507,653	1,233,740
4	Elfed HS / Buckley LC	875,638	457,959	2,279,089	433,026	3,154,727	890,985
5	Holywell LC	553,128	289,286	1,948,381	370,192	2,501,509	659,478
6	Flint Pavilion	572,056	299,185	1,385,700	263,283	1,957,756	562,468
7	Connah's Quay SP	455,540	238,247	1,387,467	263,619	1,843,007	501,866
8	Hawarden HS	400,376	209,397	1,360,528	258,500	1,760,904	467,897
9	Castell Alun HS / Hope SC	494,981	258,875	1,030,274	195,752	1,525,255	454,627
10	Connah's Quay HS / Connah's Quay SC	404,558	211,584	942,400	179,056	1,346,958	390,640

LC = Leisure Centre; HS = High School; SC = Sports Centre; SP = Swimming Pool

There are numerous examples from recent years of good practice within our Leisure Facilities regarding energy saving measures and the *Spend to Save* programme. With the support of the Energy Conservation Unit, swimming pool covers, new light fittings, variable speed drives for pool water circulating pumps and air handling units with heat recovery devices have all been installed. The table overleaf displays the Council's financial commitment to date:

FACILITY	TOTAL COST OF ENERGY SAVING MEASURES	PREDICTED ANNUAL ENERGY SAVINGS
Mold Sports Centre	£123k	£15k
Holywell Leisure Centre	£111k	£17.5k
Flint Pavilion	£41k	£12k
Connah's Quay Pool	£23k	£6k
Deeside Leisure Centre	£4k	£2k

Though it will be several years before the Authority recovers its initial outlay, the reduction in energy consumption and carbon production has been immediate.

The Challenge of Removing Barriers to Participation

The consultation period for the draft Leisure Strategy identified three key barriers to participation in physical activity:

Cost

Leisure service provision has the potential to significantly impact upon the work of several other service areas within the Authority and to contribute to aims and objectives of key Flintshire policy initiatives; notably, those which focus on health and well being, child and youth provision, safer communities and regeneration.

However, the ability of Leisure Facilities to maximise a role in wider County Council initiatives - to broaden the opportunity to participate in physical activity - can be restricted by the requirement for each Leisure Facility to meet income targets.

Cost of admission to Leisure Facilities is frequently cited by other Council service areas and 'hard to reach' social groups as a barrier to participation. If we accept this argument (together with an appreciation of the current Leisure subsidy and tariff) then it follows that concessionary rates or 'free of charge' initiatives will lead to an increase in levels of participation amongst those individuals currently 'looked after' or identified as a high priority by the Authority.

Herein lies the crux of the financial predicament facing Leisure Services. Income generation permits the Service to relieve some of the financial burden it places on the Authority. If, in the future, Leisure Services adopts the 'social model' as opposed to the 'business model' then current income targets may become increasingly challenging.

This Strategy proposes that clarity be provided for Leisure Services in order to determine where the Service 'sits' within the Organisation at large. If Leisure Services is to fully realise its community role as an 'enabler' for mass participation in physical activity and sport then the subsidy from the public purse should be viewed as an investment in

Flintshire residents' health and well being as opposed to a cost. This means 'buying in' to a vision that investment in Leisure will reduce the financial burden on the NHS, will reduce the costs of dealing with anti-social behaviour, and will improve the local economy due to a reduction in workplace absenteeism. The investment must, nevertheless, be carefully managed to ensure value for money.

Transport

Issues with regard to suitable and affordable transport links to the County's Leisure Facilities are perceived as a barrier to participation in physical activity by several key stakeholder groups including Flintshire Local Voluntary Council, Social Services for Children, the Children and Young People's Partnership, Flintshire Youth Forum, Communities First Rural North, County Councillors and Town & Community Councillors representing rural wards, and elderly residents.

Future transport planning in the County should seek to ensure that, wherever practicable, the need of Flintshire's residents for access to physical activity is recognised. Improvement of the shuttle bus system and the development of demand response transport could increase the ability for some sections of the community to engage in physical activity and formal recreation.

Personal Inhibition

There is little doubt that many individuals feel inhibited from engaging in physical activity at their local Leisure Centre. This negative outlook may be based upon pre-conceived notions or past experience. Views expressed during the consultation period for the draft Strategy ranged from young people who worried that they 'didn't have the right gear' to older residents who felt embarrassed about the possibility of exercising alongside seasoned fitness fanatics. The overall perception is one of 'not fitting in'. In the future, the marketing of Leisure Services will need to take account of the inhibitions and concerns of current non-users. If we are to entice residents, particularly the more sedentary, to our Facilities then we need to adopt an approach that strikes the right balance between empathy, advice and encouragement.

5.

Three Key Strategic Priorities

- 1) Increasing participation in physical activity and enabling the Flintshire Community to develop its potential in sport
- 2) Quality management of Leisure Facilities
- 3) Renewal of the County's leisure provision

6.

Meeting the Three Key Strategic Priorities

- 1) **Increasing participation in physical activity and enabling the Flintshire Community to develop its potential in sport**
 - a) **Sports Development**
 - b) **Flintshire Play Unit**
 - c) **Public Open Spaces**
 - d) ***Kick-Start Exercise Referral Scheme***
 - e) **Increasing Swimming Participation**

a) **Sports Development**

The central aim of *Sport Flintshire*, the County's Sports Development Unit, is to increase the number of opportunities for Flintshire residents to participate in sport and physical activities. Working with local Sports Clubs, Schools, Leisure Centres, coaches, volunteers and community groups, the Unit is committed to developing and promoting various exciting initiatives to enhance the quality and availability of sports provision.

The *Sport Flintshire* team has grown significantly over the past ten years, largely due to the availability of external funding. In 2008, Flintshire County Council entered into a partnership agreement with the Sports Council for Wales (the team's main source of funding) known as the Local Authority Partnership Agreement (LAPA). As part of LAPA, the *Sport Flintshire* team has developed a new three-year strategic plan to support the delivery of an extensive development programme with a financial commitment of nearly £700,000 per year.

Estyn recently inspected the *Sport Flintshire* team and awarded Grade 1 - 'good with outstanding features' - to the Service. The County's Sports Development Unit is also currently exceeding the Sports Council for Wales's targets regarding national key performance Indicators.

In February 2009, the *Sport Flintshire* team received a first assessment score of 74% (Commended) from *Quest*, the UK Quality Scheme for Sport and Leisure. The *Quest* Sports Development (SD) model is aimed at the management of any team which provides or facilitates participation in a sport or physical activity.

Participation in sport and physical activity offers many opportunities to promote WAG's vision of a bilingual Wales as set out in *Iaith Pawb*

(*Everyone's Language*). Our Strategy recognises that Leisure has the potential to help regenerate the Welsh language in Flintshire, and to help promote its use in social and leisure activities throughout the County.

This Strategy is committed to increasing opportunities to participate in Play, Sport, Leisure and Culture through the Welsh medium in accordance with Core Aim 4 of Flintshire's Children and Young People's Plan 2008-2011. The necessary research will be undertaken to determine where there is demand (possibly latent demand) for certain sports and physical activities to be conducted through the medium of Welsh.

The Active Young People Programme consists of the P.E. and School Sport (PESS) Project, 5x60 initiative and *Dragon Sport*. The PESS Project was set up in 2000 as a result of a Welsh Assembly task force report outlining the key actions required to improve standards of P.E. The PESS Project is managed locally by *Sport Flintshire's* Active Young People Co-ordinator, and has the aim of raising standards in physical education by making sure that all Flintshire's Schools:

- ✓ Manage the subject effectively within the whole School curriculum by providing two hours per week of high quality P.E. for each child.
- ✓ Raise standards in P.E. and school sport by ensuring that all Schools have effective teaching and learning.
- ✓ Provide enough curriculum time to teach the requirements of the National Curriculum for physical education in all key stages.
- ✓ Develop young peoples' knowledge, understanding and physical skills from one year to the next.
- ✓ Raise standards in P.E. and school sport by establishing accredited continuing professional development programmes for all teachers.
- ✓ Extend opportunities for school sport beyond the school day by improving the quality and breadth of after school activities for all young people, for example, the 5x60 programme.
- ✓ Establish Development Centre Partnerships and ensure they work together for the identification and development of good practice in P.E. and school sport.

Flintshire currently has 12 Development Centres involving all Schools in the County. Each Development Centre focuses upon different priority areas - these include gymnastics, dance, health, fitness and well being, and outdoor adventurous activities.

In the future, we must ensure that young people who are not directly engaged in formal education at school, and are in contact with Social Services for Children, are able to access the same physical activity opportunities as their peers.

Both the 5x60 and *Dragon Sport* initiatives have the aim to increase young peoples' participation in sport and physical activity and encourage exit routes to local community clubs. 5x60 Officers are currently based in Flintshire's secondary Schools and it is their role to consult with pupils, listen to their needs, and remove the barriers which prevent them from participating in physical activity. A programme of activities that matches the pupils' needs is subsequently devised and timetabled to take place before or after school, during lunch time, and at weekends. Activities are mainly targeted at individuals who do not currently participate, or who are in danger of losing interest.

Providing club links and exit routes for pupils is vital in making the 5x60 programme sustainable. It is expected that 5x60 will develop more interest in sport and physical activity in a variety of forms. It is, therefore, imperative that 5x60 Officers make the links with the community in order to satisfy this demand.

The 5x60 initiative presents young people with the opportunity to participate in a range of activities that are not currently available through the School curriculum. The ethos of 5x60 is similar to *Dragon Sport* in that the main target is for pupils to have fun. If we can ensure this happens, then they will be more likely to participate in physical activity throughout their adult life.

Dragon Sport is a Sports Council for Wales initiative offering youngsters aged 7-11 years the opportunity to become involved in eight Dragon sports - rugby, athletics, cricket, football, hockey, netball, tennis and golf. Currently, all 68 primary schools and three specialist schools in Flintshire are involved with the programme, together with 45 community clubs. Since September 2004, over 8,000 children have participated in numerous *Dragon Sport* activities across the County. In the future, the key priority for *Dragon Sport* remains the continued recruitment and training of volunteers (currently numbering 200) in order to sustain the project.

Sport Flintshire, through the work of its Physical Activity Co-ordinator, promotes and supports the development of workplace health initiatives across the County. Private businesses, public and voluntary organisations, including hospitals, are all eligible to access the WAG and Sports Council for Wales's Active Workplace Fund. This grant enables employers to invest in their employees' health by encouraging them to engage in physical activity for 5x30 minutes per week. Within Flintshire, the Sports Development Unit, working alongside partners, promotes healthy workplace programmes which contribute to local businesses attaining the Welsh Assembly's Corporate Health

Standard. These include:

- ✓ Encouraging staff to consider walking or cycling to work (and/or during their lunch time). The adoption of a 'Cycle to Work' scheme is a key measure within Flintshire's draft Staff Travel Plan which aims to reduce dependency on the car for commuting and business travel.
- ✓ The creation of a Fitness Suite for Council staff at the County Hall complex. One of WAG's targets, identified in its *Climbing Higher* strategy, is that *All public sector employees...will have access to sport and physical activity facilities, at or within a 10-minute walk of the workplace.*
- ✓ Loaning bicycles to local businesses for staff to utilise. A bicycle hire scheme is currently provided for County Hall staff.
- ✓ Supporting local businesses to secure funding to purchase exercise equipment and provide organised sessions to increase physical activity levels amongst staff.
- ✓ Promoting campaigns aimed at encouraging staff to be more physically active during the working day - for example, using the staircase instead of the passenger lift.
- ✓ The publication of a 'signposting' booklet providing information on venues and types of physical activity sessions available throughout Flintshire.
- ✓ Contacting all Flintshire businesses in order to provide support to those wishing to increase the physical activity levels of their workforce.

Disability Sport Cymru is a national sports programme, facilitated within Flintshire by a dedicated Development Officer, which aims to *increase the number of disabled people participating in sport at a local level.* Within Flintshire, we are currently pursuing the following key objectives:

- ✓ Working in partnership with the County's Leisure Centres to promote the *actif plus one* scheme which enables a personal assistant to access Leisure facilities free of charge when accompanying a disabled individual. The *actif plus one* scheme was developed through excellent partnership work between the Leisure Services and Social Services sections. There is future scope to extend the scheme to more residents by broadening the qualifying criteria to include those individuals not currently in receipt of Disability Living Allowance.
- ✓ Integration and inclusion of disabled people within local Sports Clubs rather than segregated provision.
- ✓ Increase the number of disabled people that are members of Sports Clubs in Flintshire.

- ✓ Increase the number of disabled coaches and volunteers across the County.

Sport Flintshire facilitates sport and physical activity programmes that are available to young people linked with the Youth Justice Service. This has involved partnership working with these two bodies, together with funding providers such as the Sports Council for Wales. The programmes have enabled young people to achieve basic skills and knowledge that can be used towards attaining the Duke of Edinburgh Award. They have also encouraged young people to become more physically active and provided them with improved prospects of gaining specific coaching qualifications in order for them to become more employable in the Leisure industry.

Active 8-16 is a sport and physical activity initiative based upon referral. The programme is aimed at young people, aged between 8-16 years, that suffer from mild psychological or physical difficulties. These may include behavioural problems, co-ordination difficulties and issues surrounding obesity. Referrals to the programme are made by a range of Child Health Professionals including physiotherapists, paediatricians, dieticians, occupational therapists, school nurses, social workers and youth/behaviour support workers. The scheme provides young people with a safe and effective introduction to sport and physical activity, and encourages them to extend their participation beyond the referral period, thus empowering them to take control of their own health and lifestyle issues.

An extensive 'Street Dance' programme has been developed by *Sport Flintshire* that has encouraged many non-participants in sport and physical activity to become actively and regularly involved in exercise. Workshops facilitated by the Unit have provided teachers, young people (aged 16 years plus), parents and coaches with the skills, knowledge and expertise to work with youngsters at schools to develop a comprehensive community based 'Street Dance' programme.

Sport Flintshire currently operates a volunteering programme in partnership with both Deeside College and Wrexham's Glyndwr University. Students are provided with the opportunity to become a volunteer with *Sport Flintshire*, working in areas such as coaching, event organisation and administration. Over the past four years, more than 50 students have each completed 200 hours of voluntary work, resulting in a total of 10,000 working hours. When considered in monetary terms, Flintshire has benefited to the tune of £75,000 in potential staffing costs. Moreover, the scheme has resulted in students becoming more employable in the sector, together with higher quality paid coaches being produced.

Every year, *Sport Flintshire* runs a comprehensive programme of United Kingdom Coaching Certificate (UKCC) Coach and Teacher education courses. Working closely with volunteers and coaches from

Sport Flintshire and local community clubs, the Sports Development Unit will look to secure funding for clubs to enable individuals to access relevant training courses. Qualifications range from Leaders' courses to Level 1 and 2 in pursuits as diverse as rugby, football, outdoor adventurous activities, gymnastics, *Dragon Sport*, basketball and cheerleading. In November 2008, *Sport Flintshire* became a Central YMCA Qualifications accredited centre. This now enables the team to host and deliver vocationally related qualifications in the field of health and fitness.

Sport Flintshire's Development Officers provide advice, guidance and support to local community clubs on a wide range of issues including child protection, funding, club structures, and coach education. The team works closely with National Governing Bodies for Sport to ensure there are appropriate pathways in place at County level to support performance progression - *from Playground to Podium*. These pathways include Centres of Development, talent identification programmes and inclusion schemes. In addition, where there is an identified need, and no exit route to community sport, the Service looks to develop appropriate community clubs.

Sport Flintshire also supports the work of the Flintshire Sports Council, a voluntary group working on behalf of sports clubs and organisations within the County. *Sport Flintshire*, in partnership with the Flintshire Sports Council, hosts the Sports Personality of the Year Awards and Club Development Roadshows; the two teams also administer the Flintshire Elite Scheme Grant which assists national athletes with their training and travelling expenses.

Only three full time staff members of the 22-strong *Sport Flintshire* team are currently directly funded by Flintshire County Council. This point serves to emphasise the Unit's reliance on securing external grants. In accordance with various agreements and contracts with the Sports Council for Wales and National Governing Bodies for Sport, there is a required commitment from Flintshire County Council to provide office accommodation, staff training and ICT/administrative support for the Service. The expansion of the *Sport Flintshire* team in recent years has naturally placed greater demands on these central support services, a demand which is not reflected in the Unit's annual base budget award. As the Sports Development Unit's budget provision currently stands, there is no training budget for the continuing professional development of staff which, as stated earlier, is a commitment the Local Authority is duty bound to fulfil.

b) Flintshire Play Unit

Flintshire's Play Unit has a core aim to develop and implement a County-wide strategy for children's play, reflecting local and national strategies for children and young people.

Play development has a strong tradition within Flintshire. Play, and its associated facilities, has long been recognised within Leisure Services as our youngsters' first introduction to physical activity, teamwork and community sport. The Play Unit has two facets: there is the Fixed Play/Design function (focusing upon the fixtures, layout and management of play areas and skate parks, providing an advisory service to schools and communities, and developing other partnerships for capital play projects) and the Play Delivery element (focusing upon the delivery and development of play provision, together with the development of partnerships to identify funding streams). Since 2004, and the advent of *Cymorth* (WAG) funding, the Play Delivery aspect has experienced significant growth, together with greater structure and co-ordination. The current level of *Cymorth* funding is scheduled to end on 31st March 2011; an issue of great concern within Leisure Services.

Fixed Play/Design, by comparison, has been unable to keep pace, being wholly financed from within the Leisure Services budget. Despite the announcement in September 2008 of a £350,000 County Council improvement scheme for ten Flintshire play areas to be upgraded and refurbished, together with the allocation of a further £17,500 to the play areas' annual maintenance budget from 2009 onwards, the long term viability and sustainability of Flintshire's equipped play areas remains a key issue for the Service to address.

The Local Authority pursues a child-led agenda, underpinned by the principle that *Every Child Has A Right To Play*. The Play Unit is committed to providing inclusive quality play opportunities across the County.

Both the Fixed Play/Design and Play Delivery functions engage with local communities and partner organisations, particularly children and young people, to develop and enhance play provision. Engagement and consultation with key stakeholders empowers communities to make their own decisions in relation to the improvement of play facilities and services.

The Play Unit aims for all children in Flintshire to benefit from play provision. We strive to meet the needs of our target age groups in the following ways:

0-25+ Years

Provision and development of wheeled play areas (skate parks) and informal ball play areas. One of the key tasks of the soon-to-be-

appointed Wheeled Sports Development Officer will be the development of a County-wide Skate Forum.

5-15 Years

Provision and development of 'out of hours' open access play clubs and generic play projects across the County:

- ✓ *Billy's Park*, Saltney Ferry
 - ✓ Bryn Gwalia, Mold
 - ✓ Higher Shotton
 - ✓ Castle Ward, Flint
 - ✓ The P.A.R.K., Kinnerton
 - ✓ Rural North Adventure Play
- 2009-2011

Generic Play Projects

The Play Unit has been commissioned by *Cymorth* to engage with, consult, develop and increase opportunities for minority groups of children to access local play provision i.e. non-English speakers, Welsh speakers, gypsy travellers, young carers and disabled children.

Rural North Adventure Play

We are currently developing an adventure play area at Gronant which will benefit the whole of the Rural North Community. A team of Community Play Workers are working closely with the community and other partners (Rural North Family Centre Management Group, Rural North *Communities First* and Play Wales) to develop the Gronant site, and to provide play opportunities for children and young people.

Rural North Adventure Play, which has grown from 20 to over 70 registered children in the space of nine months, symbolises the long term aspirations of the Play Unit. Whilst there are many benefits attached to playing in fully equipped play areas, we strive to complement this provision by providing play opportunities for children where the structure is removed.

The Play Unit plans to register *Rural North Adventure Play* with the Care and Social Services Inspectorate Wales (CSSIW) in order to permit extended opening hours from summer 2009.

Discussion is currently taking place to establish a pilot scheme to allow children from other communities in Rural North to access the Gronant site during summer 2009.

The development of further adventure playgrounds throughout the County is a major challenge facing the Play Unit. The provision of open space remains a key issue in land use terms. Many of the grass sports pitches used to facilitate play opportunities are also important resources for informal recreation and team sports. This shared use of grass pitches by the Play Unit and a large number of hiring parties

(essentially local football teams) does not permit digging up and building upon the playing surface.

5-12 Years

Delivery and development of a County-wide Summer Play Scheme Project, in partnership with Town and Community Councils.

0-15 Years

Provision and development of equipped Play Areas/Projects.

The Play Delivery element of the Play Unit is supported by *Cymorth* funding until 31st March 2011. Our strategic aims for the next two years (and, hopefully, beyond) are as follows:

- ✓ To develop and implement Flintshire's own *Play Policy* 2009-2014, in order to build upon the vision outlined in the initial 2004-2007 document.
- ✓ To develop the role of the voluntary sector within the work of the Play Unit. The *Flintshire Play Forum* is currently Council Officer-led, and we require a Forum which is better representative of both the voluntary and statutory sectors if we are to successfully implement Flintshire's Play Strategy for 2009-2014.
- ✓ To develop our working partnerships with local Schools and community groups to improve child access to play opportunities at indoor facilities. Of 71 Play Schemes which ran during summer 2008, 12 Schools and 15 local communities granted access to available toilets and indoor facilities. This led to a reduction in children's playing time during the occasions of inclement weather.
- ✓ To develop a co-ordinated Play Programme with neighbouring Local Authorities through the appointment of a Regional Play Development Officer (September 2008) working across Flintshire, Denbighshire and Wrexham, and to be actively involved in establishing a sustainable North East Wales Play Forum.

In 2008, the Play Unit was successful in gaining funding from the Big Lottery Child's Play Fund (Round 1) to establish an infrastructure for regional play, in partnership with Denbighshire and Wrexham. *NEWPlay* (North East Wales Play Forum) was subsequently formed. The Flintshire Play Unit is currently involved with the preparation of a further regional bid to the Child's Play Fund (Round 2), and is once again the lead applicant.

- ✓ To improve and develop the availability of online information regarding the opportunities facilitated by the Play Unit, as part of the wider task of improving the Leisure Services' website.

c) Public Open Spaces

Rural Flintshire is a landscape of enormous variety which offers a wealth of opportunity for people to engage in physical activity and leisure pursuits. Within the County's boundaries we have at our disposal the open moorland of the Clwydian Range Area of Outstanding Natural Beauty (AONB), lush woodlands, the River Alyn and Wepre Brook, the Dee Estuary, and sand dunes and beaches which fringe the northern coasts from Gronant to Talacre.

Through its management of 28 countryside and urban fringe sites, together with 20 circular routes on the Public Rights of Way network, Flintshire's Countryside Services section currently promotes and passively manages a wide variety of recreation activities across the County. These include walking, jogging, fitness trails, orienteering, cycling (both 'on' and 'off road'), informal games, kite and model aircraft flying, golf, fishing (coarse and sea), horse riding, bird watching, boating, wildfowling and geocaching.

Though the two main sites of Talacre Beach and the ancient woodland of Wepre Country Park in Connah's Quay play host to over 600,000 visitors each year, Flintshire is yet to maximise the potential of its abundant natural resources in terms of strengthening the link between physical activity, outdoor leisure pursuits and sports tourism. By adopting a future strategic direction which recognises the synergy between sport, physical activity and the natural environment, Flintshire will experience an outcome which is two-fold: health benefits for its residents and economic development.

This Strategy proposes that the Authority recognises the potential of Outdoor Activities and the significant degree of overlap and crossover that currently exists between Leisure Services in the Lifelong Learning Directorate and the Countryside, Tourism and Economic Development service areas within the Regeneration Division of the Environment Directorate. A renewed Public Open Spaces strategy will permit greater 'joined up thinking' and co-ordination between colleagues working in the aforementioned service areas and present the opportunity to expand the number of leisure activities currently available to the residents of Flintshire.

WAG's *Climbing Higher* strategy sets three key targets for the natural environment over the next 20 years:

- The percentage of the people in Wales using the Welsh natural environment for outdoor activities will increase from 36% to 60%.
- 95% of people in Wales will have a footpath or cycle-path within a ten-minute walk.

- No one should live more than a six-minute walk (300m) from their nearest natural green space.

Examples of good practice already prevail within the County:

- ✓ Groundwork Wrexham & Flintshire is a charitable trust that promotes economic and social regeneration in partnership with communities, private companies, voluntary sector organisations and the Local Authority. The three largest Groundwork projects currently being delivered in Flintshire - *Walkabout Flintshire*, *Mentro Allan* and *Pedal Power* - serve as fine examples of the benefits of multi-agency partnership working.

Walkabout Flintshire is a free programme of weekly and monthly, led walks aimed at improving people's health and well being by promoting regular brisk walking. It is one of the largest free walking schemes in Wales. The programme of walks is extended to various groups including young people (orienteeing), people suffering with mental health problems, and parents and toddlers (*Toddleabout*). Funded via the Big Lottery until the 31st March 2010, the scheme promotes the view that regular walking improves physical fitness and can be a preventative measure against illnesses such as coronary heart disease, strokes, diabetes, high blood pressure, bowel cancer, Alzheimer's disease, osteoporosis, arthritis, anxiety and stress. At present, the long term future of the scheme post-2010 is uncertain.

Mentro Allan (Venturing Out) targets those individuals that are generally less active than the wider population: adults with physical and/or learning disabilities, sensory impairments, and carers. The aim is to increase physical activity in the natural outdoor environment through a programme of activities that is designed by the beneficiaries, and includes walking, cycling, kayaking, archery and gardening. *Mentro Allan* is currently working with Flintshire's Social Services for Adults section to support people to make informed decisions about engaging in physical activity. The aim is to extend the opportunity to participate in physical activity beyond the 260 Flintshire residents that engaged in the programme during the previous twelve months.

Pedal Power, an inclusive cycling project based at Etna Park in Buckley, is resourced through *Mentro Allan* funding and seeks to overcome the physical barriers to participation in cycling. The scheme provides supervised safe bike rides on purpose built cycle tracks using side by side trikes, solo trikes, wheelchair tandems, hand cycles and mountain bikes. Though the focus of the scheme is on individuals with physical and/or learning difficulties and mental health problems, the project aims to widen its user group in the future to include a more diverse range of beneficiaries. Moreover, *Pedal Power* aims to develop a second site in Shotton where participants who have progressed from the Etna Park site will be able to access more challenging cycling on

the Connah's Quay to Chester stretch of the North Wales Coast Cycle Route.

- ✓ The Countryside Services section currently works in partnership with several organisations including Groundwork UK, Deeside Water Ski Club, Deeside Model Aircraft Club, Deeside Naturalists, Connah's Quay & Buckley Anglers, The Royal Society for the Protection of Birds, the North Wales Alliance to influence the management of 'off road' motor biking, and other community consultative groups.
- ✓ Countryside Services also enjoys a unique relationship with the Clwydian Range AONB team, working in partnership to improve sustainable recreation and tourism in this outstanding key landscape that is one-third Flintshire and two-thirds Denbighshire.
- ✓ Countryside Services is currently working on enhancing promotional literature relating to disability access to the countryside.
- ✓ Through the Regional Development Plan, Countryside Services is looking to improve walking trails across the County, with the establishment of the former Mold to Denbigh railway line as a multi-user recreational route a future possibility.
- ✓ Work and interest along the Dee Estuary to establish the All Wales Coastal Path is gathering pace and has much community support. The Authority will look to build upon this in the future with a view to managing and enhancing all appropriate forms of recreation in Flintshire's coastal zone.
- ✓ The newly created post of Outdoor Activity Development Officer presents the opportunity to support existing outdoor activity clubs and groups (e.g. Mold Canoe Club which is currently Leisure Centre-based) and to develop new sustainable projects in the future (e.g. climbing clubs from the communities using the climbing walls at the Secondary Schools in Flint, Connah's Quay, Hawarden and at the Argoed). Jointly funded for two years by the Sports Council for Wales and a WAG Community Focused Schools Grant, this post represents a first step towards the successful future co-ordination of outdoor centre activity providers, clubs and volunteers.
- ✓ Flintshire is the first of the 22 Local Authorities in Wales to recruit a dedicated Wheeled Sports Development Officer. Due to commence from April 2009, this two-year funded post will seek to develop and enhance opportunities for wheeled play and sports across the County, principally skateboarding, BMXing and blading.

In order to build upon the existing outdoor portfolio we must improve access to the natural environment to **ensure it is easier for people to choose to be more physically active**. We must provide the infrastructure to support a behavioural change across the County.

Walking, cycling and active outdoor play (whether it be in play areas or wheeled sports parks) help adults and youngsters accumulate physical activity time as part of everyday living and there is a clear link between the design of the environment and participation in these activities. In the future, it is important that we ensure Flintshire's natural environment - which is largely 'free of charge' - supports individuals to undertake regular physical activity as part of everyday life.

During 2009-10, the Countryside Council for Wales will be encouraging local authorities to assess their 'accessible natural green space' through use of a Green Spaces Toolkit. This toolkit is a Geographic Information System (GIS) based study that identifies open space and quantifies its public accessibility and 'naturalness'. The baseline information required for the open space assessments called for in WAG's TAN 16 is created as a 'by-product' of the Green Spaces Toolkit. The toolkit will also complement Flintshire's 2007 Open Space Survey undertaken jointly by Officers in Leisure Services and the Planning section. This Strategy proposes that Flintshire adopts the toolkit in order to maximise public access to natural informal recreation areas.

Working in partnership with the Environment Directorate, Leisure Services will seek to develop the features that WAG* believes encourage people to be more active:

- ✓ Close proximity of local services to people
- ✓ High connectivity of streets
- ✓ Attractive environments which are perceived to be safe
- ✓ Traffic calming measures
- ✓ Improved public transport
- ✓ Well designed walking and cycling routes
- ✓ Cycle facilities such as racks, showers and lockers
- ✓ Access to high quality local green space and countryside
- ✓ Access to a variety of environments for play.

Furthermore, a twin-Directorate approach between Lifelong Learning and Environment will enable the Authority to pursue the following WAG-identified actions*:

- ✓ Ensuring future Planning Policy supports the physical activity agenda.
- ✓ Ensuring Regional Transport Plans include evidence based actions to increase walking and cycling opportunities.
- ✓ Encouraging all schools to develop active travel plans, including providing appropriate cycling and road safety training for children and young people.
- ✓ Workplace active travel initiatives.
- ✓ Cycle training opportunities for adults.

*WAG *Climbing Higher - Creating an Active Wales: draft 5-Year Strategic Action Plan, February 2009.*

d) *Kick-Start* Exercise Referral Scheme

The Welsh Assembly Government's National Exercise Referral Scheme is currently delivered by Flintshire's Leisure Services section under the name of the *Kick-Start* Exercise Referral Scheme. The Scheme has National Assembly funding in place until the 31st March 2011.

Kick-Start provides a fixed term (currently 16 weeks) targeted approach to enable people that have health conditions, or who are at significant risk of developing illness, to receive support in becoming more active. It aims to remove or reduce the barriers to a return to regular physical activity for inactive adults whose participation has become complicated by health problems. The Scheme is a model for a more holistic and patient-centred approach to health improvement. Integrated with many NHS providers in Flintshire, it has a very powerful role to play in reaching those members of the community that not only have the most to gain from increasing their activity levels but who, without *Kick-Start*, would not otherwise participate in regular physical activity.

Exercise has been shown to improve people's health in many ways. It reduces the risk of heart disease, lowers blood pressure, and helps weight loss. It can also help to reduce stress, anxiety and depression. *Kick-Start* is not only a key contributor to a healthy lifestyle; the activities also provide a fun element and permit social interaction and community networking. In addition to the supervised sessions, *Kick-Start* also seeks to help participants become more active by undertaking activities that can be incorporated into daily life.

The main objective of the National Exercise Referral Scheme is to replace past disparate schemes with a consistent and centrally co-ordinated exercise referral programme. The effectiveness of physical activity and exercise as a health intervention measure can then be properly evaluated using agreed common protocols and a common data set. This sets *Kick-Start* apart from any other G.P. referral scheme offered by private fitness clubs across the County.

What are the client benefits of involvement in the *Kick-Start* Exercise Referral Scheme?

- ✓ The inclusion criteria are designed to ensure that clients are matched with a suitably qualified Exercise Professional.
- ✓ All Exercise Professionals have undergone a specially developed training programme that meets all National Standards.
- ✓ All Exercise Professionals are named on the National Register of Exercise Professionals and have appropriate insurance.

- ✓ The client will work directly with an Exercise Professional for a minimum period of four weeks. The client will then have the opportunity to access additional approved exercise opportunities.
- ✓ A clear set of protocols have been established based upon best practice across the U.K.
- ✓ The Scheme has appropriate procedures in place to ensure patient confidentiality.
- ✓ The Scheme is a properly designed and controlled National Research Study aimed at determining the effectiveness of physical activity and exercise in improving health and well being.

The key aim of *Kick-Start* is to foster an inclusive environment within Leisure Facilities and other activity venues thereby ensuring appropriate and desirable exit routes are provided to clients at the end of their initial 16-week programme. It is imperative to the success of the *Kick-Start* Scheme that participants are converted into long term independent exercisers.

Flintshire's *Kick-Start* Exercise Referral Team consists of three full time posts - one Scheme Co-ordinator (currently shared by two people) and two Exercise Professionals. WAG is currently offering further funding for a third Exercise Professional.

Five-sixths WAG funded, the *Kick-Start* Team will work closely with the proposed *Bridges & Fitness Classes Manager*, thereby ensuring greater co-ordination, and consistency in approach, across the Health and Fitness functions.

The future of *Kick-Start* beyond March 2011 is unknown at present. WAG are currently supporting and encouraging a move towards more chronic conditions within their G.P. Referral inclusion criteria. Utilising Leisure Services in the treatment plan for clients with chronic health problems demonstrates exceptional partnership working between the Authority and NHS providers, and highlights the future potential impact of *Kick-Start* and Leisure Services upon the lives of Flintshire residents. Leading up to March 2011, *Kick-Start* has made a commitment to provide exercise referral training to all Fitness Consultants working in the four *Bridges Fitness Suites* at Deeside, Flint, Holywell and Mold. This means that at the very least, post-March 2011, a strong team will be in place to continue the *Kick-Start* programme, albeit with a much more restricted capacity.

e) Increasing Swimming Participation

The main priority for Leisure Services regarding the provision of children's swimming lessons is to reduce waiting lists and to ensure every child of 5 years of age has the opportunity to participate in instructor-led swimming lessons.

In order to meet this priority, our Leisure Strategy recognises that the Service will need to extend its current children's swimming programme to incorporate lessons taught through the Welsh medium, together with classes for disabled children and those with speech, language and communication difficulties.

The centralisation of the Leisure Management System (LMS), linked to administrative support for the Swimming Development Manager (this was trialled August-December 2008), will ensure a holistic approach to swimming lessons with classes operating in line with demand and children being offered a place at one of our swimming pools in accordance with their parents' expressed site preferences.

This Leisure Strategy proposes to discuss and determine, together with the five Amateur Swimming Clubs and *Swim Flintshire*, a means of support to enhance swimming participation and development in the County.

- ✓ Flintshire will support the development of Club Coaches.
- ✓ Leisure Services will co-ordinate with all interested parties a means of enhancing the efficiency of pool operations.
- ✓ Leisure Services will continue to support the development of a child's journey from swimming lessons to the Link class to Club, thereby increasing Club membership levels.

In the future, Welsh Assembly Government (WAG) funding for the Free Swimming Programme will be apportioned to Local Authorities on the basis of scale and variety of activities provided. Flintshire's Free Swimming Programme requires:

- ✓ Greater structure and co-ordination of the *Free Swim* activities provided.
This goes hand-in-hand with the development of our paid activities and party options through the shared use of equipment such as Sea Scooters and Waterwalkerz.
- ✓ Improved monitoring and recording of customer uptake.
This goes hand-in-hand with the installation of self-service, fast track entry kiosks at each site which will enable us to record our customer demographic.

2) Quality management of Leisure Facilities

- a) A Holistic Leisure Service**
- b) Customer Focus**
- c) Strengthening the *actif* and *Bridges* brands**
- d) Quest Approval**
- e) Consideration of Future Management Options for Leisure Facilities**
- f) The Future Management of Dual Use Sites**
- g) Re-structure of Leisure Management and Administrative Arrangements**
- h) Creation of a Business Head Office for Leisure Centres**
- i) Recruitment Planning**
- j) Increasing Food and Beverage Revenue**

Future quality management of facilities will ensure that sport and physical exercise opportunities are available to all members of the community through effective co-ordination of the public, private and voluntary sectors. Flintshire must embrace the private and voluntary sectors recognising the complementary role that they can have in meeting the sport and physical activity demands of our communities.

a) A Holistic Leisure Service

This Leisure Strategy advocates the development of a new philosophy to be adopted both by colleagues working within the Service and by customers using the Service; one which views Leisure Services' provision as a whole, and removes the parochialism of individual centres.

Future Leisure provision needs to be viewed as a whole; not simply 'my Leisure Centre' on 'my doorstep.' This co-ordinated approach - with the ten individual facilities operating in tandem, and working more closely with the Play Development Unit and Public Open Spaces - will be achieved by:

- ✓ The centralisation of the LMS customer bookings system and the cross selling of activities as a whole.
- ✓ Specialist posts - particularly, the Activities/Marketing & Sales Manager, *Bridges* & Fitness Classes Manager, and Swimming Development Manager - working closely together, in complementary roles, to produce a wide ranging programme of sport and physical activities which avoids duplication and competition between sites.

- ✓ Recognising the strengths of each individual Leisure facility.
- ✓ Establishing core uses of each site and determining a 'best use' of the existing facilities. All customer enquiries regarding specific types of bookings and activities can be directed to the one Facility which is particularly well suited to meet the customer's expectations. In this way, Leisure Services will also be better placed to provide equal opportunity for all to participate in sport and physical activity. For example, one specific swimming pool may be identified by members of an ethnic minority/religious group as the most suitable venue, both in terms of geographic location and available time of activity, for an exclusive swimming session requiring female only lifeguards and a changed bathing dress code.

b) Customer Focus

Leisure Services does not currently regularly consult its service users, or indeed its non-users, about the facilities it provides. This is an area where we can improve our relationship with Flintshire residents and, ultimately, improve our service provision.

In order to meet the needs of customers wishing to converse through the Welsh medium, Leisure Services is committed to supporting its staff in learning the Welsh language or improving on existing skills. Similarly, we are also committed to assisting the new communities that have settled in the County by developing *actif* registration forms and public notices in languages other than English and Welsh.

There are several ways we will consult our customers:

- ✓ Flintshire Residents' Survey.
- ✓ Customer satisfaction surveys.
- ✓ Centre Receptionists asking a random question from the LMS to an *actif* customer. (This is very useful as we will already have the client's personal profile and, therefore, the process will not be time consuming).
- ✓ The creation of User Forums: one for the general public and one for the various Sports Clubs that use our facilities.
- ✓ Engage with non-participants in sport and physical activity through outreach consultations in partnership with colleagues from other service areas in the Authority:
 - Children and Young People's Partnership
 - Looked After Children / Children's Services
 - Flintshire Youth Forum

- Youth Justice Service
- Social Services for Adults
- Social Services for Children
- Good Health Team
- Disability Partnership Groups
- Social Inclusion
- Flintshire Local Voluntary Council

c) **Strengthening the *actif* and *Bridges* brands**

The *actif* and *Bridges* brands will play an intrinsic part in the future development of Flintshire's directly provided Leisure Services. Both brands are not simply colourful logos, but a continuous daily reinforcement to the public. Their identity is a strategic asset that builds familiarity, trust, relationships and ultimately, increased revenue.

As both logos are the most visible extension of Flintshire's Leisure Services, it is important to emphasise their identity in all that we do. In this way, our marketing and sales efforts are made more effective and the Flintshire brand is made that much stronger.

How will we strengthen our corporate brand?

- ✓ Through the extension of the *Bridges* brand via the potential creation of two new Fitness Suites if feasible.
- ✓ Through the creation of two new brands and logos - Food & Beverage and Children's Parties - to be introduced at all Leisure Centre sites with catering facilities. Our Catering and Children's Party brands will develop along similar lines to the *Bridges* brand with the expectation that they will mirror the level of client recognition enjoyed by our corporate Fitness Suites.
- ✓ Through the creation of a Marketing and Sales Manager, working closely alongside a *Bridges* Manager and a Catering & Secondary Spend Manager, we will achieve product uniformity and quality of information, together with consistency in the positioning of display material.
- ✓ The *actif*, *Bridges*, Catering and Children's Party logos will be used for all materials, including posters, advertising, signage, newsletters, direct mail and other correspondence.
- ✓ By developing a dedicated *actif* website which will provide information on the facilities available, and which will reinforce the Flintshire brand to the ever increasing number of customers wishing to make enquiries and purchases via the internet.

- ✓ Use of corporate colour schemes when decorating and refurbishing facilities so that uniformity across sites is achieved in the long term.
- ✓ Through branded staff uniforms, including promotional clothing.



d) **Quest Approval**

Quest is the UK Quality Scheme for Sport and Leisure. *Quest* is a tool for continuous improvement, designed primarily for the management of leisure facilities and leisure development. *Quest* defines industry standards and good practice and encourages their ongoing development and delivery within a customer focused management framework.

This Leisure Strategy proposes that Flintshire's Leisure Centres strive to achieve *Quest Approval* by adopting the Facility Management (FM) model which is aimed at the management of any facility which provides an activity for customers.

Sport Flintshire (Sports Development Unit) has already embarked upon the *Quest* process, and its *2008-2011 Three Year Vision Strategic Action Plan* noted that '...some significant areas for improvement ... have subsequently been addressed through implementing procedures and policies developed to improve the service.'

What are the benefits of *Quest*?

Quest will benefit our customers, organisation, staff and partners in a number of ways:

Customers

- ✓ Ongoing improvement to service.
- ✓ Comparable standards of customer service and quality of facility provision across all sites.
- ✓ Increased focus on identifying and meeting customer needs.
- ✓ An independent assessment of the service customers receive.

Organisation

- ✓ Better prepared to provide best value for customers.

- ✓ A structured framework which supports the delivery of best practice services.
- ✓ Sharing of good practice and effective methods of work.
- ✓ An opportunity to have Flintshire's Leisure Centres publicly recognised and endorsed to a UK-wide industry standard.
- ✓ A recognised approach to managing our facilities and staff.

Staff

- ✓ Improved motivation and understanding of their role and contribution within the organisation to meeting customer needs.
- ✓ Improved continuous professional development.
- ✓ Generic work processes and operating procedures encourage greater cross site working.
- ✓ Better understanding of Flintshire's policies and objectives.

Partners

- ✓ Greater support and recognition of the benefits of working together.
- ✓ Improved understanding of shared values and objectives.
- ✓ Independent assessment of the Leisure Centres' performance.

e) Consideration of Future Management Options for Leisure Facilities

We consider that there are three potential options available for the future management and operation of Flintshire's directly managed Leisure Facilities.

Option 1 – Direct Management by Flintshire County Council (via Leisure Services)

If management of the Leisure Facilities remains 'in-house' we believe it is important to consider integrated leisure operations and administrative functions. This approach would provide the opportunity for a more co-ordinated and efficient 'in-house' operation in the future. It will also be necessary to establish formal Agreements across all six dual use sites and may also incorporate a position where Schools directly control and manage community use of one or more sites.

Option 2 – Management and Operation through a Non-Profit Distributing Organisation (NPDO)

This would involve the creation by Flintshire County Council of an independent legal entity, a company limited by guarantee (a Trust with Charitable Objects), which will operate as a NPDO. The advantages of operating through a NPDO are:

- ✓ A mandatory 80% rating relief (with potentially a further 20% available) from the National Non-Domestic Rates (NNDR) and certain exemptions from Value Added Tax (VAT), plus the ability to attract capital outside of Local Authority constraints.
- ✓ Currently, Leisure facilities' rates account for £430k per annum with VAT from sporting entrance fees totalling £170k per annum. Assuming the Leisure Centres' annual budget/operating deficit remains the same at £2.9 million, a potential sum of £600k will be available to re-invest into the facilities year-on-year.

The establishment and operation of a NPDO will require robust legal and financial advice concerning its role and constitution, and the legal implications for the Council as a party to the Trust. It will also be essential to recruit Trustees (to comprise quality representation from a variety of backgrounds and vested interests, including County Councillors) to provide the necessary guidance to those involved in the day-to-day management.

The NPDO option is an attractive one, largely due to the potential £600k sum available for re-investment. However, the opportunity to 'rob Peter to pay Paul' (local savings in respect of NNDR would be at a cost to Central Government) should not be the prime driving force behind the decision to transfer from direct management to a NPDO. The pursuit of this option should be based upon the argument that it is the most suitable vehicle to drive forward the Service and improve Leisure Facility provision.

Option 3 – Management and Operation through a Commercial Operator (Public-Private Partnership)

This option was explored in great detail during 2002-2004, with *Leisure Connection* being identified as Flintshire's preferred partner for externalisation of the Service. In early 2004, the Council rejected the creation of a Public-Private Partnership as the 'way forward' for Leisure Services.

It is unrealistic to further consider this as an option.

f) The Future Management of Dual Use Sites

This Leisure Strategy believes it is imperative for agreement to be reached over the future management arrangements for dual use sites. In addition, the future management of the dual use sites needs to be considered in conjunction with the School Modernisation plans.

Pan-Leisure Consulting Ltd.'s Leisure Review in 2004 noted the aspirations of some of the Schools to operate the Leisure Facilities themselves. This is not simply a question of facility management, but

rather the development and promotion of sport and recreation activities suitable for all ages and skill levels. With this as the context, Schools may not be best placed to deliver this type of service. Leisure Services, with a newly integrated Sports Development Unit and a centralised booking system, will possess a level of expertise which can be utilised to achieve optimum use of the community recreation facilities. However, if a more basic operation is to be considered - facility hire confined to Club use* or specialist activity (and here we should consider *Sport Flintshire's* recent demand for netball and basketball coaching venues, or the establishment of a five-a-side football league) - then facility management via the Schools could be a viable option. Alternatively, Leisure Services and the Schools could pursue a third way and accept a 'hybrid' solution; this would combine the current direct management by Leisure Services with more direct input from the Schools.

** Wrexham County Borough Council no longer operates a 'Pay & Play' policy at any of its dual use sites. All bookings at dual use sites are pre-programmed for Clubs only, with one Leisure Centre employee/lone worker at each site.*

There are no formal Service Level Agreements in place between Leisure Services and the High Schools at Flint, Hope and Saltney. The Optimum Use/Transfer of Control Agreements with Mold, Connah's Quay Sports Centre and Buckley are also outdated and in need of review. Service Level Agreements, largely generic in content, between Leisure Services and the six High Schools at Mold, Connah's Quay, Buckley, Flint, Hope and Saltney are necessary to clarify responsibilities.

Only when the future management of some dual use sites is agreed, and Service Level Agreements are in place, will the currently entrenched positions be relaxed. Once this is achieved, the philosophy of customer focused, community provision can start to fully drive the Service.

g) Restructure of Leisure Management and Administrative Arrangements

It is important that we re-structure. Why? Without re-structure it is difficult to see how the potential within this Leisure Strategy can be realised and how any future Service Plan can be implemented. The current staffing structure supports the duplication of managerial and administrative functions, and permits a fragmented Service. The nine main directly provided Leisure Facilities operate as separate entities, often (unknowingly) in competition with each other. The programmed Organisational Re-design review will enable consideration of a holistic approach to future Leisure provision, together with the promotion of a corporate brand.

We need to change the perception of our Leisure Facilities, both inwardly and outwardly. Inwardly, Leisure Centre employees have become accustomed to working for a Service constantly under review. The Service has lacked a clear direction and, subsequently, staff have lacked direction and opportunity with their own personal career development. Outwardly, Leisure Facilities are perceived by our customers as tired, in need of decoration, sometimes unclean, and generally operating on a day-to-day basis rather than in accordance with a long-term vision.

We need to re-vitalise the Service so that it appears dynamic and forward-thinking; an effective and co-ordinated Service which knows where it is going and where it wants to be.

The proposed re-structure represents an opportunity to change the perception and performance of our Leisure Facilities, and to increase the level of customer satisfaction.

Positive Outcomes from Re-structuring

- ✓ The recruitment of high calibre individuals to the Specialist Manager roles identified on the new structure will ensure our high income areas - ice rink, *Bridges* subscriptions, children's swimming lessons, special events/conferences with catering - receive intense focus and are managed and resourced correctly.
- ✓ The existing structure - with site specific Duty Officers - supports the duplication of tasks and inhibits the sharing of good practice. The new structure permits a centrally co-ordinated approach to the *Bridges* brand, marketing, the provision of exercise classes and activities, maintenance contracts and health and safety. It removes the 'jack of all trades' approach to Centre Management, and enables staff to concentrate on specific areas where they can develop professionally and are able to provide greater specialist support.

- ✓ The creation of new posts such as Principal Officer (Leisure Services), Specialist Managers, Operational Managers and Head Attendants will reduce the current wide gaps between management/ supervisory levels, and will permit opportunities for career progression and enable individuals to undertake relevant training in order to provide suitable 'cover' in the absence of others.
- ✓ The new structure recognises a distinct difference in the scale of operations between sites: those with an ice rink or swimming pool (Deeside, Flint Pavilion, Holywell, Mold, Connah's Quay Pool and Buckley) and those with neither (Connah's Quay Sports Centre, Flint High School, Hope and Saltney).

Integration of Sports Development

This potential for greater integration between Leisure Facilities and the *Sport Flintshire* Sports Development Unit should also be considered as part of the Organisational Re-design Process. Pan-Leisure Consulting Ltd.'s Leisure Review in 2004 stressed the need for greater linkages between the Facility Managers and *Sport Flintshire*: 'The Sports Development team is a particular strength within the County, which at present is not fully utilised.'

By increasing integration between the Sports Development Unit and other aspects of the County Council's Leisure provision, the opportunity is created for greater 'joined up' thinking in the following areas:

- ✓ The recruitment and training of instructors and coaches, based upon supply and demand.
- ✓ The establishment of a 'live' central database of instructors and coaches that all Leisure Services staff can access. This will enable continuity with exercise classes and instructor-led sessions.
- ✓ The development and support of daytime classes and sessions, together with a review of current instructor rates of pay and commission arrangements.
- ✓ Optimum use of the smaller dual use sites (Connah's Quay, Flint High School, Hope and Saltney, together with the artificial turf pitches at Holywell High School and Sychdyn Primary School) as development centres for the coaching of specific sports.
- ✓ Integrating school improvement and school modernisation strategies with leisure provision.

h) Creation of a Business Head Office for Leisure Centres

There is an identified need to improve the customer experience in terms of the time it takes between entering the Leisure Centre building and accessing the desired facility. Presently, one Receptionist is required to take cash and invoice payments from customers, input 'casual' bookings onto the LMS system and provide advice on facility provision and availability. These tasks, completed either face-to-face or over the telephone, can be time consuming and often lead to the development of a long queue of customers.

The current front desk arrangements do not support the successful implementation of Flintshire County Council's Customer Care Charter which aims for staff to answer each telephone call within 15 seconds.

This Leisure Strategy proposes the establishment of a centralised Call Centre and Business Head Office for Leisure Centres, based at the Leisure Facility - a 'flagship' site - with the highest income generation and customer attendance.

Positive Outcomes from Improved Business Processes

- ✓ The full potential of the *Gladstone MRM Plus2* LMS system can be realised.
- ✓ All customer bookings, from the original enquiry to the production of an invoice, will be processed by a core team of experienced LMS staff, thus ensuring consistency in terms of customer service and tariff charges.
- ✓ The adoption of a holistic approach to the booking of Leisure Centre facilities. Customers will be informed of facility choice and availability across all sites in the event of unavailability at their preferred site.
- ✓ The centralisation of the LMS system will go hand-in-hand with the improvement of the Leisure Services' *actif* website (and the development of the online booking market) and the introduction of self-service, fast track entry kiosks. This will significantly reduce customer waiting times at Main Reception and will allow Receptionists to focus more on non-*actif* members and cash paying customers.

i) Recruitment Planning

Existing recruitment processes are not responsive to the needs of directly provided Leisure Service provision. This Leisure Strategy is proposing the establishment of a devolved Human Resources function. Leisure Services has a large number of staff within the Leisure Centres, Sports Development and Play Units that are employed on a

temporary and/or seasonal basis. These colleagues are able to work across sites in a variety of roles, often on an ad hoc basis with very little notice. Leisure, as a wholly front line and customer focused service, requires the support of a 'fit for purpose' HR unit that is able to respond quickly to fluctuating staffing demands.

In the future, recruitment needs to be proactive rather than reactive. Greater forward planning and the anticipation of future staffing requirements will produce consistency, continuity and a more fluid customer service.

The development of greater cross site working across all levels of the staffing structure can be achieved through the establishment of a 'live' central database of Leisure Services staff that all Managers can access. This will hold qualifications, training records and CRB clearances for all staff employed in the Leisure Centres, Sports Development and Play Development Units.

j) Increasing Food and Beverage Revenue

The potential of the Leisure Centres' Catering facilities has never been fully exploited. Too great a reliance on 'casual' daytime trade (which is becoming less reliable), and the absence of a co-ordinated approach to marketing, has meant that higher income levels have never been realised. This Leisure Strategy proposes to address the situation in the following ways:

- ✓ Flint Pavilion Leisure Centre is particularly well placed to accommodate conferences and meetings having the suitably furnished Castle Suite and Tower Suite on site. Furthermore, Flint already enjoys an excellent reputation for providing conference catering. Flint Pavilion will, therefore, become the recognised Centre for holding large conferences and group meetings, and for providing catering and refreshments.
- ✓ The closure of Flint Pavilion's Bar facility (social drinking habits have changed) in December 2008, to make way for additional catering/ kitchen equipment, will only serve to enhance food preparation, delivery and reputation.
- ✓ The creation of a Catering & Secondary Spend Manager post, working closely with a Marketing & Sales Manager, will lead to improved co-ordination and marketing across all Café sites, together with the development of Flint Pavilion's fledgling 'outside catering' venture.
- ✓ Assess the current operation of our three main Cafés in order to identify whether re-configuration of the cash register and servery design will permit the better utilisation of staff.
- ✓ Consider removal of the car park tariff at Holywell Leisure Centre to encourage daytime visitors to the Café. Parking at Deeside Leisure Centre and Flint Pavilion is currently free of charge.

3) Renewal of the County's Leisure Provision

- a) Regeneration of Deeside Leisure Centre**
- b) Asset Management Plan for other Flintshire County Council Facilities**
- c) Grass Sports Pitches and Recreation Grounds**

In recent years, the increase in private sector Leisure facilities has introduced a new and higher standard of provision, and with it a demonstration of how *quality*, together with an awareness of customer experience, can lead to the stimulation and satisfaction of demand. Both are essential if higher levels of activity are to be achieved. Furthermore, the private sector recognises the importance of reinvestment to maintain and advance standards of provision, to 'keep up' with rising customer demands.

Flintshire should not engage in direct competition with new private fitness clubs, but instead try to establish a complementary role for the private sector alongside which a strategic reappraisal of the role, quality and function of its own stock is required. This 'complementary role' may extend to initiatives such as clients of *dry only* private fitness clubs utilising Council-owned swimming pools as part of their club membership package, leading to increased usage and a new income stream for Leisure Services.

a) Regeneration of Deeside Leisure Centre

A key issue to be addressed within this Leisure Strategy is the regeneration of Deeside Leisure Centre. The concept for a new Facility is based on a holistic approach to health and leisure. The re-configured building should exude activity and excitement, with the following range of facilities to be considered alongside the existing ice rink:

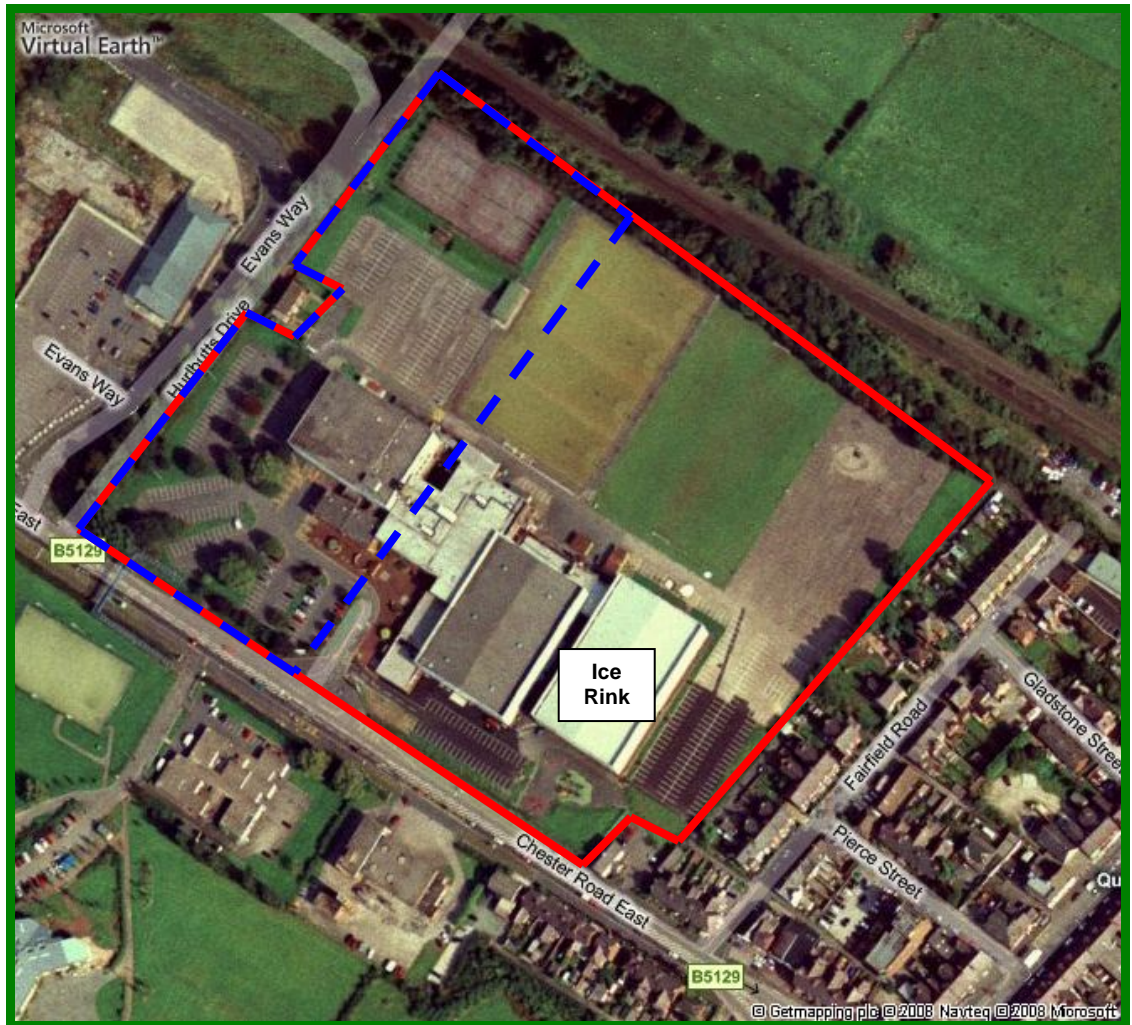
- ✓ 12 Court Sports Hall
- ✓ Spa Centre offering treatments to help clients de-stress, detox, relieve aches & pains, and improve general well-being
- ✓ New outdoor provision (e.g. five-a-side pitches)
- ✓ Outdoor multi-use area
- ✓ Dance/aerobics room
- ✓ Martial arts room
- ✓ Enhanced *Bridges* Fitness Suite
- ✓ 6 Lane Indoor Bowls Hall
- ✓ 2 Squash courts

The important issue is that Flintshire wishes to retain a 'flagship' Leisure Facility of both regional and national significance.

The proposed project will see the construction of new facilities with a smaller footprint than the present Centre. The aesthetics of the new building will complement the surrounding area, with access to the re-designed Facility taking into account the needs of all our customers.

Deeside Leisure Centre is currently the second highest CO² emitting site within Flintshire County Council's building portfolio. The design of the new Facility will be sympathetic to the local environment and committed to a future operation which ensures that water, energy and materials are used efficiently and effectively. This will be a high priority for the new Centre. From the 1st October 2008, frequently visited public buildings with a total useful floor area exceeding 1000m² are obliged to exhibit a Display Energy Certificate in a prominent place, thereby providing the public with accessible information on the energy performance of the building. This is a significant development for all our Leisure Facilities as environmental performance is increasingly important to reputation.

Upon completion, the existing Facility (with the exception of the ice rink) will be demolished. Consequently, a potential 5-6 acres of Council land will be surplus to requirements (see overleaf):



Aerial View of Deeside Leisure Centre

Key:

- Current site of Deeside Leisure Centre
- Potential surplus land for sale

The regeneration of Deeside Leisure Centre, and the potential 5-6 acres of surplus Council land, presents Flintshire with the opportunity to link the strategic aims of its Leisure Strategy with those of three other Council Plans:

- Health, Social Care and Well Being Strategy 2008-2011
- Children and Young People's Plan 2008-2011
- Regeneration Plan

It also provides a vision and clarity of purpose for the re-configured site and serves to emphasise the significant role 'Leisure' should play in the future development of the County.

The Welsh Index of Multiple Deprivation 2008 ranks Higher Shotton 2 as the 85th most deprived area out of 190 in Wales. This makes Higher Shotton 2 the most deprived area in Flintshire. Consideration should be given for other public service provision to be made available on the Deeside Leisure Centre site.

The Flintshire Play Unit, through *NEWPlay*, the North East Wales Play Forum, is the lead applicant in a £1 million bid to the Big Lottery Child's Play Fund to provide funding to increase play provision in those areas of the County identified as most play deprived. If successful, *NEWPlay*, currently based at County Hall, Mold, would be keen to re-locate its officer accommodation and training and storage areas to larger premises.

In addition, *NEWPlay* would also seek consideration for the use of brownfield land at the Deeside site for the purposes of developing an adventure play training centre and a wheeled play facility (the need for which was highlighted in the County-wide Wheelbase Consultation 2003).

There is potential for a re-configured Deeside Leisure Centre to make a significant contribution to sport across North Wales. The proposed 12 Court Sports Hall has the potential to become the major venue for regional and national training and competitions in North Wales.

Deeside Leisure Centre could also become a key support facility for the North Wales Regional Institute of Sport (NWRIS). The NWRIS is a network of facilities, service providers and coaches all working in partnership to provide an athlete-centred approach. The Institute focuses on placing the identified talented athlete at the 'centre' and surrounding him/her with the necessary support to ensure that elite and talented athletes based in North Wales are given the best possible chance to fulfil their potential. One of the main aims of the NWRIS is to support the transition of identified talented North Wales-based athletes into the Wales and United Kingdom teams and squads.

A re-developed Deeside Leisure Centre also presents the opportunity to create a synergy between a new, vibrant regional Facility that hosts regional and national events, the work of the NWRIS, and an office base for Sports Council for Wales regional staff and national governing body Regional Development Officers; effectively, a 'House of Sport'. This combination has the potential to make Deeside and, therefore, Flintshire the main focal point for sport and leisure in North Wales.

b) Asset Management Plan for other Flintshire County Council Facilities

The completion of an Asset Management Plan (AMP) is central to determining the future strategic management and best use of Flintshire's Leisure assets. An AMP will also identify how well placed and suited we are to deliver efficient and effective services to our residents.

The Council Plan 2007-2010 highlights the low level of capital investment for the Lifelong Learning Directorate's assets, coupled with the absence of short and medium term plans to address the problem, as a *High Level* area of risk in 2007-8. The identified action is to review the condition and potential use of Leisure Centre buildings and land through the corporate Asset Management Plan (Timescale: March 2010). One outcome is the re-location (due early 2009) of Flint Youth Club from the Borough Grove site to an area within Flint Pavilion Leisure Centre that previously housed a day nursery and two squash courts.

In June 2005, the Internal Audit Report on Leisure Services stated that the current operation '...provided limited assurance that risks, material to the achievement of the organisation's objectives, are adequately managed and controlled.' The Report recommended:

- ✓ Signed contracts for the funding, management and administration of all dual use sites should be in place.
- ✓ The Health & Safety Report on the physical inspections of Leisure Centres be reviewed, rated accordingly to urgency of work, and funding be made available to address higher risk issues.

Building condition surveys for nine Leisure facilities (the sports provision at Flint High School is the one exception) have since been completed and the identified remedial works are currently in the process of being addressed via allocated service enhancement capital funding.

c) Grass Sports Pitches and Recreation Grounds

Grass sports pitches and recreation grounds represent a significant element of County-wide provision for sport and recreation. They are a major facet of the overall picture and enjoy heavy use, particularly at weekends, by a large number of Clubs. Pitches are expensive to maintain and what is an acceptable cost to users, particularly junior teams, nowhere near reflects the true cost of provision.

Many of the grass pitches are managed, in terms of facility hire, by the Leisure Centres. The actual maintenance work on the pitches - cutting

grass and marking lines - is completed by the Commercial Contracting Unit within the Environment Directorate. Other facility management issues such as repairs to changing pavilions are dealt with by the Schools and Amenities section of Leisure Services. A similar arrangement exists regarding the booking and maintenance of the County's Bowling Greens and Pavilions.

This shared management and maintenance responsibility has proved unwieldy in recent years and created a poor level of customer service. In December 2007, P & W Contracting Ltd. secured a three-year Contract with Flintshire for the maintenance of the County's ten synthetic sports pitches. P & W Contracting Ltd. has also recently commenced grounds maintenance work on all School playing fields under a new Contract which began on 1st January 2009. The two Contracts represent a step towards the more direct and efficient management of outdoor playing facilities, where the Contractor will be the first point of contact for the Schools in the event of any maintenance issues regarding their pitches. The Schools will have direct authorisation over payments to the Contractor for work completed. The role of Leisure Services is now one of 'honest broker' between the two parties.

This Leisure Strategy proposes a future for our grass sports pitches that can be summarised by one short term aim and one long term vision:

Short Term

To address the current position whereby, in some instances, the management and maintenance responsibilities are split between two Directorates. There should be a single point of reference for all grass pitch related matters. This will ensure an enhanced customer service to users.

Long Term

Whatever management arrangement is in place for our non-School sports pitches and changing pavilions, the scattered nature of 40 playing fields means close supervision and the prevention of vandalism will always be difficult to achieve. This Leisure Strategy proposes, with due consideration to the Flintshire Unitary Development Plan, the identification of four suitable areas of land (each area will be approximately 25 acres in size and not prone to drainage problems) for the development of grass playing field complexes, each comprising 6-8 sports pitches directly adjacent to each other. The benefits of this type of sports pitch provision are set out below:

- ✓ Operational management and supervision will be improved.
- ✓ One large complex will be easier to maintain, with appropriately skilled staff regularly on site rather than on a peripatetic basis.

- ✓ The enhanced quality of our grass pitches, used only for team sports, will improve our level of customer service.
- ✓ One large changing pavilion will be easier to clean and maintain.
- ✓ An increased staff presence at one site will help deter vandalism and dog fouling.
- ✓ Potential for a Regional Centre holding tournaments and providing coaching courses.
- ✓ Some existing grass pitches located across the County can be released to the Play Unit for the creation of children's play spaces.

7. ■ Next Steps - The Way Forward

It is now nearly four years since the Welsh Assembly Government established its 20-year vision for sport and physical activity. Within Flintshire, we should reflect on how much closer we have come in that time to achieving the central thrust of *Climbing Higher. for sport and physical activity to be at the heart of Welsh life and at the heart of Government policy*. Furthermore, without the active involvement of key stakeholders in both considering and implementing the strategic aims highlighted in this document, how close will we be to realising the vision of *Climbing Higher* ten years from now?

What Are We Going To Do?

1. CONSIDER THE SERVICE

- Review the traditional 'entitlement' model that attempts to deliver *all sport, for all, at all times*.
 - THINK about the Service we provide. In recent years, the issue of *How To Deliver* the Service - whether it be a Public-Private Partnership or a NPDO - has been all consuming. A more fundamental change in outlook is required. *What Should We Deliver* requires greater consideration and collaboration across Flintshire's Leisure providers and communities.
 - Define the 'Leisure' service area. Improve co-ordination between the Lifelong Learning and Environment Directorates through the creation of a Public Open Spaces section.
 - Give Leisure a higher profile - how will we inspire our youngsters to be physically active in adult life when their early experiences in sport are of P.E. lessons in tired, poorly maintained Sports Halls?
-

2. DEVISE A BUSINESS PLAN

- Adopt a new 'business' approach based on agreed outcomes that recognises the strength and unique role of each individual Leisure facility.
- End the philosophy of *they've got a pool, we want one*. Our current stock of Leisure Centres has not been compiled in accordance with any strategic Asset Management Plan.
- Define the Authority's 'business' rationale: establish how the private and voluntary sectors, together with Schools, can provide complementary facilities and opportunities. This will enable Flintshire

to re-direct its focus (and public subsidy) towards those areas not currently delivered by the other sectors:

- Ice Sports
 - Indoor Hall Sports
 - Holistic Health and Fitness
 - *Learn To Swim* Programme
 - *Swim Flintshire* Elite Performance Squad
 - Outdoor equipped Play Areas and Sports Provision
-

3. WHOLE-COUNCIL APPROACH TO SERVICE DELIVERY

- Bridge a perceived Education and Leisure Services ‘divide’ regarding facility provision, through the processes of implementing the leisure strategy, school modernisation and organisational re-design.
 - Significant improvement will not be achieved through individual site and Service area decisions. The necessary actions will demand a strategic, whole-Council approach.
 - Service Level Agreements will be drawn up for the six dual use sites currently in operation.
 - *One Size May Not Fit All* - when considering alternative approaches to the management of Leisure facilities it may transpire that a NPDO model is the *best fit* for the ‘stand alone’ sites (Deeside, Flint Pavilion, Holywell & Connah’s Quay Swimming Pool) and the larger ‘wet and dry’ School sites (Mold and Buckley); the smaller ‘dry only’ dual use sites may perform better under public use management by *Community Focused Schools*.
 - *Yoga in the Library* - develop ‘door step’ physical activity in community/ rural venues (Primary Schools, Libraries, and Village Halls) where access to the traditional Leisure facility provision is difficult.
 - Work closely with colleagues across the Council, for example, in maximising regeneration opportunities.
-

4. CONSULT

- We currently offer adequate community provision (there are ten Council-run Leisure facilities in Flintshire) but are we community focused? Historically, our Leisure Centres have only ever attracted around 20% of the adult population in Flintshire.*
*Sports Council for Wales 2004/05 Survey Data.
 - We will engage the public, other providers and key stakeholders in any future plans to develop the sport and physical activity experience in Flintshire.
-

Further reading in support of this Strategy:

1. WAG, *Climbing Higher - Creating an Active Wales: 5-Year Strategic Action Plan*, February 2009 (draft document).
2. Pan-Leisure Consulting Ltd., *Deeside Leisure Centre - Summary Market and Technical Report*, September 2008.
3. Pan-Leisure Consulting Ltd., *Flintshire County Council - Leisure Review*, December 2004.
4. Sports Council for Wales, *Strategic Framework for the Future Provision and Upgrading/Refurbishment of Leisure Facilities in Wales - Flintshire*, July 2006.
5. Just Solutions Leisure Consultants, *A Review of Leisure Facilities in Wales - What does it all mean?*, September 2008.
6. *Active For Life 2007-2009* (Flintshire Health, Social Care and Well Being Partnership Board).
7. *Sport Flintshire - Strategic Action Plan 2008-2011*.
8. Play Wales, *The First Claim...a framework for playwork quality assessment*, 2001.

8. Appendices

- Appendix 1** - **Five-Year Work Programme to Underpin the Leisure Strategy**
- Appendix 2** - **Map of Flintshire County Council Leisure Centres**

APPENDIX 1 - FIVE-YEAR WORK PROGRAMME TO UNDERPIN THE LEISURE STRATEGY

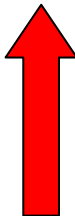

Key Strategic Priority 1) Increasing participation in physical activity and enabling the Flintshire Community to develop its potential in sport

KEY ACTIONS	BY / TIME FRAME	RESPONSIBILITY	OUTCOME
Determination of the fundamental role of Leisure Services within a Flintshire context balancing social re-generation and income generation roles	1 st October 2009	Executive Members/ Strategic Management Team	Clearly defined future role for Leisure Services (linked to Organisational Re-design Process)
Creation of a renewed integrated Public Open Spaces strategy	31 st March 2010	Strategic Management Team	Improved co-ordination and promotion of Flintshire's 'soft' natural environment
Increase in levels of physical activity amongst both adults and young people	Year-on-Year	Head of Leisure Services, working with operational teams	An annual increase in physical activity levels of at least 1% per annum
Develop and implement Flintshire's Play Policy 2009-2014	1 st October 2009	Play Development Officer, working with operational teams	New 5-year vision for Play

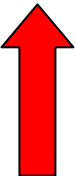
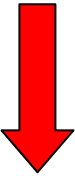

Key Strategic Priority**1) Increasing participation in physical activity and enabling the Flintshire Community to develop its potential in sport (Cont'd.)**

KEY ACTIONS	BY / TIME FRAME	RESPONSIBILITY	OUTCOME
Explore the adoption of the Green Spaces Toolkit in partnership with the Countryside Council for Wales and Officers in the Environment Directorate	31 st March 2010	Head of Leisure Services, working with operational teams	Increased public access to natural informal recreation areas
Expand the <i>Kick-Start</i> Exercise Referral Scheme through the recruitment of a third Exercise Professional	1 st April 2009	<i>Kick-Start</i> Exercise Referral Co-ordinator	20 Referrals per month per Exercise Professional
Ensure every child of five years of age has the opportunity to participate in instructor-led swimming lessons	31 st March 2010	Swimming Development Manager	Reduce waiting lists and increase income from children's swimming lessons by 5%
Discuss and determine, together with the five Amateur Swimming Clubs and <i>Swim Flintshire</i> , a means of support to enhance swimming participation and development	31 st March 2010	Leisure Managers & Club Officials	Greater efficiency and co-ordination of the pool programme

Key Strategic Priority 2) Quality management of Leisure Facilities

KEY ACTIONS	BY / TIME FRAME	RESPONSIBILITY	OUTCOME
Devise a Leisure Services Business Plan	31 st July 2009	Head of Leisure Services, working with operational teams	 <p>Reduce the net cost per head of population by 2%, from £18.21* per head (2007-8) to £17.85 per head (for 2010-11)</p> <p><i>* Figure based on Flintshire population of 150,537 (mid-year estimate for 2007) and Leisure Facilities net expenditure of £2,741,247 (for Year 07/08)</i></p> <p><i>A renewed target may be achievable following the completion of Organisational Re-design Process.</i></p> 
Completion of Organisational Re-design Process	31 st October 2009	Director of Lifelong Learning / Strategic Management Team	
Implementation of renewed structures following the Organisational Re-design Process	31 st March 2010	Director of Lifelong Learning / Strategic Management Team	
Management options (in-house operation, NPDO, community focused Schools) to be agreed and implemented	31 st March 2010	Strategic Management Team / Elected Members	
Service Level Agreements between High School Governing Bodies and the County Council to be established	31 st July 2010	Head of Leisure Services / School Governing Bodies	
Creation of a Business and Administrative Head Office for Leisure Centres	31 st March 2010	Principal Officer (Leisure Services)	

Key Strategic Priority 2) Quality management of Leisure Facilities (Cont'd.)


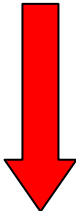
KEY ACTIONS	BY / TIME FRAME	RESPONSIBILITY	OUTCOME
Consider implementation of a devolved Human Resources function for Leisure Services (as part of Organisational Re-design Process)	31 st March 2010	Head of Leisure Services / HR Service Centre	 Greater efficiency of operation  Increase in attendances year-on-year 
Establish a 'live' central database of Leisure Services staff that all line managers can access	31 st March 2010	Principal Officer (Leisure Services)	
Develop and implement a Leisure Services Marketing Plan	31 st March 2010	Marketing & Sales Manager	
Explore the potential to extend the <i>Bridges</i> Health and Fitness Brand through the development of two new fitness suites	31 st March 2010	Head of Leisure Services / <i>Bridges</i> Manager	
Creation of a food & beverage and a children's party brand and logo	31 st March 2010	Catering Manager / Marketing & Sales Manager	

Key Strategic Priority 2) Quality management of Leisure Facilities (Cont'd.)

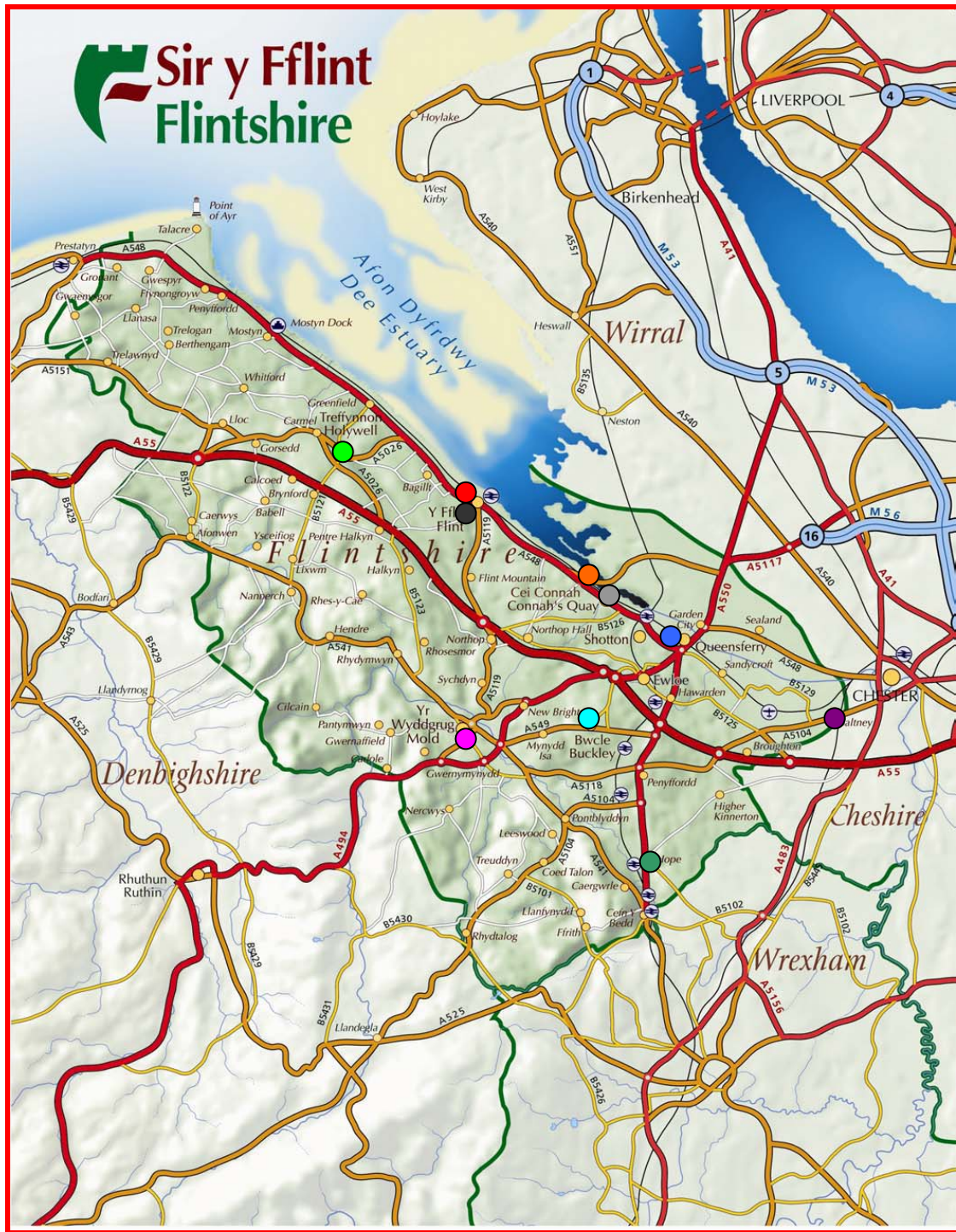
KEY ACTIONS	BY / TIME FRAME	RESPONSIBILITY	OUTCOME
Pursue <i>Quest</i> accreditation (extend the Scheme beyond the Sports Development Unit)	31 st July 2010	Leisure Managers / <i>Quest</i> Manager	Achieve <i>Quest</i> percentage score of 68%-74% (Commended) for facility management of the ten Leisure facilities
Install five self-service, fast track entry kiosks at Deeside, Flint Pavilion, Holywell, Buckley and Connah's Quay Swimming Pool	31 st July 2009	Leisure Managers	Improved customer service
Develop the Leisure Services <i>actif</i> website to incorporate online bookings/purchases, and improve information on availability of services	31 st March 2010	Leisure Managers	10% of business to be derived from online purchases (for 2010-11)
Introduce Customer Satisfaction Surveys (available both online via the <i>actif</i> website and in Leisure Facilities)	31 st March 2010	Leisure Managers / Marketing Manager	Achieve <i>Quest</i> percentage score of 68%-74% (Commended) for level of customer satisfaction with Leisure Services
Create User Forums: one for the general public and one for the various Sports Clubs	31 st March 2010	Leisure Managers	

Key Strategic Priority

3) Renewal of the County's leisure provision

KEY ACTION	BY / TIME FRAME	RESPONSIBILITY	OUTCOME
Finalise plans for the regeneration of Deeside Leisure Centre	31 st March 2010	Strategic Management Team / Head of Leisure Services	National recognition of a regional facility
Complete Asset Management Plan (AMP) for the County's Leisure Facilities	31 st July 2009	Head of Leisure Services	Identification of core uses / best use of each existing Leisure Facility
Rolling programme of improvement for fixed equipment play areas to be upgraded and refurbished across the County	Year-on-Year Annual Commitment	Public Open Spaces Manager	 Continuous service improvement and enhanced customer experience 
Assess feasibility for the replacement of the artificial turf sports pitch at Buckley Leisure Centre / Elfed High School	31 st March 2010	Head of Leisure Services	
Identify suitable areas of land (25 acres in size) for the potential development of grass playing field complexes, comprising 6-8 pitches directly adjacent to each other	31 st March 2013	Head of Leisure Services	

Appendix 2 - **Map of Flintshire County Council Leisure Centres**



- Deeside Leisure Centre
- Flint Pavilion
- Holywell Leisure Centre
- Mold Sports Centre
- Buckley Leisure Centre
- Connah's Quay Swimming Pool
- Connah's Quay Sports Hall
- Hope Castell Alun Sports Centre
- Saltney Sports Centre
- Flint High School

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **01 APRIL 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **PILOT EMPLOYEE VOLUNTEERING SCHEME**

1.00 PURPOSE OF REPORT

1.01 To seek the approval of the Executive to introduce a pilot Employee Volunteering Scheme (phase 1) during 2009/10.

2.00 BACKGROUND

2.01 The opportunity to develop and implement a volunteering scheme supports the Council's commitment to engage with and increase our contribution within the community; be that through grants and funding arrangements or through more direct volunteering activity to build and support capacity.

2.02 A volunteering scheme can help develop stronger relationships between the Council, its employees and the community. Some of the main benefits include:

- supporting employee learning and development;
- developing and building the capacity of the voluntary sector;
- strengthening partnerships with other organisations; and
- building and recognising capacity and skill within the council.

2.02 The Voluntary Sector Compact has committed the Council to establishing a corporate approach to volunteering. It was identified that the Council lead on developing this approach which partners can then adapt and adopt to suit their needs.

2.04 There are two areas for consideration within a full Volunteering Scheme. These are:

- employee volunteering within the community (phase 1); and
- involvement of volunteers in delivering council services (phase 2).

This report deals with employee volunteering (phase 1).

Phase 2 will focus on existing volunteer schemes where members of the public volunteer to support existing council services e.g. countryside management or library services. The arrangements to support and develop service opportunities for these volunteers will be the subject of a further report.

Date: 24/03/2009

2.05 Good practice examples have been used in the development of the proposed volunteering scheme, in particular the approach adopted by the Welsh Assembly Government.

3.00 CONSIDERATIONS

3.01 It is proposed that a pilot scheme be introduced during 2009/10. The main principles of the scheme are:

- the links between officer appraisals including individual development, opportunities for service development, the benefits to the voluntary organisation and the type of voluntary work to be undertaken,
- a maximum of five days per year for volunteering work; and
- the approval of the service manager given the needs of the service.

3.02 The Council's volunteering scheme will incorporate existing County Council policies for example the special leave policy and appraisal.

3.03 The pilot scheme will be monitored to review the benefits on employee development and the benefits to the community of Flintshire and the impact on service delivery. In addition the evidence base of activity will help ensure that the process is applied fairly and consistently and show where there may be difficulties in applying the scheme equitably e.g. in services where planning replacement staff in advance may be more difficult such as in home care.

3.04 It is proposed that the current Special Leave Policy is extended to include employees volunteering. Guidance notes have been prepared for managers; including:

- volunteering request form;
- employee feedback form; and
- placement feedback form.

3.05 To ensure that special leave for volunteering in the community is not over-subscribed it is proposed that a cap is placed on approved applications of 100 individual placements (maximum 500 days) in the pilot year. This would be divided broadly between directorates as a percentage of total numbers of employees.

3.06 The opportunity to develop the individual as well as providing opportunities for service improvement are to be maximised through the relationship with the employee's personal development and appraisal. This is an important aspect of the scheme and will feature as a planned agreement between the individual and the service manager.

- 3.07 The pilot scheme will be subject to the Human Resources policy for consultations including Flintshire Voluntary Sector Compact and Flintshire Joint Trade Unions Committee.

4.00 RECOMMENDATIONS

- 4.01 That Executive approve the implementation of a pilot Employee Volunteering Scheme during 2009/10 and receive an evaluation report in due course.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Any financial implications will need to be planned as part of the service planning arrangements and the needs of the service.

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

- 7.01 There are no direct environmental implications implicit within this report.

8.00 EQUALITIES IMPACT

- 8.01 The scheme will be monitored to assess any imbalance of equality of opportunity for employees.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Personnel implications will need to be considered as part of service delivery planning and opportunities for individual development and service enhancement

10.00 CONSULTATION REQUIRED

- 10.01 Consultation with the Voluntary Sector Compact and the Flintshire Joint Trade Unions Committee will be undertaken. In addition the future Employee Survey will include questions in relation to volunteering activity.

11.00 CONSULTATION UNDERTAKEN

- 11.01 The corporate management team have considered the implications of this scheme.

12.00 APPENDICES

- 12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Welsh Assembly Government: Delivering Beyond Boundaries
Welsh Assembly Government: Third Dimension - a strategic plan for the voluntary sector

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **01 APRIL 2009**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **REVENUE BUDGET MONITORING 2008/09 (MONTH 10)**

1.00 EXECUTIVE SUMMARY

- 1.01 The report updates members on the Council's financial position for 2008/09 in respect of the General Fund and the Housing Revenue Account.
- 1.02 Members are requested to note the projected net overspend of £0.933m (£0.666m at month 9) on the General Fund and the projected overspend of £0.413m (£0.418m at month 9) on the Housing Revenue Account.
- 1.03 Although ten months into the year there are still some risks associated with the projection, and these are identified in the report (para 2.16).
- 1.04 Members are requested to note that unallocated Non Standard Inflation of £1.000m in the General Fund for energy is currently assumed to be spent and future allocations will be monitored through subsequent monitoring reports (section 3).
- 1.05 The estimated Contingency Sum available at 31st March 2009 (above the base level of £5.112m) is £0.695m (para 4.01). This is after assuming that the projected overspend of £0.933m is taken from Unearmarked Reserves.
- 1.06 Direct effects of the current unstable economic climate are estimated to be in the region of £1m, with probably more indirect effects reflected within a range of service budgets (2.16).
- 1.07 Taking into account the projected overspend of £0.418m on the Housing Revenue Account the level of balances at 31st March 2009 will be £0.837m which at 3.7% is higher than the recommended level (para 5.05).

2.00 PURPOSE OF REPORT

- 2.01 To provide members with the most up to date revenue budget monitoring information (Month 10) for the General Fund and the Housing Revenue Account.

GENERAL FUND

- 2.02 The table below shows an in-year overspend of £0.933m, which is an increase of £0.267m on the figure reported at month 9.

Date: 24/03/2009

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 9	Month 10	Month 9	Month 10	Month 9	Month 10
	£m	£m	£m	£m	£m	£m	£m	£m
Direct Services								
Community Services (Exc Housing)	48.176	48.468	0.414	0.215	(0.415)	(0.520)	0.829	0.735
Community & Housing	15.431	15.776	0.262	0.044	0.433	0.213	(0.171)	(0.169)
Lifelong Learning	104.216	104.144	1.123	1.172	0.606	0.609	0.517	0.563
Environment	17.089	17.413	0.323	0.810	0.323	0.560	-	0.250
Support Services								
Chief Executive	0.772	0.785	0.002	0.005	0.002	0.005	-	-
Corporate Strategy	8.336	8.571	0.031	(0.033)	0.031	(0.033)	-	-
Financial, Legal & Democratic Services	7.205	7.294	(0.040)	(0.059)	(0.040)	(0.059)	-	-
Clwyd Theatr Cymru Contribution	1.001	1.001	-	-	-	-	-	-
Total Services	202.226	203.452	2.115	2.154	0.940	0.775	1.175	1.379
Central and Corporate Finance	25.915	24.689	(1.449)	(1.221)	(1.449)	(1.221)	-	-
Total	228.141	228.141	0.666	0.933	(0.509)	(0.446)	1.175	1.379

2.03 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.

2.04 The Organisational Re-Design Programme 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.

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

	Mth 9 £m	Mth 10 £m	Variance £m
Non Ringfenced			
(Underspends)	(1.904)	(1.833)	0.071
Overspends	1.395	1.387	(0.008)
	(0.509)	(0.446)	0.063
Ringfenced			
Overspends/(Underspends)	1.175	1.379	0.204
General Fund Revenue Account in-year (under)/ overspend	0.666	0.933	0.267

Significant New Variances

Community Services - Community Living – Underspend of £0.105m (£0.018m at Month 9)

- 2.06 The increase in the projected underspend is partly due to reduced expenditure on employee costs due to the timing of staff appointments and partly due to reduced expenditure on client costs due to the re-assessment of care packages within the service.

Community Services - Out of County Pooled Budget - Overspend of £0.735m (£0.859m at Month 9)

- 2.07 The projected overspend on Children’s Out of County Placements has decreased by £0.124m from Month 9 to £0.735m. The decrease is due to the net effect of the following changes:-

- i) Three placements have ended (a saving of £0.007m).
- ii) One placement had incorrectly been identified as a Children’s only placement. Has now been identified correctly as tripartite (a net saving of £0.109m).
- iii) One invoice relating to joint funded placements is less than had been estimated (a decrease of £0.008m).

Environment - Environmental Maintenance - Overspend of £0.200m (Nil Variance at Month 9)

- 2.08 The commitment to undertake essential works on Environmental Maintenance Contracts through the winter months which were not included in the original Contract specification is likely to result in additional costs of £0.180m. This work will include Section 106 works, emptying of litter bins and the subsequent cost of litter disposal, play areas on new estates and additional adopted areas. These costs will also include cover for long term sickness of permanent staff, together with increased hire and repair costs for plant and

machinery. Further resources have also been committed to town centres to comply with EPA Standards and reduce excessive overtime worked by some operatives at an additional cost of £0.020m.

2.09 Environment - Winter Maintenance - Overspend of £0.250m (Nil Variance at Month 9)

Due to the significant levels of wintry conditions continuing throughout January and February, considerable additional costs were incurred in making safe road conditions within the County and it is now estimated that the Winter Maintenance budget will be overspent by at least £0.250m. As part of the 2009/10 budget process it was agreed to remove the Winter Maintenance Reserve on the basis that this budget would be reclassified as ringfenced, whereby any overspend would be met by the Centre and any underspend returned to the Centre.

Environment - Transportation - Underspend of £0.150m (£0.075m at Month 9)

- 2.10 The Council has received a retrospective fuel rebate of £0.080m from Arriva in relation to the Demand Responsive Transport (DRT) Scheme which was not previously anticipated. It is also estimated that bus operator payments for Bus Subsidies will be £0.070m under budget for 2008/09 due to various contracts being renegotiated within the financial year.

Environment - Environmental Maintenance Trading Account - Overspend of £0.075m (£0.025m at Month 9)

- 2.11 Approximately £0.370m of income should have been achievable on this contract for a full year. However, some schools were approached by external providers of Grounds Maintenance work and subsequently ceased programmed work with E&R due to more competitive prices being obtained. The Grounds Maintenance contract was re-tendered in 2008/09 with an external provider successful in taking this forward. The current contract subsequently ended on the 31st December 2008 leaving a deficit of at least £0.075m in income shortfalls and unrecoverable overheads.

Environment - Highways Maintenance Trading Account – Overspend of £0.050m (Nil Variance at Month 9)

- 2.12 Upon the cessation of the contract for the temporary Chief Highways & Transportation Engineer (Works), a clause in the contract stipulated that a termination payment was required. This together with the transitional period when the Head of Highways & Transportation returned to his substantive post and both posts were then occupied for a period of two months also led to additional costs being incurred. Therefore, the total additional costs which are chargeable to Neighbourhood County Services are £0.050m.

Central & Corporate - Corporate Other - Underspend of £0.869m (£1.114m at Month 9)

- 2.13 Members will be aware that whilst agreement was reached on a 2.45 % pay award for NJC Green Book employees in October 2008, the national

negotiators for the employers' side agreed to continue arbitration at the request of the national negotiators for the joint trades unions. On 3rd March 2009, the arbitration panel appointed to settle the 2008 pay dispute announced an additional award of 0.30% to be implemented with effect from 1 April 2008. The exact financial impact of this increase is not yet known, but it is estimated to be in the region of £0.250m. This amount has been included in Central and Corporate at this stage, although when the actual financial impact is known the costs will be allocated to the relevant Directorates.

REQUEST FOR CARRY FORWARD - OCCUPATIONAL HEALTH & SAFETY

- 2.14 To comply with the Welsh Language Policy an amount of £0.015m has previously been set aside for costs associated with the translation of the new Occupational Health and Safety Management System. This work will be undertaken in the next financial year and permission is sought to carry forward this amount.

REQUEST FOR CARRY FORWARD - ICT & CUSTOMER SERVICES -

- 2.15 Permission is sought to carry forward an amount of £0.013m to contribute towards network compliance testing in 2009/10. Continuing the work on compliance will ensure that the Council obtains GCSX accreditation.

STATEMENT ON RISK

- 2.16 Even though we are ten months through the year, there are still some unknowns that could have a significant impact on the final position, with the following of particular note:-

- a) There is an amount of £1m for energy non standard inflation held at the centre (see section 3) which is currently assumed as being required. The amount required from this allocation will not be known until the end of the winter months.
- b) Fuel costs increased significantly in the early part of the year 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 Social Services for Adults. However, it is apparent that the cost of fuel has dropped and the impact on council services will continue to be monitored closely.
- c) The effects of recent changes in interest rates have a significant impact on the amount of interest receivable on investment income and interest payable on debt. The implications of this will continue to be reported in future monitoring reports.
- d) The impact generally of the current unstable economic climate, and in particularly the housing market is beginning to affect various council

services and the direct effects of this are estimated to be in the region of £1m, with probably more indirect effects reflected within a range of service budgets.

- 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 Head of Finance 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 £2.606m, which, as in previous years is being held centrally until the actual need is known.
- 3.02 All allocations have now been allocated to the relevant directorate with the exception of:-
- a) Energy Inflation (£1m)
 - b) School Transport (£0.490m)
- 3.03 The energy budget is projected to be fully utilised and will be distributed out when the actual increase is known. The school transport allocation is shown as a projected underspend within Central and Corporate.

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. All of the allocation has now been transferred to the relevant directorate and have been previously reported.

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.

	£m	£m
Un-earmarked Reserves as at 1 April 2008		10.737
Less – Base Level (Includes increase as per budget report 2008/09)		<u>5.112</u>
Amount Available for Delegation to Executive		5.625
<u>Less other approvals in 2008/09 budget report</u>		
One – Off expenditure	(1.901)	
Contribution to Capital Programme	<u>(1.000)</u>	
		<u>(2.901)</u>
Contingency Reserve at 1 st April 2008		2.724
Less In-year approvals previously reported		<u>(1.096)</u>
		1.628
Less Month 10 Overspend		<u>(0.933)</u>
Amount Remaining		0.695
<u>2009/10 Budget</u>		
Review of earmarked reserves	1.385	
Review of 2008/09 budget monitoring	<u>0.869</u>	
		2.254
Funding of one-off pressures	(2.097)	
Increase in Base Reserves	<u>(0.157)</u>	
		<u>(2.254)</u>
Level of Contingency Reserve at 31 st March 2009 (above base level of £5.112m)		0.695

4.02 The amount remaining of £0.695m is £0.170m less than was anticipated when the 2009/10 budget was finalised.

5.00 HOUSING REVENUE ACCOUNT

5.01 On 19th 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 31st 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 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 there are no significant variances from the Month 9 position.
- 5.05 The net effects of the revised balance brought forward and the projected outturn is that there would be balances in hand at the end of the year of £0.837m (budget £0.986m) which at 3.7% of budgeted expenditure is greater than the minimum level of 3% recommended by the County Finance Officer.

6.00 RECOMMENDATIONS

6.01 Members are recommended to:-

- a) Note the overall report.
- b) Approve the requests for carry forward identified in paras 2.14/2.15.
- c) Note the General Fund Contingency Sum available as at 31st March 2009. (Section 4).
- d) Note the projected final level of balances on the Housing Revenue Account. (para 5.05)

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 10 Monitoring Papers

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APPENDIX 1

EXPENDITURE	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 9	Month 10	Month 9	Month 10	Month 9	Month 10
	£m	£m	£m	£m	£m	£m	£m	£m
Direct Services								
Community Services (Exc Housing)	61.453	61.569	2.686	2.646	1.857	1.911	0.829	0.735
Community & Housing	34.204	34.562	0.878	0.850	1.049	1.019	(0.171)	(0.169)
Lifelong Learning	129.496	129.123	4.248	4.815	3.731	4.252	0.517	0.563
Environment	38.903	39.452	(0.147)	0.255	(0.147)	0.005	-	0.250
Support Services								
Chief Executive	0.783	0.809	(0.004)	(0.001)	(0.004)	(0.001)	-	-
Corporate Strategy	11.175	11.658	(0.195)	(0.290)	(0.195)	(0.290)	-	-
Financial, Legal & Democratic Services	42.710	42.996	0.221	0.643	0.221	0.643	-	-
Clwyd Theatr Cymru Contribution	1.001	1.001	0.193	0.193	0.193	0.193	-	-
Total Services	319.725	321.170	7.880	9.111	6.705	7.732	1.175	1.379
Central and Corporate Finance	32.659	32.481	(1.772)	(1.539)	(1.772)	(1.539)	-	-
Total Expenditure	352.384	353.651	6.108	7.572	4.933	6.193	1.175	1.379
INCOME								
Direct Services								
Community Services (Exc Housing)	(13.277)	(13.101)	(2.272)	(2.431)	(2.272)	(2.431)	-	-
Community & Housing	(18.773)	(18.786)	(0.616)	(0.806)	(0.616)	(0.806)	-	-
Lifelong Learning	(25.280)	(24.979)	(3.125)	(3.643)	(3.125)	(3.643)	-	-
Environment	(21.814)	(22.039)	0.470	0.555	0.470	0.555	-	-
Support Services								
Chief Executive	(0.011)	(0.024)	0.006	0.006	0.006	0.006	-	-
Corporate Strategy	(2.839)	(3.087)	0.226	0.257	0.226	0.257	-	-
Financial, Legal & Democratic Services	(35.505)	(35.702)	(0.261)	(0.702)	(0.261)	(0.702)	-	-
Clwyd Theatr Cymru Contribution	-	-	(0.193)	(0.193)	(0.193)	(0.193)	-	-
Total Services	(117.499)	(117.718)	(5.765)	(6.957)	(5.765)	(6.957)	-	-
Central and Corporate Finance	(6.744)	(7.792)	0.323	0.318	0.323	0.318	-	-
Total Income	(124.243)	(125.510)	(5.442)	(6.639)	(5.442)	(6.639)	-	-
Net Expenditure	228.141	228.141	0.666	0.933	(0.509)	(0.446)	1.175	1.379

COMMUNITY SERVICES (EXCLUDING HOUSING)
APPENDIX 2
Budget Monitoring as at Month 10 - Objective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Children's Services					
-6	Children's Training	119	181	175	(6)	-
12	Family placement	1,526	1,475	1,460	(15)	(27)
	Grants	162	125	124	(1)	(1)
16	Family Support	290	281	298	17	1
-1	Prevention and Support	75	116	116	-	1
-258	Other Residential	709	709	452	(257)	1
-69	Professional Support	5,553	5,586	5,542	(44)	25
	Youth Offending Team	376	393	392	(1)	(1)
2	Special Investigation	38	-	29	29	27
(304)	Sub-Total - Children's Services	8,848	8,866	8,588	(278)	26
	Services for Older People					
(22)	Community Re-enablement	380	381	371	(10)	12
26	Day Services	1,216	1,194	1,220	26	-
(26)	Intermediate Care Beds	155	155	126	(29)	(3)
147	Domiciliary Support	6,435	6,435	6,610	175	28
(62)	Extra Care	-	190	108	(82)	(20)
(1)	Meal Services	1	1	-	(1)	-
	- Supporting People Income	(847)	(847)	(847)	-	-
(309)	Residential Services	9,602	9,540	9,208	(332)	(23)
146	Professional Support	2,390	2,472	2,618	146	-
(101)	Sub-Total - Services to Older People	19,332	19,521	19,414	(107)	(6)
	Physical Disability & Sensory Impairment					
(23)	Vulnerable Adults	106	106	81	(25)	(2)
(27)	Day Centres	137	137	111	(26)	1
55	Equipment - Stores	314	314	363	49	(6)
	- ESF Transition	-	-	-	-	-
26	Domiciliary Support	1,450	1,450	1,497	47	21
	- Minor Adaptations	126	126	121	(5)	(5)
	- Supporting People Income	(219)	(219)	(219)	-	-
197	Residential Services	641	641	846	205	8
124	Professional Support	1,205	1,205	1,330	125	1
(8)	Visual Impaired	11	11	3	(8)	-
(15)	Supported ABI	39	54	40	(14)	1
329	Sub-Total - PDSI	3,810	3,825	4,173	348	19
	Learning Disability Services					
57	Work Opportunities	1,775	1,770	1,832	62	5
(18)	Community Living	7,165	7,029	6,924	(105)	(87)
31	Day Services	957	962	982	20	(11)
70	Sub-Total - Learning Disability Services	9,897	9,761	9,738	(23)	(93)
	Mental Health Services					
	- Contracts	19	19	19	-	-
(14)	Day Services	233	233	214	(19)	(5)
(9)	Grants	130	130	130	-	9
(49)	Supported Accommodation	426	426	374	(52)	(3)
12	Supported Living	330	330	340	10	(2)
	- Supporting People Income	(567)	(390)	(390)	-	-
(62)	Residential Services	470	412	350	(62)	-
46	Professional & Support	819	802	837	35	(11)
5	Substance Misuse	223	225	229	4	(1)
(11)	Work Schemes	394	394	381	(13)	(2)
(82)	Sub-Total - Mental Health Services	2,477	2,581	2,484	(97)	(15)
	Ringfenced Budgets					
859	Out of county Pooled Budget - Children's Services	2,545	2,545	3,280	735	(124)
(52)	Learning Disability	570	570	529	(41)	11
(15)	Mental Health	391	391	364	(27)	(12)
37	Older People	-	-	29	29	(8)
829	Sub-Total - Ringfenced Budgets	3,506	3,506	4,202	696	(133)
	Partnerships and Performance					
(33)	Business Systems and Financial Assessments	977	945	914	(31)	2
(24)	Supporting People	-	136	115	(21)	3
(311)	Business Services - Income	(2,684)	(2,685)	(2,992)	(307)	4
(19)	Finance	331	330	312	(18)	1
(2)	Good Health	28	28	26	(2)	-
78	Management & Support	1,030	1,030	1,098	68	(10)
(17)	Public Information & Planning	438	438	424	(14)	3
	- Training	186	186	187	1	1
(328)	Sub-Total - Business Services	306	408	84	(324)	4
413	TOTAL - COMMUNITY SERVICES (EXCLUDING HOUSING)	48,176	48,468	48,683	215	(198)

COMMUNITY SERVICES (EXCLUDING HOUSING)

Budget Monitoring as at Month 10 - Objective Analysis

Subjective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
667	Employees	27,089	27,480	28,250	770	103
133	Premises	740	756	884	128	(5)
544	Transport	1,977	2,002	2,561	559	15
699	Supplies and Services	1,939	1,985	2,599	614	(85)
581	Third Party Payments	27,020	26,677	27,166	489	(92)
31	Transfer Payments	2,568	2,603	2,653	50	19
31	Support Services	36	66	98	32	1
-	Capital Financing	84	-	4	4	4
(2,273)	Income	(13,277)	(13,101)	(15,532)	(2,431)	(158)
413	TOTAL - COMMUNITY SERVICES (EXCLUDING HOUSING)	48,176	48,468	48,683	215	(198)

COMMUNITY & HOUSING

APPENDIX 3

GENERAL FUND

Budget Monitoring as at Month 10 - Objective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Business & Support - Operational					
	- Cemeteries	464	464	464	-	-
	- Sub-Total - Business & Support - Operational	464	464	464	-	-
	Customer & Housing Services					
(18)	Community Services	200	197	179	(18)	-
	- Grants & Contributions	94	94	94	-	-
(33)	Homelessness - Non Ringfenced	325	331	296	(35)	(2)
(171)	Homelessness - Ringfenced	336	336	167	(169)	2
45	Housing Grants	(123)	(135)	(123)	12	(33)
(7)	Housing Strategy	-	68	62	(6)	1
(11)	Neighbourhood Wardens	245	250	232	(18)	(7)
(195)	Sub-Total - Customer & Housing Services	1,077	1,141	907	(234)	(39)
	Technical Services - Operational					
75	Waste Collection	2,722	2,715	2,784	69	(6)
85	Waste Disposal	4,604	4,606	4,658	52	(33)
(33)	Agricultural Estates	(142)	(142)	(182)	(40)	(7)
(15)	Fly Tipping	83	83	64	(19)	(4)
31	Sustainable Waste Management	235	282	283	1	(30)
60	Markets	(93)	(90)	(34)	56	(4)
207	Property Holdings	(27)	(27)	174	201	(6)
68	Recycling	504	503	564	61	(7)
171	Civic Amenity Sites	1,610	1,712	1,861	149	(22)
3	Public Conveniences	169	169	177	8	5
(298)	Industrial Units	(1,802)	(1,802)	(2,132)	(330)	(32)
1	Animal & Pest Control	121	128	128	-	(1)
355	Sub-Total - Technical Services - Operational	7,984	8,137	8,345	208	(147)
	Technical Services - Support					
61	Administrative Buildings	1,201	1,198	1,270	72	11
76	Design Services	(69)	(69)	8	77	1
4	Energy Services	217	220	221	1	(3)
(59)	Corporate Property Maintenance	2,523	2,541	2,452	(89)	(30)
(49)	Valuation and Estates	517	517	468	(49)	-
33	Sub-Total - Technical Services - Support	4,389	4,407	4,419	12	(21)
	Supporting People					
26	Carelink	125	129	159	30	4
2	Community Centres	126	126	128	2	-
135	General	(1,371)	(1,372)	(1,237)	135	-
2	Management & Admin.	253	223	223	-	(2)
	- Relief Wardens	215	228	212	(16)	(16)
	- Tenants Gardens	231	231	231	-	-
(6)	Resident Wardens	973	1,185	1,171	(14)	(8)
159	Sub-Total - Supporting People	552	750	887	137	(22)
	Business Units					
	- Waste Collection - Contractor	(195)	(195)	(203)	(8)	(8)
(90)	Administration Support	1,160	1,072	1,001	(71)	19
(90)	Sub-Total - Business Units	965	877	798	(79)	11
262	TOTAL - COMMUNITY & HOUSING	15,431	15,776	15,820	44	(218)

COMMUNITY & HOUSING

Budget Monitoring as at Month 10 - Objective Analysis

Subjective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(183)	Employees	9,974	10,171	9,955	(216)	(33)
676	Premises	8,450	8,458	9,215	757	81
345	Transport	1,611	1,611	1,973	362	17
413	Supplies and Services	6,481	6,391	6,724	333	(80)
(533)	Third Party Payments	7,666	7,909	7,364	(545)	(12)
14	Transfer Payments	24	24	35	11	(3)
6	Support Services	(240)	(240)	(232)	8	2
140	Capital Financing	238	238	378	140	-
(616)	Income	(18,773)	(18,786)	(19,592)	(806)	(190)
262	TOTAL - COMMUNITY & HOUSING	15,431	15,776	15,820	44	(218)

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring as at Month 10

Objective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Out County Pooled Budget					
517	Special	1,278	1,278	1,841	563	46
517	Sub-Total - Out County Pooled Budget	1,278	1,278	1,841	563	46
	Libraries, Culture and Heritage					
13	Libraries and Arts	2,407	2,403	2,407	4	(9)
31	County Record office and Records Management	422	426	456	30	(1)
(6)	Museums and Heritage Service	380	380	369	(11)	(5)
	- Schools Library Service	334	334	334	-	-
38	Sub-Total - Libraries,Culture & Heritage	3,543	3,543	3,566	23	(15)
	Leisure Services					
322	Leisure Centres and Pools	2,483	2,483	2,820	337	15
23	Recreational Grounds and Amenities	415	415	433	18	(5)
19	Leisure services	267	267	276	9	(10)
(4)	Play Development	333	333	331	(2)	2
360	Sub-Total - Leisure Services	3,498	3,498	3,860	362	2
	Delegated Schools Budgets					
	- Nursery	1,073	1,073	1,073	-	-
	- Primary	36,662	36,711	36,711	-	-
	- Secondary	32,263	32,263	32,263	-	-
	- Special	3,016	3,016	3,016	-	-
	- Sub-Total - Delegated Schools	73,014	73,063	73,063	-	-
	School Improvement Service					
	- Early Years	-	-	-	-	-
(7)	Primary - non delegated	766	766	759	(7)	-
6	Secondary non - delegated	538	538	544	6	-
2	Inclusion	5,755	5,706	5,708	2	-
(97)	School Improvement Service	1,323	1,323	1,226	(97)	-
2	ICT Unit	1,083	1,083	1,081	(2)	(4)
10	Schools Related	1,379	1,379	1,393	14	4
34	Sports Development	136	136	170	34	-
(50)	Sub-Total - School Improvement	10,980	10,931	10,881	(50)	-
	Development and Resources					
	- Youth and Community	1,276	1,276	1,276	-	-
72	Pupil/Student Transport	6,147	5,992	6,064	72	-
	- Student Finance	108	108	97	(11)	(11)
	- Service Units	2,040	2,040	2,027	(13)	(13)
187	Facilities Services	1,190	1,335	1,548	213	26
(1)	Management and Administration	1,142	1,080	1,093	13	14
258	Sub-Total - Development & Resources	11,903	11,831	12,105	274	16
1,123	TOTAL - LIFELONG LEARNING	104,216	104,144	105,316	1,172	49

LIFELONG LEARNING

Budget Monitoring as at Month 10

Subjective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Balances	-	-	-	-	-
2,050	Employees	100,937	101,235	103,615	2,380	330
(638)	Premises	7,651	7,030	6,219	(811)	(173)
204	Transport	5,204	4,999	5,241	242	38
1,636	Supplies and Services	7,955	8,029	9,895	1,866	230
916	Third Party Payments	7,055	6,270	7,358	1,088	172
(32)	Transfer Payments	85	870	801	(69)	(37)
108	Support Services	409	442	585	143	35
4	Capital Financing	200	200	176	(24)	(28)
(3,125)	Income	(25,280)	(24,931)	(28,574)	(3,643)	(518)
1,123	TOTAL - LIFELONG LEARNING	104,216	104,144	105,316	1,172	49

ENVIRONMENT

APPENDIX 5

Budget Monitoring as at Month 10

Objective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Highways & Transportation					
	- Maintenance Works					
	- Structural Maintenance	939	702	702	-	-
	- Routine Maintenance	2,108	2,314	2,314	-	-
	- Environmental Maintenance	2,198	2,179	2,379	200	200
	- Winter Maintenance (Ringfenced Account)	488	488	738	250	250
	- Street Lighting	750	819	819	-	-
	- Structures	73	73	73	-	-
	- Car Parks	64	64	64	-	-
25	Fleet Services	75	75	125	50	25
88	Neighbourhood Services	935	1,140	1,235	95	7
(75)	Transportation	1,052	1,052	902	(150)	(75)
	- Concessionary Fares	269	270	270	-	-
	- Trunk Road Management Unit	(38)	(38)	(38)	-	-
25	Environmental Maintenance Trading Account	-	-	75	75	50
	- Highways Maintenance Trading Account	-	-	50	50	50
63	Sub-Total - Highways & Transportation	8,913	9,138	9,708	570	507
	Engineering Services					
	- Consultancy	46	6	6	-	-
(60)	Highways Strategy	1,047	1,008	933	(75)	(15)
(20)	Land Drainage Works	229	229	209	(20)	-
(80)	Traffic Services	519	497	412	(85)	(5)
(15)	Traffic Works	170	192	177	(15)	-
(175)	Sub-Total - Engineering Services	2,011	1,932	1,737	(195)	(20)
	Planning					
340	Planning Control	12	(18)	322	340	-
	- Service Development and Control	243	242	242	-	-
	- Policy and Implementation	518	752	752	-	-
(10)	Environment and Conservation	293	328	318	(10)	-
190	Land Charges	(234)	(219)	(29)	190	-
	- Countryside Service	359	318	318	-	-
520	Sub-Total - Planning	1,191	1,403	1,923	520	-
	Public Protection					
(5)	Pollution Control	317	285	280	(5)	-
	- Environmental Control	341	341	341	-	-
(5)	Food Safety	362	399	394	(5)	-
(20)	Health & Safety	293	255	235	(20)	-
	- Trading Standards	646	646	646	-	-
	- Building Control	261	261	261	-	-
	- Building Regulations Charging Account	-	-	-	-	-
(30)	Sub-Total - Public Protection	2,220	2,187	2,157	(30)	-
	Management Support & Performance					
	- Finance & Performance	684	615	615	-	-
(30)	Directorate Support	705	774	744	(30)	-
	- Information Services	148	148	148	-	-
	- Electronic Services	154	153	153	-	-
(15)	Geographical Information Services	88	88	73	(15)	-
(45)	Sub-Total - Management Support & Performance	1,779	1,778	1,733	(45)	-
	Regeneration					
(10)	Economic Development	485	485	475	(10)	-
	- Tourism	132	132	132	-	-
	- European Partnership	-	-	-	-	-
	- Flintshire Business Services	358	358	358	-	-
	- Communities First	-	-	-	-	-
(10)	Sub-Total - Regeneration	975	975	965	(10)	-
323	TOTAL - ENVIRONMENT	17,089	17,413	18,223	810	487

ENVIRONMENT

Budget Monitoring as at Month 10

Subjective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(125)	Employees	17,532	15,125	15,125	-	125
(7)	Premises	1,574	1,718	1,718	-	7
105	Transport	5,321	2,765	2,890	125	20
(10)	Supplies and Services	5,439	3,944	3,964	20	30
(110)	Third Party Payments	8,577	8,009	8,079	70	180
-	- Transfer Payments	6	6	6	-	-
-	- Support Services	454	649	689	40	40
-	- Capital Financing	-	10	10	-	-
470	Income	(21,814)	(14,813)	(14,258)	555	85
323	TOTAL - ENVIRONMENT	17,089	17,413	18,223	810	487

CHIEF EXECUTIVE**APPENDIX 6****Budget Monitoring as at Month 10****Objective Analysis**

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
17	Management & Administration	440	440	457	17	-
(15)	Corporate Communications	332	345	333	(12)	3
						-
2	TOTAL - CHIEF EXECUTIVE	772	785	790	5	3

Subjective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
25	Employees	482	482	507	25	-
-	- Premises	1	1	1	-	-
3	Transport	3	3	6	3	-
10	Supplies and Services	201	219	229	10	-
	- Third Party Payments	-	-	-	-	-
	- Transfer Payments	-	-	-	-	-
(42)	Support Services	96	104	65	(39)	3
	- Capital Financing	-	-	-	-	-
6	Income	(11)	(24)	(18)	6	-
2	TOTAL - CHIEF EXECUTIVE	772	785	790	5	3

SERVICES WITHIN FORMER CORPORATE STRATEGY

APPENDIX 7

Budget Monitoring as at Month 10

Objective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Management					
17	Management	294	209	225	16	(1)
17	Sub-Total - Management	294	209	225	16	(1)
	Human Resources & Organisational Development					
	- CRB Checks	74	74	74	-	-
(25)	Corporate Training & Development	278	278	242	(36)	(11)
44	Payroll	333	404	447	43	(1)
1	Human Resources	819	874	871	(3)	(4)
(3)	Job Evaluation	78	78	75	(3)	-
	- Temporary HR Projects	54	150	150	-	-
17	Sub-Total - HR & Org Development	1,636	1,858	1,859	1	(16)
	Occupational Health & Safety					
(20)	Occupational Health & Safety	679	679	656	(23)	(3)
(20)	Counselling Support	60	60	42	(18)	2
(40)	Sub-Total - Occupational Health & Safety	739	739	698	(41)	(1)
	Policy, Performance & Partnerships					
(25)	Civil Contingencies	136	136	109	(27)	(2)
	- Policy Grants	-	2	2	-	-
(71)	Policy, Performance & Partnerships	1,063	1,057	974	(83)	(12)
(96)	Sub-Total - Policy, Performance & Partnerships	1,199	1,195	1,085	(110)	(14)
	ICT & Customer Services					
19	Information Communication Technology	3,773	3,801	3,805	4	(15)
(8)	Customer Services	695	695	691	(4)	4
122	Design & Print	-	74	175	101	(21)
133	Sub-Total - ICT & Customer Services	4,468	4,570	4,671	101	(32)

31	TOTAL - CORPORATE STRATEGY	8,336	8,571	8,538	(33)	(64)
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Subjective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Final Outturn	Variance	
£000		£000	£000	£000	£000	£000
(224)	Employees	7,054	6,811	6,554	(257)	(33)
10	Premises	44	44	53	9	(1)
12	Transport	83	85	92	7	(5)
51	Supplies and Services	3,593	3,737	3,746	9	(42)
11	Third Party Payments	173	314	313	(1)	(12)
	- Transfer Payments	-	-	-	-	-
(49)	Support Services	208	231	182	(49)	-
(6)	Capital Financing	21	106	98	(8)	(2)
226	Income	(2,840)	(2,757)	(2,500)	257	31

31	TOTAL - CORPORATE STRATEGY	8,336	8,571	8,538	(33)	(64)
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FINANCE AND LEGAL & DEMOCRATIC SERVICES

APPENDIX 8

Budget Monitoring as at Month 10

Objective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Management & Secretariat - Finance					
59	Management & Secretariat	495	309	360	51	(8)
	Financial Management & Audit					
(10)	Corporate & Capital Accounting	314	314	304	(10)	-
(39)	Financial Planning	195	195	155	(40)	(1)
(4)	Service Accounting	571	571	563	(8)	(4)
(36)	Internal Audit	578	550	514	(36)	-
19	Procurement	154	157	177	20	1
(70)	Sub-Total - Financial Management & Audit	1,812	1,787	1,713	(74)	(4)
	Funds & Customer Accounts					
5	Pensions & Funds	(8)	(8)	(7)	1	(4)
7	Insurance & Risk Management	18	18	25	7	-
(19)	Customer Accounts	1,164	1,179	1,168	(11)	8
(33)	Housing Benefit/Council Tax Benefit	(23)	(23)	(59)	(36)	(3)
(40)	Sub-Total - Funds & Customer Accounts	1,151	1,166	1,127	(39)	1
	Management & Secretariat - Legal & Democratic Services					
49	Management & Secretariat	-	190	239	49	-
	Legal Services					
(23)	Legal Services	825	853	824	(29)	(6)
	Democratic Services					
(1)	Business Development	79	77	75	(2)	(1)
(4)	Committee, Member & Electoral Services	2,160	2,224	2,223	(1)	3
(8)	Administration	494	499	487	(12)	(4)
(2)	Scrutiny	189	189	187	(2)	-
(15)	Sub-Total - Democratic Services	2,922	2,989	2,972	(17)	(2)
(40)	TOTAL - FLADS	7,205	7,294	7,235	(59)	(19)

Subjective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(3)	Employees	7,401	7,414	7,394	(20)	(17)
5	Premises	23	17	23	6	1
(14)	Transport	100	100	87	(13)	1
(204)	Supplies and Services	2,029	2,311	2,072	(239)	(35)
	- Third Party Payments	-	-	-	-	-
426	Transfer Payments	32,961	32,961	33,860	899	473
11	Support Services	196	193	203	10	(1)
	- Capital Financing	-	-	-	-	-
(261)	Income	(35,505)	(35,702)	(36,404)	(702)	(441)
(40)	TOTAL - FLADS	7,205	7,294	7,235	(59)	(19)

Budget Monitoring as at Month 10**Objective Analysis**

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Clwyd Theatr Cymru					
(148)	General Administration	(164)	(164)	(312)	(148)	-
(18)	Production Overheads	828	828	810	(18)	-
166	Clwyd Theatr Cymru Productions	497	497	663	166	-
-	Other Art Forms	(16)	(16)	(16)	-	-
-	Other Earned Income	(144)	(144)	(144)	-	-
-	TOTAL - CLWYD THEATR CYMRU	1,001	1,001	1,001	-	-

Subjective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
51	Employees	2,966	2,966	3,017	51	-
-	Premises	268	268	268	-	-
(5)	Transport	31	31	26	(5)	-
147	Supplies and Services	1,636	1,636	1,783	147	-
-	Third Party Payments	-	-	-	-	-
-	Transfer Payments	-	-	-	-	-
-	Support Services	-	-	-	-	-
-	Capital Financing	-	-	-	-	-
(193)	Income	(3,900)	(3,900)	(4,093)	(193)	-
-	TOTAL - CLWYD THEATR CYMRU	1,001	1,001	1,001	-	-

CENTRAL & CORPORATE FINANCE

APPENDIX 10

Budget Monitoring as at Month 10

Objective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Central & Corporate Finance					
(40)	Coroners	210	210	170	(40)	-
	- Central Services - Other	3	-	-	-	-
(913)	Central Loans & Investment Account	12,323	12,223	11,310	(913)	-
13	Financing & Funding (insurance, banking etc.)	3,611	3,711	3,707	(4)	(17)
	- Development Grants	292	279	279	-	-
(14)	Corporate Discretionary Rate Relief	95	95	81	(14)	-
(1,114)	Corporate Other	7,109	6,947	6,078	(869)	245
(2,068)	Sub-Total - Central & Corporate Finance	23,643	23,465	21,625	(1,840)	228
	Levying Bodies					
	- North West/Wales Sea Fisheries Committee	27	27	27	-	-
	- Fire Service	6,739	6,739	6,739	-	-
	- Sub-Total - Levying Bodies	6,766	6,766	6,766	-	-
	Other					
(250)	Central Service Recharges	(1,618)	(1,618)	(1,868)	(250)	-
869	Contribution to / (from) Balances	(2,876)	(3,924)	(3,055)	869	-
619	Sub-Total - Other	(4,494)	(5,542)	(4,923)	619	-
(1,449)	TOTAL - CENTRAL & CORPORATE FINANCE	25,915	24,689	23,468	(1,221)	228

Subjective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement between Periods
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(707)	Employees	7,529	7,487	7,113	(374)	333
	- Premises	49	1,044	1,044	-	-
(490)	Transport	-	490	-	(490)	-
(202)	Supplies and Services	3,410	1,902	1,683	(219)	(17)
43	Third Party Payments	7,771	7,758	7,718	(40)	(83)
	- Transfer Payments	-	-	-	-	-
(250)	Support Services	(1,618)	(1,618)	(1,868)	(250)	-
(166)	Capital Financing	15,518	15,418	15,252	(166)	-
323	Income	(6,744)	(7,792)	(7,474)	318	(5)
(1,449)	TOTAL - CENTRAL & CORPORATE FINANCE	25,915	24,689	23,468	(1,221)	228

HOUSING REVENUE ACCOUNT

APPENDIX 11

Budget Monitoring as at Month 10

Objective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
	Income					
73	Rents (Council Houses & Garages)	(22,074)	(22,074)	(21,968)	106	33
89	Capitalised Salaries	(443)	(443)	(351)	92	3
-	- Interest	(4)	(4)	(4)	-	-
162	Sub-Total - Income	(22,521)	(22,521)	(22,323)	198	36
	Expenditure					
223	Building Maintenance Trading Account	300	300	566	266	43
(303)	Housing Subsidy (Deficit)	6,688	6,688	6,385	(303)	-
(193)	Estate Management	1,017	1,017	803	(214)	(21)
34	Home Ownership (Right to Buy)	(4)	(4)	30	34	-
(52)	Allocations and Welfare	347	347	301	(46)	6
168	Repair and Maintenance	8,059	8,059	8,192	133	(35)
174	Capital Financing	2,411	2,411	2,585	174	-
205	Finance and Support	2,125	2,125	2,296	171	(34)
-	- Capital Expenditure from Revenue Account (CERA)	1,340	1,340	1,340	-	-
-	- Supporting People Transitional Costs	330	330	330	-	-
256	Sub-Total - Levying Bodies	22,613	22,613	22,828	215	(41)
418	Net Expenditure before use of/to balances	92	92	505	413	(5)
418	Contribution to / (from) Balances	92	92	505	413	(5)
-	Net Expenditure after use of/to balances	-	-	-	-	-
	Balances					
(1,342)	Opening Balance	(1,078)	(1,342)	(1,342)		
510	Contribution to / (from) Balances	92	92	505	413	(5)
418	TOTAL - HOUSING REVENUE ACCOUNT	(986)	(1,250)	(837)	413	(5)

Subjective Analysis

Month 9 Variance		2008/09 Budget Monitoring				Movement
		Original Budget	Revised Budget	Projected Outturn	Variance	
£000		£000	£000	£000	£000	£000
(436)	Employees	6,687	6,687	6,267	(420)	16
109	Premises	7,595	7,595	7,681	86	(23)
26	Transport	788	788	800	12	(14)
674	Supplies and Services	3,888	3,888	4,534	646	(28)
-	- Third Party Payments	-	-	-	-	-
(30)	Transfer Payments	229	229	199	(30)	-
96	Support Services	1,449	1,449	1,544	95	(1)
172	Capital Financing	3,811	3,811	3,983	172	-
(193)	Income	(24,355)	(24,355)	(24,503)	(148)	45
418	TOTAL - HOUSING REVENUE ACCOUNT	92	92	505	413	(5)

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: EXECUTIVE
DATE : 01 APRIL 2009
REPORT BY: DIRECTOR OF ENVIRONMENT
**SUBJECT : WALES ILLEGAL MONEY LENDING UNIT AND WALES
SCAM BUSTER TEAM**

1.00 PURPOSE OF REPORT

1.01 To request delegated authority to the Head Public Protection for the ability to authorise another Local Authority to investigate and institute proceedings in relation to matters of trading standards legislation

2.00 BACKGROUND

2.01 The primary legislation governing the consumer credit industry is the Consumer Credit Act 1974 and this is enforced, in each Local Authority area, by the Trading Standards Service. The Act is based upon a licensing system and all consumer credit and consumer hire businesses operating in the UK (with certain exemptions) must possess an appropriate licence issued by the Office of Fair Trading (OFT). The OFT must be satisfied that an applicant for a Consumer Credit Licence is a fit and proper person before issuing that person with a licence to trade.

2.02 To operate a consumer credit business without being licensed is a criminal offence and carries a maximum penalty of £5,000 and/or up to two years imprisonment. Further, the OFT can revoke licences where it can be established that the licensee has acted inappropriately. The OFT can issue warnings and add conditions to the licence where necessary.

2.03 Illegal money lending covers a range of activities, from persons that are actually licensed but are acting unlawfully (for example by canvassing off trade premises) to the extreme of a person offering cash loans without being licensed at all (Loan Sharks).

2.04 Following successful pilot projects in Birmingham and Glasgow, the Treasury and Department for Business Enterprise and Regulatory Reform invited bids for funding of similar projects in other regions of the United Kingdom. The Wales Head of Trading Standards (WHoTS) submitted a successful bid and Cardiff County Borough Council was chosen to lead the project covering Wales.

2.05 The Wales Illegal Money Lending Unit's remit is to investigate illegal money lending activity to establish if a problem exists and, if so bring to justice those persons carrying on this activity.

Date: 24/03/2009

2.06 The Unit has been operational since February 2008. To date, it has operated mainly in South Wales but is now seeking to extend operations across the whole of Wales. Key performance data for the unit includes:

46 cases investigated
20 arrests made
Evidence of £1.09m illegal money lending
£54,300 cash seized

Also, the Unit is establishing links with CAB, Financial Advice Centres, Community Groups and Credit Unions.

2.07 The extent of illegal money lending in Flintshire is not known. One of the first tasks of the Unit will be to assess the level of local illegal activity.

2.08 In addition and following successful pilot projects in three regions of England, the Department for Business Enterprise and Regulatory Reform invited bids for funding of regional 'Scam Busters' teams. The Scam Busters Teams have two main functions:

- i. to tackle rogue traders who commit contraventions of Trading Standards legislation across a number of local authority boundaries;
- i. to provide support to individual Trading Standards Services where large scale enforcement is required e.g. where a number of entry warrants are to be executed simultaneously.

2.09 The Wales Heads of Trading Standards (WHoTS) submitted a successful bid for the Wales region and funding has been granted for a three year project. The Team will operate under the overall direction of Newport City Council but members of the Team will also operate from Conwy County Borough Council. The Team's work will be overseen by a WHoTS Governance Board.

2.10 It is anticipated that the Scam Busters Team will deal mainly with the following types of crime:-

- ii. itinerant traders who carry out bogus property repairs. It is known that these traders operate in an area for short periods and then move on to avoid detection;
- iii. suppliers of counterfeit goods who operate from various markets and car boot sales;
- iv. Bogus trade directories, scratchcards and sweepstakes;
- v. The distribution of unsafe goods over a widespread area.

3.00 CONSIDERATIONS

- 3.01 In order to extend the Illegal Money Units operations into Flintshire, the existing Cardiff Team requires proper authorisation of their Officers to carry out the investigations and for all the associated legal processes and costs thereof to be delegated to Cardiff City Council.
- 3.02 In the case of the Scam Busters Team it will also be necessary to ensure that the officers concerned are duly authorised and have the necessary powers to ensure that they are able to undertake the required duties. It is likely in such cases that the officers of the unit will be individually authorised under the requested delegated powers.
- 3.03 These two units, WIMLU and the Scam Busters team will enhance the work already undertaken by the Trading Standards service within Flintshire. The costs of these units are being provided by central government and the Authorities undertaking these services on behalf of WHoTS have given the necessary indemnifications.

4.00 RECOMMENDATIONS

- 4.01 To delegate authority to the Head of Public Protection to enter into an agreement with Cardiff City Council pursuant to Section 101 of the Local Government Act 1972, Regulation 7 of the Local Authority (Arrangements for Discharge of Functions) (Wales) Regulations 2002 as amended and the Local Government Act 2000, to authorise Cardiff City Council and Officers of the Wales Illegal Money Lending Unit, to investigate and institute proceedings against illegal money lenders operating in the Flintshire Council area in accordance with Part III of the Consumer Credit Act 1974.
- 4.02 Further, to delegate authority to the Head Public Protection to enter into an agreement with any other Local Authority pursuant to Section 101 of the Local Government Act 1972, Regulation 7 of the Local Authority (Arrangements for Discharge of Functions) (Wales) Regulations 2002 as amended and the Local Government Act 2000, to authorise another Local Authority and its Officers, either, to investigate and institute proceedings against offenders; or assist with an investigation in Flintshire under the direct control of the Trading Standards Section of Flintshire County Council

5.00 FINANCIAL IMPLICATIONS

- 5.01 The provision of these units seeks to delegate authority to existing funded illegal money lending units. There are therefore no additional costs to the Authority resulting from this report.

6.00 ANTI POVERTY IMPACT

- 6.01 Illegal money lenders target low income households and the most vulnerable members of our society. Effective enforcement of illegal money lending will have a significant impact in this area.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The protection of consumers by prosecuting offenders committing commercial fraud to the detriment of the public has an effect of increasing the overall economic sustainability of our Citizens and Businesses

8.00 EQUALITIES IMPACT

- 8.01 The outcome of such enforcement actions helps to ensure that all Citizens have equal access to exercise their rights in Society and not fear being the victim of commercial fraud.

9.00 PERSONNEL IMPLICATIONS

- 9.01 There are no staffing issues

10.00 CONSULTATION REQUIRED

- 10.01 None

11.00 CONSULTATION UNDERTAKEN

- 11.01 This initiative has been discussed by the Welsh Heads of Trading Standards Group (WHoTS) and the Directors of Public Protection Wales (DoPPW) and has the full support of all local authorities in Wales.

- 11.02 The initiative has been implemented and is being monitored by a Steering Group set up under WWhoTS.

12.00 APPENDICES

- 12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

none

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

REPORT TO: **EXECUTIVE**
DATE : **01 APRIL 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **COMMUNITY CHEST GRANT**

1.00 PURPOSE OF REPORT

1.01 To seek endorsement by the Executive to slightly amend the criteria for Community Chest Funding for 2009 /10 as recommended by the Member Grants Panel.

2.00 BACKGROUND

2.01 The Community Chest grants scheme was established to support voluntary and community activity in Flintshire. A grant application can be made by any non profit making community / voluntary organisation operating in or serving all or part of Flintshire who are independent, self-governing, non-profit distributing and encourage voluntary action. Applications can be made for a maximum award of £1,000. Applications above £1,000 will be considered but more information may be required.

2.02 Grants can be considered for equipment, training courses, publicity materials, feasibility studies, events, conference and seminar costs.

2.03 Grants are not considered for the following: rent; community charges and utilities (e.g. gas, electricity, water); recurring expenses (e.g. photocopier rental, telephone rental); endowments; loan payments; activities promoting specific religious or political beliefs; second-hand goods unless approved by Flintshire County Council; salaries, wages or honoraria, or projects already fully funded from other sources.

2.04 Each application is considered by an officer grants panel. Recommendations from this panel are then presented to the Member Grants Panel before submission to the Executive under delegated powers.

2.05 The amount of funding available via this grant scheme in 2009/10 is £21,138 which includes an uplift of 1.5% on the previous year.

3.00 CONSIDERATIONS

3.01 The Member Grants Panel held on Friday 6th March agreed that although the Community Chest Grant provides an opportunity for organisations to apply for relatively small amounts of funding support, priority should be given to community based groups and organisations who have an annual income of

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less than £10K. Applicants with an annual income above that figure may apply but will only be considered if they can provide clear evidence that the project / initiative cannot be undertaken by another local community based voluntary organisation.

3.02 In addition it was recommended that the following changes be made to the criteria:

- that the management of local public events such as conferences or seminars be included within the eligibility for consideration for funding; and
- that the grant will guarantee at least 75% of the project costs but with an option to increase the amount of funding to 100% if no other sources of funding were available. This would require each organisation to secure up to 25% funding from their own resources (which could include volunteer time), or from another funding body.

Detailed criteria will be agreed by the Member Grants Panel in due course.

4.00 RECOMMENDATIONS

4.01 That Members endorse the recommendations of the Member Grants Panel in amending the following criteria of the Community Chest Grants Fund for 2009/10.

- priority be given to community groups voluntary organisations with an annual income of £10K or less;
- funding to support the management of local seminars / conferences be included within the eligibility criteria; and
- the fund guarantees at least 75% of project costs with an option to increase to 100% if no other sources of funding are available.

5.00 FINANCIAL IMPLICATIONS

5.01 The budget for the Community Chest Grant for 2009/10 is £21,138.

6.00 ANTI POVERTY IMPACT

6.01 Funding support to local voluntary and community organisations may help to alleviate poverty dependent upon the nature of the project.

7.00 ENVIRONMENTAL IMPACT

7.01 Funding support to local voluntary and community organisations may help to support environmental improvements dependent upon the nature of the project.

8.00 EQUALITIES IMPACT

8.01 Funding support to local voluntary and community organisations may help to alleviate inequalities dependent upon the nature of the project.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct personnel implications implicit within this report.

10.00 CONSULTATION REQUIRED

10.01 No further consultation is required; the Member Grants Panel will continue to monitor the Community Chest Grants process.

11.00 CONSULTATION UNDERTAKEN

11.01 The changes in criteria are a result of consultation with the Member Grants Panel.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

Community Chest Grant 2008/09 criteria and application form

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **01 APRIL 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **REGULATORY PLAN: END OF YEAR REVIEW**

1.00 PURPOSE OF REPORT

1.01 To provide a periodic end of year review on the management of the current 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 external audit, performance audit and inspection work by the Wales Audit Office, PricewaterhouseCoopers, Estyn, Care and Social Services Inspectorate for Wales. The plan also includes national reports commissioned by the Auditor General for Wales in which the Council is expected to participate.

2.02 The work programme of the Regulatory Plan 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 is to:

- review the external auditor's proposed audit scope and approach for the current year; and
- receive all audit reports, and the Relationship Manager's Annual Letter and ensure that all agreed recommendations are implemented.

2.03 The 2008/09 Regulatory Plan was received in December 2008 and reported to Executive on 17th February 2009. This Plan will be monitored by the Executive in a mid year report.

3.00 CONSIDERATIONS

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

3.02 The current scheduled activities have all been subject to a detailed and

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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 changed ways of working 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 work;
- scrutiny processes being developed to be more aligned to the Regulatory Plan; and
- the strengthening of the Executive Forward Work Programme to be more aligned with the regulatory work.

3.04 The improved processes for self-regulation and a reduction in the amount of regulatory work identified should contribute to a continued reduction in regulatory 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 and value of regulatory work.

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 Regulatory Plan.

5.00 FINANCIAL IMPLICATIONS

5.01 Efficiencies in regulatory fees for the 2008/09 plan have been noted previously.

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

2007/08 REGULATORY PLAN (work undertaken in 2008/09)			
WALES AUDIT OFFICE			
Leisure	Draft strategy issued for consultation 12 th December 2008. Further WAO work to be scoped and agreed.		
Waste Management	Issues analysis meeting undertaken by North Wales Regional Waste Reference Group on 20 th August 2008. The project is now in two parts - i) local ii) regional partnership.		
Implementation of regulators' recommendations	Issues Analysis meeting held 11 th June 2008. Drawing Conclusions meeting held 29 th August 2008. Awaiting findings of ESTYN inspection. Draft report planned March 2009.		
Organisational Transformation	As incorporated in the HR strategy and Capacity below (Joint with PwC).		
PRICEWATERHOUSE COOPERS			
Inspection / Audit Activity	Current Status of Activity	Improvements and strengths identified	Further developments needed
Planning	Follow up report received October 2008. Detailed report to be received by Executive Spring/Summer 2009.	High levels of sickness absence in Development Control have improved. A suitable department and workload structure is now in place. Minors team review is working better under the Acting Team Leader	Investigation into root cause of high levels of absence and development action plan established. A modest increase in the number of planners should be considered. More effective use of Team Leaders can be made by freeing them up from current large case load.
Contractor Functions	Detailed report received by Executive 6 th January 2009 and Audit Committee 9 th January 2009. To be considered by appropriate Overview and Scrutiny Committees as part of their Forward Work Programme. Detailed action plan to be agreed.		
Medium Term Financial Strategy	Issues Analysis meeting held August 2008. Draft report planned March 2009.		
Asset Management – including Infrastructure Assets	Issues Analysis has been agreed. Report planned March 2009.		
VFM Conclusion	Report included within the 2008 Annual Audit Letter.		

2007/08 REGULATORY PLAN SUMMARY

Wales Programme for Improvement	National Performance Indicator audit undertaken July 2008. Final authority report expected 12 th September 2008. Outcomes reported within the 2008 Annual Audit Letter.
JOINT WALES AUDIT OFFICE/PRICEWATERHOUSE COOPERS	
Adult Mental Health Services – WAO Mandated Study	Questionnaires – January 2009 onwards. Fieldwork to begin week commencing 9 th February 2009. Interviews will include Social Services and Housing staff. Report planned for June 2009.
Joint Risk Assessment and including Improvement Agreements	Joint risk assessment complete. Round table meeting took place on 22 nd January 2009. Relationship Manager's sign off to Council 22 nd January 2009. Improvement Agreement as agreed by Executive 17 th February 2009.
Housing Strategy and Stock Options	Issues Analysis 14 th July 2008. At a board meeting on 15 th January 2009 it was recommended and agreed to proceed to ballot. This decision was endorsed by Council on 17 th February, 2009.
HR Strategy and Capacity	Issues analysis/scoping meeting took place on 16 th July 2008. Terms of reference was received 28 th July 2008. Phase 1 – reported in Annual Audit Letter. Phase 2 – see AGW – Local Government Studies Programme – “Good Practice:Smarter Ways of Working” . Carried forward into 2008/09 Plan.
CARE AND SOCIAL SERVICES INSPECTORATE FOR WALES (CSSiW)	
Care Homes Inspection - Provider Services	Orchard Way - Learning Disability Inspection 2/2/09 not yet published Croes Atti –OP Care home Inspection 18/9/08 Published 23/10/08 Llys Gwenfrwyd –OP Care home Inspection 19/6/08 Published 23/10/08 Marleyfied – OP Care Home Inspection 11/12/08 Published 9/1/09 Woodlea- Learning Disability Inspection 3/6/08 Published 21/7/08 Hafod – Learning Disability Inspection 16/12/08 Published 9/2/09 FCC Supported Living Inspection 14/8/09 Published 22/9/08 Detailed reports from within Directorate, infonet and through the CSSiW website - http://www.csiw.wales.gov.uk/dataviewer/index.asp
Registered Domiciliary Agency Inspection	Final report received 9 th February 2009. Detailed report from within Directorate, infonet and through the CSSiW website - http://www.csiw.wales.gov.uk/dataviewer/index.asp
Fostering Inspection	In progress.
Adoption Inspection	All Wales three year timetable for integrated permanence and adoption inspections – not yet finalised.
Annual Performance Evaluation	Presentation to Executive 10 th March 2009

2007/08 REGULATORY PLAN SUMMARY

AUDITOR GENERAL WALES – LOCAL GOVERNMENT STUDIES PROGRAMME - NATIONAL REPORTS	
Making and Delivering the Connections 2 Asset Management (Phase 2) – Buildings Management	Field work planned April 2009.
Good Practice: Smarter Ways of Working	WAO to provide support in drafting Managers' Guide to revised HR policies.
AUDITOR GENERAL WALES – FORWARD WORK PROGRAMME - NATIONAL REPORTS	
Child and Adolescent Mental Health Services	In partnership with Healthcare Inspectorate Wales. National report planned March 2009.
Sustainable Development – Business Decision-Making	National report planned April 2009
Management of Coastal Erosion and Tidal Flooding Risks in Wales	Revised completion date May 2009.
Capital Investment in Schools	National report planned May 2009.
Education of Looked After Children	National report planned Summer 2009.
Emergency Planning – Civil Contingencies Act	National report planned Summer 2009.
Communities First	National report planned Spring/Summer 2009
Integrated Transport	Not started
Parenting Action Plan	Work undertaken and completed for WAG Children and Young People's Committee.
ESTYN	
Inspection of Additional Learning Needs, Social Inclusion and Access Support Services	Field work complete. Draft report imminent.
OUTSTANDING WORK FROM 2006/07 PROGRAMME (work undertaken in 2007/8)	
WALES AUDIT OFFICE	
Community Safety	Follow up report received September 2008 and presented to the Community Safety Partnership. Further work is needed to embed community safety in all aspects of the work of partner agencies, in order to achieve more consistency. The two key areas for development were the establishment of a Community Safety Unit and the role of the Partnership in addressing community cohesion.

2007/08 REGULATORY PLAN SUMMARY

Homelessness & Affordable Housing	Final report received November 07. Detailed report to be received by Executive Spring/Summer 2009.
Highways Infrastructure	Final report received November 07. Detailed report received by Executive 7 th October 2008.
PRICEWATERHOUSE COOPERS	
Housing Repair Service – Follow up Public Interest Report	Final report received December 2007. Detailed report to be received by Executive Spring/Summer 2009.
Private Sector Housing Grants – Follow Up	Final report received September 2007. Detailed report to be received by Executive Spring/Summer 2009.

CARE AND SOCIAL SERVICES INSPECTORATE FOR WALES (CSSiW)

Fostering Services - Inspection	Final reports received: January 2007 and February 2008. Detailed report received by Executive 7 th October 2008.
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ESTYN

Inspection / Audit Activity	Current Status of Activity	Improvements and strengths identified	Further developments needed
Adult Continuing Learning	Final report received and reported to Executive on 29 th October 2008.	The report was awarded one Grade 1 i.e. good with outstanding features and three Grade 2's i.e. good features and no important shortcomings.	Review input to strategic planning for adult community based learning to: Improve the co-ordination of network role and make more effective use of available resources for adult community based learning. Improve monitoring of achievement, attainment and retention by the network and monitoring and evaluation of the Flintshire Community Learning Network's strategic and operational plans.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 14

REPORT TO: **EXECUTIVE**
DATE : **01 APRIL 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **GYPSIES AND TRAVELLERS "MANAGING UNAUTHORISED ENCAMPMENTS" DRAFT PROTOCOL**

1.00 PURPOSE OF REPORT

- 1.01 To present to Members a draft protocol for a multi-agency approach to Managing Unauthorised Encampments.
- 1.02 To seek Members endorsement of the approach to be adopted for the consultation and circulation of the Managing Unauthorised Encampments draft protocol. A hard copy of the protocol is available for viewing in the Members' library.

2.00 BACKGROUND

- 2.01 Gypsies and Irish Travellers are recognised ethnic groups under Race Relations legislation, living a nomadic life style is a recognised integral part of their culture. A report by the Welsh Assembly Government (WAG) in 2006 on the accommodation needs of Gypsies and Travellers identified the lack of site provision across Wales. It is estimated that across Wales between 100 to 150 transit places are needed and 300 permanent places which may include local authority sites, private sites and housing.
- 2.02 Local authorities are required to assess the accommodation needs of Gypsies and Travellers and plan to meet those needs under sections 225 and 226 of the Housing Act 2004. Flintshire County Council is part of a consortium with Denbighshire, Conwy, Gwynedd and Ynys Mon councils to undertake these accommodation needs assessments. The project is due to be completed by March 2010 and will identify the number and types of sites required. Welsh Assembly Government (WAG) is providing two sources of funding for local authorities; a refurbishment grant for existing sites and a grant for new permanent sites.
- 2.03 Lack of suitable accommodation results in Travelling families being forced to set up unauthorised encampments. Increasingly, traditional stopping off points used by the Travelling community are being protected from further encampments, for example, by placing of barriers. Consequently, encampments may be set up in unsuitable and prominent locations, which can lead to problems for both the Travelling and settled communities. These encampments can be an emotive issue generating hostility and fear in local communities, may result in damage to the environment and loss of local

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amenities and result in the continued social exclusion of Gypsies and Travellers.

- 2.04 Nomadic groups have always been part of this community. Flintshire forms part of a natural corridor through the A55 to Holyhead. This has meant Flintshire has been a long standing, traditional stopping off route, in particular for Irish Travellers going to, and coming from Ireland. Between January 2008 and January 2009 there were 28 unauthorised encampments in Flintshire. In previous years there have been up to 46 unauthorised encampments in the County. Some of these encampments have attracted negative media coverage and created tensions within local communities.
- 2.05 There has been a reduction of unauthorised sites since the establishment of the unauthorised development of Dollar Park in Holywell. In the light of the recent decision of the inquiry on this development the need for permanent and transit sites across North Wales is evidenced. This situation and events such as unexpected mass gatherings for funerals and weddings reinforce the need for a protocol to be in place.
- 2.06 Two key reports have recommended the need for local authorities to put in place policies for managing unauthorised encampments. WAG's report, "Accommodation Needs of Gypsy-Travellers in Wales", (2006) recommended:

"Local authorities should develop strategies for the management of unauthorised encampment in line with Welsh Assembly Government/Home Office Guidance. "

The Commission for Racial Equality in their report "Common Ground, Equality, good race relations and sites for Gypsies and Irish Travellers" recommended that local authorities:

"Review and monitor policies for dealing with unauthorised encampments, to make sure they promote access to services for occupants, and good race relations between them and other groups; in doing this authorities should focus in particular on providing basic facilities, assessing welfare needs and communicating effectively with the public. "

3.00 CONSIDERATIONS

- 3.01 In response to these recommendations, the Council has developed, in partnership with North Wales Police and Flintshire Local Health Board, a multi-agency Managing Unauthorised Encampments draft protocol based on WAG/Home Office guidance. The protocol aims to support the Council deal effectively with unauthorised encampments and act in a balanced, proportionate manner which takes into account the competing rights and needs of the Travelling, settled and business communities.

- 3.02 Any eviction decisions taken by a local authority must consider the needs of Gypsies and Travellers balanced with the needs of the settled community. Decision-making may be subject to legal challenge so must be justified and proportionate and therefore the Council must be able to demonstrate that any welfare needs have been assessed thoroughly before a decision to evict is made.
- 3.03 The protocol sets out how agencies will provide a co-ordinated and consistent response to unauthorised encampments, in which all parties are clear about their responsibilities and act in accordance with the law. A system to respond strategically will promote confidence in the Council's ability to manage these effectively and will contribute to meeting the statutory duty to promote good race relations.
- 3.04 The draft multi agency protocol includes:
- roles and responsibilities of partner agencies;
 - process for responding to unauthorised encampments;
 - code of practice for Gypsies and Travellers on unauthorised encampments; and
 - considerations for tolerating or evicting unauthorised encampments.
- 3.05 A multi agency protocol for managing unauthorised encampments will support the Council:
- to eliminate or minimise problems associated with encampments including reducing any environmental damage;
 - promote rights and responsibilities of both settled communities and Gypsies and Travellers;
 - move from crisis management to a position of forward planning;
 - ensure consistent, appropriate and open decision making;
 - comply with the Human Rights Act 1998 and the Race Relations Amendment Act;
 - react in an appropriate manner to unauthorised encampments as they arise;
 - respond quickly to community tensions and meet statutory responsibilities to promote good relations between people from different racial groups;
 - ensure the rights of landowners, settled community and Travelling community are considered;
 - promote equitable access to information and services; and
 - reduce incidents of anti social behaviour, for example, crime and disorder and public nuisance.

Officers have been working informally to the protocol with relevant agencies

during the last two years which has proved an effective way of managing unauthorised encampments.

3.06 The protocol does however need to be formally adopted and WAG have recommended in their guidance that key stakeholders should be consulted on the protocol. The proposed process for consultation is set out below:-

Who	How	When
Elected Members	Workshops/Circulation of Protocol	May 2009
Town and Community Councils	Seminar - inviting one representative from each organisation	June 2009
Public	Web survey/press release	May/June 2009
Gypsies and Travellers	Face to Face	May/June 2009
Gypsy Councils	Forward copy of draft protocol	June 2009
Environment Agency	Forward copy of draft protocol	June 2009
Landowners	Forward copy of draft protocol	June 2009
Business Community	Forward copy of draft protocol	June 2009
Housing Associations	Forward copy of draft protocol	June 2009
Assembly Members and Members of Parliament	Forward copy of draft protocol	May 2009
Flintshire Local Voluntary Council	Forward copy of draft protocol	June 2009
Flintshire Local Service Board	Forward copy of draft protocol	June 2009

3.07 All feedback will have been received by the end of August 2009 and the final protocol submitted for endorsement by Executive in September 2009.

4.00 RECOMMENDATIONS

4.01 It is recommended that Members

- approve the draft Protocol for wider consultation;
- approve the methodology for consultation; and

- Executive receive a further report following the consultation process to endorse the final multi agency protocol.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Consultation costs of approximately £2,000 will be met from in year budget provision.

6.00 ANTI POVERTY IMPACT

- 6.01 The protocol will contribute to increasing access to services for those groups who experience poverty.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Managing unauthorised sites effectively will have a positive impact on the local environment and waterways by reducing human waste and discouraging fly tipping. This will contribute to the protection of the natural environment.

8.00 EQUALITIES IMPACT

- 8.01 The protocol aims to benefit all ethnic groups. Having facilities in place for Gypsies and Travellers will promote their own health and well being which may be adversely affected by camping on contaminated land, lack of sanitary facilities or being too near a busy road which could be a risk to children.
- 8.02 The settled community and business community will also benefit from the protocol; through ensuring access to local services and facilities are not affected by encampments and reducing the impact of both human and industrial waste in the environment.
- 8.03 To ensure the code of practice is accessible and easily understood it has been produced in Easy Read and will be available in alternative formats.
- 8.04 A full equalities impact will be undertaken on the final protocol. All public authorities are required to assess the impact of new policies and strategies to ensure they do not adversely affect any ethnic group.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Key staff across agencies will need to be trained on the protocol. This will ensure that there is a consistent approach to unauthorised encampments.

10.00 CONSULTATION REQUIRED

10.01 Consultation will need to be undertaken with key stakeholders including, the Environment Agency, the settled community, local businesses and the Travelling community.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation has been undertaken with North Wales Police, Flintshire Local Health Board, North East Wales Trust and with key officers within the Council as part of the process of the development of the draft protocol.

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

Commission for Racial Equality (2006)
Common Ground Equality, good race relations and sites for Gypsies and Irish Travellers

Welsh Assembly Government 2006
Accommodation needs of Gypsy-Travellers in Wales

Welsh Assembly Government April 2005
Managing Unauthorised Camping

National Assembly for Wales 2003
Review of Service Provision for Gypsies and Travellers

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: **EXECUTIVE**
DATE : **01 APRIL 2009**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **SENIOR SOCIAL WORK PRACTITIONER: CHILDREN'S
INTEGRATED DISABILITY SERVICE**

1.00 PURPOSE OF REPORT

1.01 To seek approval for the permanent appointment of a Senior Practitioner (Social Work) for the Children's Integrated Disability Service.

2.00 BACKGROUND

2.01 In February 2005 following a long period of consultation, staff from the council (Social Services for Children and Lifelong Learning) were co-located with health colleagues at Catherine Gladstone House, Mancot, to form the Children's Integrated Disability Service with the purpose of meeting specified outcomes for disabled children, young people and their families.

2.02 The service consists of 30 staff from a range of professions which includes social work, care coordination, occupational therapy, specialist teacher, and specialist nurses (in three distinct areas).

2.03 All the staff receive operational management support from either the CIDS Team Manager or the Service Manager. These management roles on the team require a professional qualification from any one of the professions, i.e. social care, education or health. There is the possibility therefore that neither of the posts will be occupied by a qualified social worker.

2.04 At the present time the Service Manager has a qualification in Occupational Therapy and the current Team Manager holds a social work qualification.

3.00 CONSIDERATIONS

3.01 The team undertakes child protection work, supervises looked after children and issues care proceedings on relevant cases in the same way as their colleagues within the mainstream social work teams. Thus, in order to satisfy the Care & Social Services Inspectorate for Wales standards for professional oversight and scrutiny of social work practice on the team by a senior manager, the current team manager receives additional professional supervision.

The Children's Service Manager (Fieldwork) provides professional oversight of social work practice and decision making, particularly around child

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protection and looked after children. The Service Manager for the team currently receives her individual support from the Assistant Director (Children's Services) although this changes each year as the Project Management Board share responsibility for this task.

- 3.02 The integration of this multi agency team has progressed since its inception and management responsibility now rests with the Team Manager and Service Manager.

The span of control for these managers became untenable as they assumed responsibility for practitioners across professional groupings within the team.

Therefore, to ensure high quality and consistent social work practice on the team a temporary Senior Practitioner (social work) was appointed for a pilot period.

- 3.03 Assessment of the whole team functioning has led to the conclusion that the Senior Practitioner role is crucial in overseeing social work practice and releasing the Team Manager to spend more time on the development of the whole service, alongside the broadening of the Manager's supervisory role for health and education staff on the team.

- 3.04 The Senior Practitioner role is critical to ensuring that this multi agency team manages its child protection responsibilities as robustly as any other children's social work service.

4.00 RECOMMENDATIONS

- 4.01 That Executive approve the permanent appointment of a senior practitioner (social work) to the Children's Integrated Disability Service to undertake specific responsibility for social work practice on the team.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The full cost of a Senior Practitioner including oncosts is £36,664 - £40,710. The funding for this post is being met from within existing resources.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None.

8.00 EQUALITIES IMPACT

- 8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 An increase in establishment of one post.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 The CIDS Partnership Management Board has discussed and supports this proposal. It is supported by Children's Services.

11.02 The proposal has been discussed with senior managers and the social work practitioners on the team.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 16

REPORT TO: **EXECUTIVE**
DATE : **01 APRIL 2009**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **ENFORCEMENT AGAINST DOG FOULING**

1.00 PURPOSE OF REPORT

- 1.01 To seek Member approval for the effective utilisation of enforcement powers to reduce the incidence of dog fouling across the County.

2.00 BACKGROUND

- 2.01 The potential risks to health and the nuisance caused by dog fouling and inadequate control of dogs are widely recognised. The Clean Neighbourhoods and Environment Act 2005 and Dog Control Orders (Miscellaneous Provisions) (Wales) Regulations 2007 include effective measures for reducing the level of dog fouling.
- 2.02 Councils can introduce Dog Control Orders for designated localities within which failure to remove dog faeces or appropriately control dogs being exercised become offences subject to prosecution or to Fixed Penalty Notices.
- 2.03 Legislation and Welsh Assembly guidance specifies the offences that can be included, the type of areas to which Orders may apply and any relevant defences or exemptions. It also prescribes the requirements for consultation and notification when the introduction of Dog Control Orders is proposed.

3.00 CONSIDERATIONS

- 3.01 An effective enforcement strategy will be developed and incorporated as a key operational priority for the Public Protection Service for 2009/10. Enforcement will be intelligence-led i.e. enforcement activity will be informed by complaints from general public made directly to the Council and via elected Members, information and intelligence maintained by the Council and partner agencies working across the County about high risk areas for dog fouling. A targeted approach will be taken initially in those areas where there are high numbers of reported cases and where there is a significant risk to the health and wellbeing of people living and visiting risk identified areas across the County. A key element of the approach will be to work with partner agencies and to engage the support of local community and voluntary groups in helping to reduce the incidence of dog fouling.

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- 3.02 A high profile publicity campaign will be undertaken to raise awareness among the public that enforcement action will be taken, thereby putting potential offenders on notice that their actions will not be tolerated. The campaign will also encourage responsible dog ownership, emphasising the detrimental health impacts of failing to remove dog faeces from our streets. Additionally, the campaign will provide information on a single point of contact so that the public can provide information about offending which will be used to inform enforcement activity.
- 3.03 A clear enforcement policy will be developed and published in line with existing best practice on enforcement. The policy will outline the sanctions that will be used if offenders are identified and there is sufficient evidence to prove the alleged offences in relation to dog fouling. These sanctions will range from the issue of Fixed Penalty Notices to prosecution in appropriate cases. Additionally, an assessment of the level of signage and bins for safe disposal of dog faeces will be undertaken in high risk areas.
- 3.04 The initial work to assess the current situation in relation to high risk areas can be undertaken immediately and an enforcement strategy developed from this assessment. A programme of targeted activity will then be undertaken for the next 12 months. A performance management framework will be introduced to measure the effectiveness of enforcement activity introduced to reduce the incidence of dog fouling in high risk areas identified from the intelligence analysis stage.
- 3.05 Future actions would include further partnership working with Town and Community Councils, to assess the need for additional controls in their areas. Town and Community Councils have already been consulted as to whether they intended to implement Dog Control Orders in their respective areas. They also have powers to do so but cannot exercise those powers if the County Council itself makes an Order covering their areas. None of the Town and Community Councils who responded indicated that they intended to take up the powers.
- 3.06 A period of consultation will be required prior to any formal enforcement action in accordance with legislative requirements. It is proposed to undertake this consultation immediately if Members are minded to agree the Recommendations in this Report.
- 3.07 Enforcement will be based on intelligence and evidence gathered from a range of services including Members, Police Community Support Officers (PCOS's), Town & Community Councils, Council Officers and the general public.
- 3.08 A senior level meeting has recently been held with the Police to explore ways of improving service provision across Community Safety and Street Scene Services. An option being considered is to develop a Protocol which enables

PCSO's to issue Local Authority Fixed Penalty Notices for relevant offences under environmental legislation, such as littering and dog fouling.

3.09 A partnership with the Police could be further developed by combining funding to engage additional PCSO's across the County. The potential for this to happen under a service Level Agreement will be further developed with the Police and reported back to Members in due course.

3.10 The future management and administration of enforcement services is being considered as part of the Environment Directorate Structural Review being currently undertaken. As part of this process, Officers will work up proposals for reporting and processing incidents. This will include arrangements for working with PCSO's depending on the outcome of further discussions with the Police.

4.00 RECOMMENDATIONS

4.01 That Members agree in principle to the introduction of a Dog Control Order for the Council's area and that the Director of Environment be authorised to consult upon the proposal in accordance with Regulation 3 of the Dog Control Orders (Miscellaneous Provisions) Wales Regulations 2002.

4.02 That a further report be submitted to enable the Executive to consider any response to the consultation.

5.00 FINANCIAL IMPLICATIONS

5.01 Initial resource implications, may include costs for training and any reassignment or recruitment of staff as well as costs for public notification and Consultation. A provision of £35,000 per annum has been included in the Environment Revenue Budget for 2009/10. There may be some income from Fixed Penalty Notices.

6.00 ANTI POVERTY IMPACT

6.01 Potential impact through Fixed Penalty Notices will be considered in the consultation process.

7.00 ENVIRONMENTAL IMPACT

7.01 The Orders create the potential for environmental improvement through the ability to address the health and nuisance implications of inadequate dog control.

8.00 EQUALITIES IMPACT

8.01 Dog Control Orders will include exemptions in particular cases for registered

blind people, deaf people and other people with disabilities, who make use of trained assistance.

9.00 PERSONNEL IMPLICATIONS

9.01 Additional resources are included in the 09/10 Budget Strategy.

10.00 CONSULTATION REQUIRED

10.01 None to date.

11.00 CONSULTATION UNDERTAKEN

11.01 None to date.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

REPORT TO: EXECUTIVE
DATE : 01 APRIL 2009
REPORT BY: DIRECTOR OF ENVIRONMENT
**SUBJECT : PROPOSED PHYSICAL TRAFFIC CALMING ON
WEIGHBRIDGE ROAD, DEESIDE INDUSTRIAL PARK**

1.00 PURPOSE OF REPORT

- 1.01 To advise Members of the proposal to install physical traffic calming on Weighbridge Road, Deeside Industrial Park (DIP) to deter car racing events.
- 1.02 To recommend that Members approve the proposal.

2.00 BACKGROUND

- 2.01 The Police have reported a continuing problem with organised car racing events taking place on Weighbridge Road, generally on Sunday evenings.
- 2.02 These events are very well attended and are advertised on the internet together with phone / text communication between those in the racing fraternity.
- 2.03 A site on the Manor Industrial Estate in Flint has also been used on previous occasions.
- 2.04 The event is generally a competition similar to drag racing, where vehicles compete to be the fastest over a fixed distance e.g. 1/4 mile, from a standing start. Electronic measuring devices are used to record contestants' time over the course.
- 2.05 Although well organised, the events are inherently dangerous, as a large number of spectators line the course. Should a competitor lose control of a vehicle there is a risk of multiple injuries as there are no restraints in place such as crash barriers.
- 2.06 The Police have been successful in disrupting certain events, but they do not have sufficient manpower to attend in large numbers on every occasion.
- 2.07 An effective way of preventing the racing would be to lay physical traffic calming at regular intervals which would prevent any vehicles from driving at high speeds. The traffic calming could be in the form of speed humps or speed cushions or a combination of both.

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2.09 The installation of the traffic calming would be against the general policy as presented in a report to the Executive on 11th February 2004. However Weighbridge Road is an industrial estate road and therefore the traffic calming would not affect any adjacent residential properties.

2.10 Weighbridge Road is only partially adopted but racing occurs on both the adopted and unadopted sections. Traffic calming will be required for both lengths of road.

3.00 CONSIDERATIONS

3.01 The proposed traffic calming is required to prevent the dangerous car racing events currently occurring and has the support of the Police.

3.02 The Authority and the Police have a statutory duty to reduce the risk of road traffic collisions and in this instance to prevent illegal racing on the public highway.

3.03 The installation of traffic calming is contrary to the current Policy of the Authority but in this instance it is considered appropriate to prevent the racing events and the installation will not affect residents or the general travelling public.

4.00 RECOMMENDATIONS

4.01 That Members agree to the installation of the physical traffic calming to prevent the racing events and maintain the safety of road users.

5.00 FINANCIAL IMPLICATIONS

5.01 The total cost of the traffic calming including advertisement is estimated at around £25,000. The works on the adopted road, estimated cost £16,000 will be met from the Local Road Safety Schemes (LRSS) grant budget from the Welsh Assembly Government (WAG) with the remaining cost for the unadopted section met from the Technical Services budget.

6.00 ANTI POVERTY IMPACT

6.01 No identifiable impact.

7.00 ENVIRONMENTAL IMPACT

7.01 The proposed will prevent the illegal car racing events and reduce the risk of injury to spectators and road users.

8.00 EQUALITIES IMPACT

8.01 No identifiable impact.

9.00 PERSONNEL IMPLICATIONS

9.01 No identifiable impact.

10.00 CONSULTATION REQUIRED

10.01 The proposed traffic calming will require full public consultation.

11.00 CONSULTATION UNDERTAKEN

11.01 The proposal has been discussed with the Police.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

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effectively a ground lease of £100 (one hundred pounds) per annum payable yearly in advance for 25 years and reflects the fact that the new premises will be built by the tenants at no cost to the Council, with the tenant wholly responsible for insuring, repairing and maintaining the building as well as dealing with all associated landscaped boundaries and areas. The development will create a new property asset for the Council which will revert to the Authority at the end of the lease period.

- 3.05 A 'break' Clause is to be included within the Lease in order to protect the County Council's position as landowner. The Clause, which could take effect three years into the Lease, could be exercised should the Village/Community Hall Committee not be able to reach a position where development was possible. Examples of issues that might cause this, include failure to obtain Planning permission, failure to attract the required funding, or any other issue that may make it impossible to continue with the project.

4.00 RECOMMENDATIONS

- 4.01 That Members approve the proposal on the details contained within this report, together with the Lease being granted on terms to be agreed by the Director of the Environment in conjunction with the County Legal and Democratic Services Officer.

5.00 FINANCIAL IMPLICATIONS

- 5.01 A small income will be received through the recovery of the ground rent.

6.00 ANTI POVERTY IMPACT

- 6.01 There are no perceived anti-poverty impact implications.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The area to be used is currently utilised as part of the local community's amenity space. However, it is considered that the proposed scheme is an acceptable loss in consideration of the proposed benefits.
- 7.02 As part of the scheme, Nercwys V P School will have use of part of the new car parking area on approximately ten occasions per annum.
- 7.03 There is a Public Footpath within the area to be leased. The building layout within the site has been designed to avoid this and leave the route undisturbed.
- 7.04 There will be less travelling by pupils and others and the facility will deliver a modern community facility.

8.00 EQUALITIES IMPACT

8.01 There are no perceived equalities impact implications.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no perceived personnel implications.

10.00 CONSULTATION REQUIRED

10.01 Consultation has been undertaken with the organisations and individuals advised at item 11.00.

11.00 CONSULTATION UNDERTAKEN

11.01 The Local Member is part of the School Governing Body and an advisor to the Village/Community Hall Committee and has indicated strong support for the Proposed Scheme to progress.

11.02 The Planning Department has indicated that the Village/Community Hall will need to provide sports facilities to support the adjacent sports field and to cater for indoor sports in order to comply with Policy SR1 of the Emerging UDP Plan. In addition, there will be requirements relating to design.

11.03 The Highway's Department has indicated that subject to minor visibility improvement works including the removal of part of a hedge, no objection would be raised to the Scheme.

11.04 The Headteacher of Nercwys V P School has indicated strong support for the proposed scheme to progress.

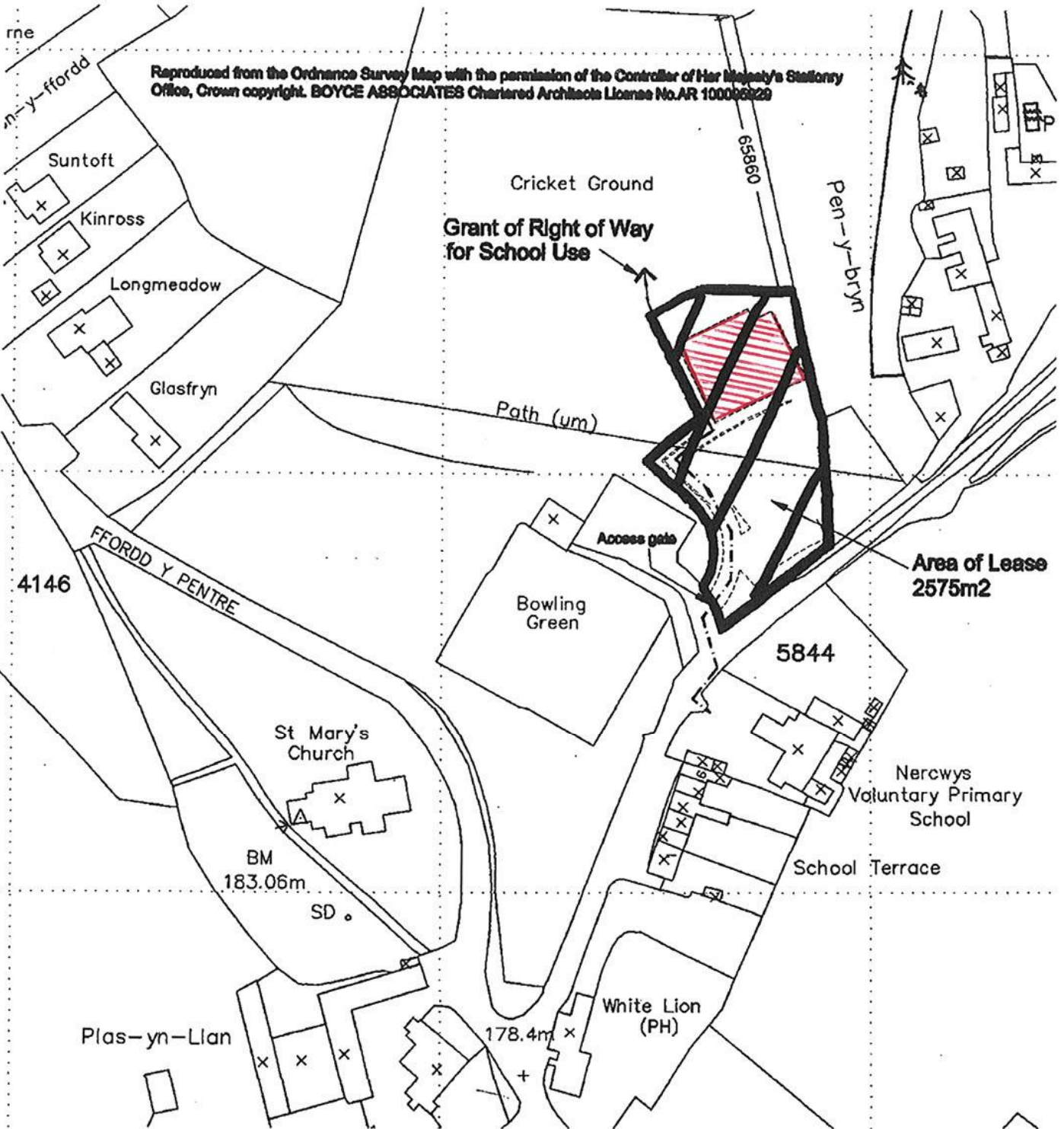
12.00 APPENDICES

12.01 Site Plan.

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

None.

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Area of to be leased 2575m2



REV. A 01-09 CONVEYANCE SITE AMENDED to

PROJECT
**PROPOSED COMMUNITY HALL DEVELOPMENT
 ON LAND AT NERCWYS, FLINTSHIRE**

TITLE	DRAWING NUMBER	REVISION
SITE LAYOUT PLAN	1083-CP-01	A

SCALE	DATE	DRAWN BY	CHECKED
1:1250	11-08	FB	

BOYCE
ASSOCIATES
 CHARTERED ARCHITECTS

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 19

REPORT TO: **EXECUTIVE**
DATE : **01 APRIL 2009**
REPORT BY: **HEAD OF LEGAL AND DEMOCRATIC SERVICES**
SUBJECT : **A D WASTE TRANSFER - INDEMNITIES FOR DIRECTORS**

1.00 PURPOSE OF REPORT

- 1.01 To provide delegated authority to the Director of Environment to take all actions necessary to facilitate A D Waste being taken in-house, including the granting of indemnities to the Company's Directors.

2.00 BACKGROUND

- 2.01 At its meeting on the 29 October, 2008 the Executive considered the findings of a Strategic Business Review of the Council's Local Authority Waste Disposal Company, A D Waste, undertaken by KPMG. The report recommended a course of action to protect service continuity and protect the Council's interests (risks and liabilities) as the sole shareholder. Following consideration of the report the Executive resolved to take the Company in-house and gave the Director of Environment delegated authority to arrange a valuation of the Company's assets and liabilities.

3.00 CONSIDERATIONS

- 3.01 The valuation has now been undertaken in consultation with the Company and consideration has been given as to the best option for taking the Company in-house. An Options Appraisal on the best method of transferring the Company in-house has been undertaken and the only two viable options are as follows:-

- Transfer assets on inter company account and waive in future.

This could involve the transfer of the company via an inter company account with the debt then waived by A D Waste. It is understood that such a waiver would not be taxable either in A D Waste or the Council and the benefit to the Council would be that it would not need to pay any cash to A D Waste to acquire its business. However it is understood that the A D Waste Board of Directors would require assurances from the Council in the form of indemnities to A D Waste to ensure that any future liabilities of A D Waste would be met by the Council. It is also understood that HMRC clearance would be required before carrying out the transaction and this is likely to take up to 28 days. If this option were to be followed then it would leave the Council with the A D Waste shell which could be utilised in the future, but would not provide the desired finality.

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- Transfer assets on inter company account and then liquidate A D Waste.

This involves transferring A D Waste via an inter company debt and then placing it into members voluntary liquidation. An appointed Liquidator would then deal with the remaining A D Waste liabilities (assuming not all had been adopted by the Council) and distribute any remaining assets to the Council (such as the outstanding debt due from the Council). As this is a solvent procedure, we would have to ensure that there were enough assets in A D Waste to enable the Liquidator to meet his fees and any remaining liabilities, or alternatively, the Council would need to ensure that all liabilities had already been taken by the Council. It is understood that this process could accommodate a transfer at the end of April and KPMG are checking there will be no adverse tax liabilities in relation to this option. Clearly this option would create greater finality in that there will be no company shell following liquidation. The Board of Directors may also require indemnities in relation to this method but the risks to them are thought to be less than the first option.

- 3.02 The advice received from the Council is that the second of the two options is likely to be the most beneficial to the Council and A D Waste and a letter has been sent to the Managing Director asking for the Board of Directors to indicate their preference so that this can be reported verbally to the Executive at its meeting.
- 3.03 It is likely that the Directors of the Company will require indemnities whichever option is pursued as they will need to protect their personal position against any unforeseen subsequent claims that may arise against the Company. It is considered that there will be additional risk to the Council in granting such indemnities as the most likely source of any subsequent claim would probably be in relation to the Standard or Brookhill landfill sites which are in the ownership of the Council in any event.

4.00 RECOMMENDATIONS

- 4.01 That the Director of Environment be given delegated authority to take all actions required to complete the transfer including the grant of indemnities in consultation with the Executive Member for Waste Management and the Leader.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The cost of the second option will involve the appointment of consultants and the costs are likely to be in the region of £15,000-20,000. This cost will be charged to the revenue account for costs associated with the transfer of A D Waste to Flintshire County Council. These costs will be funded by way of a transfer from the reserve account for a future waste disposal site.

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 Employees of the Company are expected to transfer to the employment of Flintshire County Council under the operation of the Transfer of Undertakings (Protection of Employment) Regulations and consultations are underway.

10.00 CONSULTATION REQUIRED

10.01 A D Waste Ltd

11.00 CONSULTATION UNDERTAKEN

11.01 A D Waste Ltd

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

As referred to in the report.

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FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE
DATE: 1st APRIL, 2009
REPORT BY: CHIEF EXECUTIVE
SUBJECT: EXERCISE OF DELEGATED POWERS

1.00 PURPOSE OF REPORT

1.01 To inform Members of action taken under delegated powers.

2.00 BACKGROUND

2.01 At the Executive Meeting held on 31st October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

3.00 RECOMMENDATION

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

4.00 FINANCIAL IMPLICATIONS

4.01 As detailed in each report.

5.00 ANTI-POVERTY IMPACT

5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT

6.01 As detailed in each report.

7.00 EQUALITIES IMPACT

7.01 As detailed in each report.

8.00 PERSONNEL IMPLICATIONS

8.01 As detailed in each report

9.00 CONSULTATION REQUIRED

9.01 Not applicable

10.00 CONSULTATION UNDERTAKEN

10.01 Not applicable

11.00 APPENDICES

11.01 Summary of Decisions taken under Delegated Powers.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background documents: See individual report.

Contact Officer: See individual report.

APPENDIX 1

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Directorate

Subject

Lifelong Learning

Leisure Centre tariffs for 2009/10

Workplace Activity Project

Community Services

Strategy for Older People Funding –
submission of outline spending plan to
WAG

Environment

Building Control Charges with effect from 1st
April, 2009

Copies of the Delegated Powers reports are on deposit in the Members' Library

EXECUTIVE FORWARD WORK PROGRAMME **MONTHS 12/08 to 04/09**

The following reports are included in the Forward Work Programme for submission to this meeting of the Executive. However, the reports are not included on the agenda for the reasons stated:-

Chief Executive Update

- Organisational Change/Redesign – Progress Report
(To be submitted to Executive on 21 April)

- Theatr Clwyd Forward Strategy
(The report is currently under development with the Theatr Clwyd Board)

Community Services Update

- Housing Strategy Inc Private Sector
(To be submitted to Executive on 21 April)

**FLINTSHIRE COUNTY COUNCIL
FORWARD WORK PROGRAMME
EXECUTIVE
December 2008 to April 2009**

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE	PORTFOLIO
9 December 2008	Chief Executive	<ul style="list-style-type: none"> ➤ Housing Strategy Review Board Progress Report ➤ Improvement Agreement ➤ Q2 Performance Reporting 	Strategic Strategic Operational	Housing Strategy & Planning Corporate Governance & Strategy “ “
9 December 2008	Finance	<ul style="list-style-type: none"> ➤ Medium Term Financial Strategy / Budget 2009/10 ➤ General Fund / Housing Revenue Account Revenue Budget Monitoring 2008/09 (Month 6) ➤ Capital Programme 2008/09 (Month 6) 	Strategic Operational Operational	Finance & Asset Management “ “ “ “
9 December 2009	Community Services	<ul style="list-style-type: none"> ➤ Housing Update – Tenant Participation, Allocations and Homelessness ➤ National Services Framework – Older People ➤ Supporting People Operational Plan 	Strategic Operational Operational	Housing Strategy/Social Services Social Services Estate Management Social Services/Housing Strategy

		<ul style="list-style-type: none"> ➤ Appointment of new postholder to undertake responsibilities in relation to the Supporting People Revenue Grant 	Operational	Social Services
9 December 2008	Environment	<ul style="list-style-type: none"> ➤ Flint Conservation Area Appraisal and Conservation Area Management Plan ➤ Completion of Stage 1 of the Holywell THI 	Strategic Operational	Housing Strategy & Planning Housing Strategy & Planning
9 December 2008	Lifelong Learning	<ul style="list-style-type: none"> ➤ Leisure Strategy – Progress Report ➤ Deeside Leisure Centre – Outline Project Plan 	Strategic Operational	Leisure and Public Protection Leisure and Public Protection
6 January 2009	Chief Executive	<ul style="list-style-type: none"> ➤ Phase II of Organisational Change and Re-design: Priority Service Reviews ➤ Organisational Change and Re-design: Efficiencies Statement ➤ Strategic Assessment of Risks and Challenges ➤ Relationship Manager's Letter ➤ PwC Contractor Functions ➤ Disability Equality Scheme – Annual Report ➤ Equality Progress Report 	Strategic Strategic Strategic Strategic Strategic Operational Operational	Corporate Governance & Strategy “ “ “ “ “ “ “ “ “ “
6 January 2009	Finance	<ul style="list-style-type: none"> ➤ Medium Term Financial Strategy / Budget 2009/10 ➤ Procurement Strategy Update ➤ General Fund / Housing Revenue Account Revenue Budget Monitoring 2008/09 (Month 7) 	Strategic Strategic Operational	Finance & Asset Management “ “ “ “

6 January 2009	Community Services	➤ PARIS Social Services Business System – Joint Report with Corporate IT	Operational	Social Services
6 January 2009	Environment	➤ Traffic Management Act – Update and Policies ➤ Mold to Saltney Greenway	Strategic Operational	Environment Environment
6 January 2009	Lifelong Learning	➤ Education Asset Management Plan: Proposed Fit-for-Purpose Criteria ➤ Welsh Education Scheme ➤ School Place Planning - Pupil Forecasts	Operational Operational Operational	Education & Youth Education & Youth Education & Youth
27 January 2009	Chief Executive	➤ Depot Rationalisation Strategy ➤ Voluntary Sector Grant Management Review	Strategic Strategic	Finance & Asset Management Corporate Governance & Strategy
27 January 2009	Finance	➤ Initial Budget Proposals 2009/10	Strategic	Finance & Asset Management
27 January 2009	HR & Organisational Development	➤ Workforce Information Report ➤ HRMIS Progress Report	Operational Operational	Corporate Governance & Strategy “ “
27 January 2009	ICT/Customer Services	➤ Improving Access to Services for the Customer (County Hall)	Strategic	Corporate Governance & Strategy
27 January 2009	Community Services	➤ Sheltered Housing Review ➤ Housing Division Structure ➤ Progress on Shotton Extra Care Scheme	Strategic Operational Operational	Estate Management “ “ Social Services
27 January 2009	Environment	➤ Progress on Flintshire Waste Management Strategy ➤ Report on CADW Delegation Scheme ➤ Review of Consents ➤ Asset Management Planning - Progress	Strategic Operational Operational Operational	Waste Strategy & Management Housing Strategy & Planning “ “ Estate Management

27 January 2009	Lifelong Learning	➤ Outline Mid and Long Term School Capital Programme	Operational	Education & Youth
17 February 2009	Chief Executive	➤ Draft Community Strategy ➤ Local Service Board – Progress Report ➤ Changing Climate, Changing Places	Strategic Strategic Strategic	Corporate Governance & Strategy “ “ “ “
17 February 2009	Finance	➤ Final Budget Proposals 2009/10 ➤ Treasury Management Policy & Strategy Statement Report 2009/10 ➤ Prudential Indicators 2009/10 ➤ General Fund / Housing Revenue Account Revenue Budget Monitoring 2008/09 (Month 8) ➤ Minimum Revenue Provision 2009/10	Strategic Strategic Strategic Operational Operational	Finance & Asset Management “ “ “ “ “ “
17 February 2009	HR & Organisational Development	➤ People Strategy Progress	Strategic	Corporate Governance & Strategy
17 February 2009	Community Services	➤ Voids Review ➤ Mental Health / Learning Disabilities and Substance Misuse Service Integration ➤ NRA Progress ➤ Progress on the NHS	Operational Operational Operational Operational	Estate Management Social Services Estate Management Social Services
17 February 2009	Environment	➤ TAIH Regional Transport Plan ➤ Review of Flintshire County Council's Contaminated Land Strategy ➤ Recycling Performance & Initiative ➤ Energy Conservation – Progress	Strategic Strategic Operational Operational	Environment Leisure & Public Protection Waste Management & Strategy Estate Management

		➤ Agricultural Estates – an Overview of Performance	Operational	Estate Management
17 February 2009	Lifelong Learning	➤ 2009-10 School Capital Programme	Operational	Education & Youth
10 March 2009	Chief Executive	➤ Draft Council Plan	Strategic	Corporate Governance & Strategy
		➤ Target Setting 2009/10	Strategic	“ “
		➤ Improvement Agreement	Strategic	“ “
		➤ Q3 Performance Reporting	Operational	“ “
		➤ Voluntary Sector Mid Year Review	Operational	“ “
10 March 2009	Finance	➤ General Fund / Housing Revenue Account Revenue Budget Monitoring 2008/09 (Month 9)	Operational	Finance & Asset Management
		➤ Capital Programme 2008/09 (Month 9)	Operational	“ “
10 March 2009	HR & Organisational Development	➤ Workforce Information Report	Operational	Corporate Governance & Strategy
10 March 2009	ICT/Customer Services	➤ IT Strategy Progress	Strategic	Corporate Governance & Strategy
		➤ Outcome of Review of Registration Service	Operational	“ “
		➤ Outcome of Review of Mobile Office Provision	Operational	“ “
10 March 2009	Community Services	➤ Looked After Children Work Placements	Operational	Social Services
		➤ Progress on Mold Extra Care Scheme	Operational	“ “
		➤ Social Services Performance Evaluation	Operational	“ “
10 March 2009	Environment	➤ Flintshire County Council and the National Air Quality Strategy – Progress Report and Forward Planning	Strategic	Leisure & Public Protection

		➤ North Wales Waste Treatment Partnership	Operational	Waste Strategy & Management
10 March 2009	Lifelong Learning	➤ Modernisation of Flintshire Schools: Consultation Proposals	Operational	Education & Youth
1 April 2009	Chief Executive	➤ Organisational Change/Redesign - Progress Report ➤ Theatr Clwyd Forward Strategy ➤ Regulatory Plan Mid Year Review	Strategic Strategic Operational	Corporate Governance & Strategy “ “ “ “
1 April 2009	Finance	➤ Procurement Strategy Progress Report ➤ General Fund / Housing Revenue Account Revenue Budget Monitoring 2008/09 (Month 10)	Strategic Operational	Finance & Asset Management “ “
1 April 2009	Community Services	➤ Housing Strategy Inc Private Sector	Strategic	Housing Strategy & Planning
21 April 2009	Chief Executive	➤ Community Strategy ➤ Council Plan Review	Strategic Strategic	Corporate Governance & Strategy “ “
21 April 2009	HR & Organisational Development	➤ HRMIS Progress Report	Operational	Corporate Governance & Strategy
21 April 2009	Community Services	➤ National Service Framework Children's Service ➤ Inspection of the Independent Reviewing Officer Function	Operational Operational	Social Services “ “
21 April 2009	Environment	➤ Consideration of UDP Inspectors Report	Operational	Housing Strategy & Planning