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Gareth Owens LL.B Barrister/Bargyfreithiwr
Head of Legal and Democratic Services
Pennaeth Gwasanaethau Cyfreithiol a Democrataidd

To: Cllr Aaron Shotton (Leader)

Councillors: Bernie Attridge, Chris Bithell,
Helen Brown, Christine Jones, Kevin Jones,
Peter Macfarlane and Billy Mullin

CS/NG

17 April 2013

Nicola Gittins 01352 702345
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Dear Sir / Madam

A meeting of the **CABINET** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 23RD APRIL, 2013** at **9.30 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

1   **APOLOGIES**

2   **MINUTES** (Pages 1 - 16)

   To confirm as a correct record the minutes of the last meeting.

3   **DECLARATIONS OF INTEREST**

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

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

23   **EXERCISE OF DELEGATED POWERS** (Pages 379 - 382)

Report of the Chief Executive enclosed.

FORWARD WORK PROGRAMME - COUNTY COUNCIL, EXECUTIVE, AUDIT AND OVERVIEW & SCRUTINY - FOR INFORMATION

The following items were listed on the Forward Plan for April 2013 but will not be submitted for the following reasons:

1. Youth Service Review – deferred due to ongoing cosultation with stakeholders
2. ICT Service Review – deferred - due to capacity issues there have been delays in progressing the ICT Service Review
3. Review of Streetscene – deferred as further information is required to complete the report

CABINET
19 MARCH 2013

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 19 March 2013

PRESENT: **Councillor Aaron Shotton (Chairman)**
Councillors: J. B. Attridge, R. C. Bithell, H Brown, C. M. Jones, K. Jones and B. Mullin

APOLOGY:
Councillor: R. P Macfarlane

ALSO PRESENT:
Councillors: D. Mackie and C. A. Thomas

IN ATTENDANCE:
Chief Executive, Director of Community Services, Director of Environment, Director of Lifelong Learning, Head of Legal and Democratic Services, Head of Human Resources and Organisational Development, Head of ICT and Customer Services and Corporate Finance Manager

193. **VARIATION IN ORDER OF BUSINESS**

Prior to the commencement of the meeting, the Leader and Cabinet Member for Finance advised that agenda item number 19, Secondary School Review, would be considered as the first item following declarations of interest and consideration of the minutes.

194. **DECLARATIONS OF INTEREST**

The Head of Legal Services advised that on agenda item number 19, Secondary School Review, personal interests would be recorded for those Members who were school governors. However, if they were school governors of any of the schools detailed in the report, their interest would be personal and prejudicial. Based on that advice, it was agreed that each of the options in the report would be debated and considered separately following the general overall presentation of the report. This would allow those Members with a personal and prejudicial interest to leave the room during that part of the debate.

Personal interests for agenda number 19 were recorded for Councillors H. Brown K. Jones and B. Mullin.

Personal and prejudicial interests for agenda number 19 were recorded for Councillors J. B. Attridge, C. M. Jones and A. P. Shotton.

Councillor H. Brown declared a personal and prejudicial interest in agenda item number 15, Workforce Information Quarter 3 – October – December 2012.

195. **MINUTES**

The minutes of the meeting held on 19 February 2013 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

196. **SECONDARY SCHOOL REVIEW**

The Cabinet Member for Education presented the responses to consultations in each of the three designated areas of Holywell, Connah's Quay/Queensferry and Buckley/Mynydd Isa/Mold.

The consultation process began in November 2012, and remained open until the end of term on 21 December 2012.

The preferred options that were the subject of consultations were:

1 – Holywell High School, Ysgol Perth y Terfyn and Ysgol y Fron
Preferred Option – Build a new High School for pupils aged 11-16, together with a new primary school to replace Ysgol Perth y Terfyn and Ysgol y Fron.

2 – Queensferry, Shotton & Connah's Quay
Preferred Option – Develop 3-16 facility at John Summers High School with a Post-16 hub at Connah's Quay High School

3 – Buckley, Mynydd Isa & Mold
Preferred Option – To retain 11-16 provision at Elfed High School. Rationalise to 600 places, to include Additional Learning Needs and other education, leisure and cultural uses

In all of the consultation exercises, the overall number of responses had to be taken in context with the overall number of potential consultees. All responses to the consultations had been considered. It was acknowledged that there was some opinion against some of the options put forward, however, it was noted that a significant number of respondents were positive about the proposals.

In considering those objections to the re-organisation of post-16 provision, it was necessary to balance them against the need for the authority to respond to National Policies in relation to the transformation of sixth-form provision, making a reduction in surplus places and the need for modern comprehensive centres of education which could offer a wide curriculum.

Under the proposals to transfer the nursery provision from the Croft Nursery to neighbouring Primary schools, provision would be increased for children and families in the community. The issues raised about 'segregation' of young children in a 3-16 age range had been acknowledged and the practical arrangements at existing schools demonstrated the effectiveness of the segregation of learner age groups.

The Director of Lifelong Learning added that in 2009 and 2011, Estyn had reminded the Council of the importance of taking key decisions on school modernisation and they recognised Flintshire's progress on this.

On post-16 education, discussions had taken place on the available data including the views of students. That data showed that Flintshire had some of largest and most resilient sixth forms in the country but it also showed Flintshire had some of the smallest sixth forms in the country where outcomes could be better with an increasing number of students opting out of the smaller sixth form provisions.

The Chief Executive added that County Council had selected the options before Members and that they needed to determine two things: 1 – were they workable and deliverable and 2 – were the risks raised manageable.

The Leader and Cabinet Member for Finance said the lengthy consultation process had spanned the life of two councils and a great deal of concern had been expressed at the initial proposals which also resulted in a significant local campaign. He referred to previous successful mergers of schools and sought clarification on segregation of the children. The Director of Lifelong Learning gave assurance that, on the 3-16 proposals, the authority continued to work with parents, staff and governors in each of the design stages and highlighted the benefits to co-location of pupils across the age ranges, citing sharing curriculum facilities and staff planning as some examples. All of the options would result in the children being segregated, including at break times.

The Chief Executive explained that, if approved, once the process reached the planning application stages, flexibility would be needed and consideration given to things such as staggered entry and exit times for learner age groups.

In explaining the next stage of the process, the Director of Lifelong Learning added that if approved, an outline business case would be developed on factors such as plans for the new school buildings and curriculum provision. Statutory consultation would commence with the publication of notices specific to each change and they would be published for one month; this would be done prior to the summer. During the month, members of public would be able to raise objections to any proposals. If any objections were received, all of the information and consultation documents would be collated and submitted to Leighton Andrews, the Minister for Education Skills, and he would take the decision as to whether the proposals should be implemented or not, which could take up to six months.

Following the general discussion, the Leader and Cabinet Member for Finance invited Members to debate and vote on Option 1 – Holywell High School, Ysgol Perth y Terfyn and Ysgol y Fron. Preferred Option – Build a new High School for pupils aged 11-16, together with a new primary school to replace Ysgol Perth y Terfyn and Ysgol y Fron.

The Cabinet Member for Public Protection, Waste and Recycling said that the local people of Holywell welcomed the proposals outlined in option 1 and added that

the figures demonstrated that there had already been a reduction in the number of sixth form pupils on the site.

The Director of Lifelong Learning said that Holywell deserved investment as a community and there was excitement in the town about the plans however there was some anxiety on Post-16 provision. It was important that work undertaken on the plans involved all of the appropriate people which would give them a sense of ownership of the project.

It was agreed that the development of Option 1 be progressed and that Statutory Notices be prepared for publication when appropriate.

The Leader and Cabinet Member for Finance invited Members to debate and vote on Option 3 - Buckley, Mynydd Isa & Mold. Preferred Option – To retain 11-16 provision at Elfed High School. Rationalise to 600 places, to include Additional Learning Needs and other education, leisure and cultural uses.

The Director of Lifelong Learning said the Governing Body had recognised the current challenging circumstances and had asked the local authority to undertake a review.

It was agreed that the development of Option 3 be progressed and that Statutory Notices be prepared for publication when appropriate.

Prior to consideration of Option 2, the Leader and Cabinet Member for Finance, Deputy Leader and Cabinet Member for Environment and the Cabinet Member for Social Services, having previously declared personal and prejudicial interests in this part of the report, left the room. The Cabinet Member for Corporate Management took the Chair.

The Cabinet Member for Corporate Management invited Members to debate and vote on Option 2 - Queensferry, Shotton & Connah's Quay. Preferred Option – Develop 3-16 facility at John Summers High School with a Post-16 hub at Connah's Quay High School.

The Director of Lifelong Learning said it was important that Post-16 education was resilient and this was an opportunity to create that, in a high quality environment with a hub at Connah's Quay and he was confident in the development of the combined primary and secondary education facilities.

On the Croft Nursery, the Director explained that the Flying Start provision which shared the Croft site was an important programme that targeted support to families with children under four years of age in areas of high social need. As this programme was to double the numbers of children who were supported over the next four years, additional accommodation would be required, which would be available at the Croft site if the nursery provision was transferred to the two sites. This option would not result in a loss of provision, but would provide a positive opportunity to enhance the overall provision for children and families in the area.

It was agreed that the development of Option 2 be progressed and that Statutory Notices be prepared for publication when appropriate.

RESOLVED:

(a)   That the preferred option (1) – Holywell High School, Ysgol Perth y Terfyn and Ysgol y Fron – Build a new High School for pupils aged 11-16, together with a new primary school to replace Ysgol Perth y Terfyn and Ysgol y Fron be approved;

(b)   That the preferred option (2) – Queensferry, Shotton & Connah's Quay – Develop 3-16 facility at John Summers High School with a Post 16-hub at Connah's Quay High School, be approved; and

(c)   That the preferred option (3) – Buckley, Mynydd Isa and Mold – To retain 11-16 provision at Elfed High School. Rationalise to 600 places, to include Additional Learning Needs and other education, leisure and cultural uses, be approved.

197. STRATEGIC PARTNERSHIP PERFORMANCE – MID YEAR REVIEW

The Cabinet Member for Corporate Management introduced the mid year overview of the progress of the Strategic Partnerships and their priorities and key milestones for the year ahead.

The Flintshire Local Service Board (LSB), under it Terms of Reference, had five principal roles. The Chief Executive drew Members attention to the LSB's revised priorities and emphasised their importance.

The Leader and Cabinet Member for Finance welcomed the report and commented on the excellent work taking place with the LSB, in particular, their work complementing that of the Council.

In response to a comment by the Leader and Cabinet Member for Finance, the Chief Executive explained that young people placements were being encouraged with key partners and it was agreed that a report would be submitted to a future meeting of Cabinet on apprenticeships.

RESOLVED:

That the mid year review of the Strategic Partnerships be noted and the key priorities and the work programme to achieve them be supported.

198. ICT STRATEGY UPDATE

The Cabinet Member for Corporate Management introduced the report which provided an update on progress with the implementation of the Corporate Information and Communications Technology (ICT) Strategy.

The Head of ICT and Customer Services added that the Strategy contributed to the achievement of several of the Council's improvement priorities, particularly Improvement Priority 1 "Modern and Efficient Organisation" and Improvement Priority 4 "Customer Service".

Recent particular focus had been on the technologies that underpinned the Streetscene contact centre. Calls were now taken by the contact centre and fully integrated with the Customer Relationship Management system and back office systems.

Another major project which was in progress, to provide customers with information on waste collection, was the planned Flintshire "App". This would be linked with new technologies to assist in managing missed collections and was due to be implemented later in the year.

Collaboration had continued with other North Wales Councils and other public sector bodies in identifying opportunities for common ICT systems, shared procurement and support. One in particular, School Improvement Serivce: Regional MIS – Single Schools Management Information System (Capita ONE), had been showcased at a recent Welsh Government Public Sector ICT Conference as an excellent example of good practice and an approach that could be adopted by other regions.

RESOLVED:

That the progress made on the implementation of the Council's ICT Strategy be noted.

199. **GREENSPACE STRATEGY**

The Deputy Leader and Cabinet Member for Environment presented the report which sought approval of adoption of the Flintshire Greenspace Strategy.

The benefits of a Greenspace Strategy would be to contribute to improving the quality and accessibility of Greenspaces to the immediate and direct benefit of the local community.

The provision of well managed, accessible Greenspace would be a positive contribution to a number of priorities within "Creating an Active Flintshire 2011-2014", as the local response to the National Plan to increase levels of physical activity.

The Director of Environment explained that, if the recommendations were approved, a review of service delivery across the Council in the management of Greenspaces would be undertaken and the conclusions of that review would be submitted to a future Cabinet meeting.

RESOLVED:

(a)   That the Greenspace Strategy contained in Appendix 1 be approved and referred to the Environment Overview and Scrutiny Committee for comment;

(b)   That delegated authority be granted to the Director of Environment, following consultation with the Cabinet Members for Environment and for Regeneration, Enterprise & Leisure to make appropriate changes following Scrutiny's comments and to review the document periodically and amend accordingly; and

(c)   That a review of service delivery across the Council in the management of Greenspaces be undertaken and its conclusions brought to Cabinet for further consideration.

200.   CIVIL PARKING ENFORCEMENT

The Deputy Leader and Cabinet Member for Environment presented the report which provided an update following the County Council meeting on 1 March 2013.

At County Council on 1 March 2013, Members invited Cabinet to review its proposed Policy as follows:

1. No introduction of charges for car parks which were currently free or to implement any increase in current car parking charges later
2. The withdrawal of car parking charges in Holywell from 1 October 2013
3. A review of the car parking charging and management system in Mold in partnership with Mold Town Council to be completed and implemented by 1 October 2013.
4. The introduction of Civil Parking Enforcement (CPE) from 1 October 2013, with the transfer of employees currently employed in car park management and control to the new service, in accordance with the Council's established HR procedures.

Furthermore, Members resolved that a budget income provision of £104,000 should only be included in the Council Fund budget, which was equivalent to the combined charging income for Holywell and Mold for 1 April to 30 September 2013 only. Any assumption for any income for Mold beyond that date would be presuming the outcome of the local review to be held with Mold Town Council.

Given the Council resolution, Appendix 4 of the 19 February 2013 report was no longer valid and would be amended following the review of charging in Mold. A further report on the Council's Off-Street Parking Policy would be submitted to a future meeting of Cabinet for a decision.

An additional recommendation was tabled at the meeting, which was agreed should be included in the recommendations:

"To grant delegated authority to the Director of Environment, following consultation with the Deputy Leader and Cabinet Member for Environment, to formalise which Council managed car parks should be included for enforcement action across the County and a list included in the business case to be submitted to Welsh Government for Civil Parking Enforcement."

RESOLVED:

(a)   That the following recommendations from the 19 February 2013 report (Appendix 1) be approved:

- Approve the list of Contravention Codes and Policies on Residents Permits and Disabled Parking Bays shown in Appendix 1 (Appendices A, B and C)
- Approve the use of Wales Penalty Processing Partnerships (WPPP) to process all Parking Contraventions Notices (PCN's)
- To grant delegated authority to the Director of Environment, following consultation with the Cabinet Member for Environment, to finalise all detailed aspects of the process, including the matters listed in paragraph 2.09
- Approve the Cabinet Member for Environment, or their nominated substitute, as the Council's representative on the Adjudication Joint Committee outlined in paragraph 2.07

(b)   That the Summary Business Case shown in Appendix 2 for submission to the WG, as a formal request for CPE powers to be conferred upon Flintshire County Council be approved;

(c)   That the Terms of Reference for the review of Mold's car parking and parking management regime set out in paragraph 3.04 of the report dated 19 February 2013 be approved;

(d)   That a further report be brought to Cabinet in July 2013, setting out recommendations, following the review of Mold's car parking and vehicle management regime; and

(e)   That delegated authority be granted to the Director of Environment, following consultation with the Deputy Leader and Cabinet Member for Environment, to formalise which Council managed car parks should be included for enforcement action across the County and a list included in the business case to be submitted to Welsh Government for Civil Parking Enforcement

201.   THE POLICY FOR SKID RESISTANCE ON THE ADOPTED ROAD NETWORK

The Deputy Leader and Cabinet Member for Environment introduced the report which sought approval of a Policy for Skid Resistance on the Adopted Highways Network.

RESOLVED:

That the Policy on Skid Resistance on the Adopted Highway Network be approved.

202. NEW DEESIDE PARTNERSHIP STRUCTURE

The Leader and Cabinet Member for Finance introduced the report which sought approval for a new governance structure for regeneration in the communities of Deeside.

Deeside was one of the Council's key regeneration areas with a major concentration of deprivation and poor housing in the county. The proposed Deeside Partnership Structure would bring together various working groups to provide a joined-up, strategic approach towards regenerating Deeside.

RESOLVED:

That the implementation of the proposed governance arrangements be approved.

203. QUARTER 3 PERFORMANCE REPORT

The Cabinet Member for Corporate Management introduced the Quarter 3 service performance reports, which had been produced at Divisional level, for the period October to December 2012.

The Chief Executive added that the Wales Audit Office (WAO) had been complimentary of performance against the Performance Indicators and drew Members attention to the indicators which showed a red RAG status and explained that work was underway to improve performance.

It was agreed that reports would be submitted to a future meeting of Cabinet on the CHR/002 – Sickness Absence, PLA/004b – Minor applications determined within 8 weeks and PLA/005 – Enforcement cases resolved within 12 weeks, all of which had a red RAG status.

The Cabinet Member for Housing reported on areas of good progress which were: the total amount of rent collected during the financial year from current and former tenants; the average number of calendar days taken to complete non-urgent repairs; and the total amount of rent lost due to lettable units of permanent accommodation being empty.

The Leader and Cabinet Member for Finance queried the predictive green status of CL07 – Relationship with the Local Health Board and Public Primary Health and following discussion it was agreed that the predictive status should be red.

RESOLVED:

(a)   That it be noted that enough action had been taken to manage performance; and

(b)   That the following within the performance reports be noted:

- The level of confidence that the outcomes of the Council's Improvement Priorities will be achieved and the progress being made towards them;
- The update of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports;
- The progress being made against the Improvement Target Actions Plans contained within the performance reports;
- The progress made against the service plans; and
- The assessment of any regulatory reports in relation to the work

204.   APPOINTMENT OF ANTI-POVERTY LEAD MEMBER AND PORTFOLIO HOLDER

The Leader and Cabinet Member for Finance introduced the report for consideration of a lead officer and lead Member and portfolio holder for Anti-Poverty.

Following a discussion, it was agreed that the Leader and Cabinet Member for Finance be appointed as the lead member and portfolio holder for Anti-Poverty and the lead officer be the Head of Finance.

RESOLVED:

(a)   That the report be noted;

(b)   That the Leader and Cabinet Member for Finance be appointed as the Anti-Poverty lead Member and portfolio holder; and

(c)   That Head of Finance be appointed as the Anti-Poverty lead officer.

205.   REVENUE BUDGET MONITORING 2012/13 (MONTH 9)

The Leader and Cabinet Member for Finance introduced the most up to date revenue budget monitoring information (Month 9) for the Council Fund and the Housing Revenue Account in 2012/13.

The Corporate Finance Manager explained that the projected in-year underspend at Month 9 on the Council Fund was £0.856m.

The significant in-year projected variances to date were detailed in the appendices to the report, including reasons for the variances and the actions required to address each variance. The significant changes for the Council Fund from Month 8 were detailed in Appendix 1.

Appendix 7 detailed the movements to date on unearmarked reserves and the level of contingency sum available. As a result of the movements the current projected level of the contingency reserve at the end of March 2013 was £0.445m.

On the Housing Revenue Account there was an overall projected underspend of £0.471m and a projected closing balance at Month 9 of £1.326m.

There were two requests for the carry forward of underspends, details of which were in the report.

RESOLVED:

(a)   That the report be noted;

(b)   That the Council Fund contingency sum as at 31 March 2013 be noted;

(c)   That the projected level of balances on the Housing Revenue Account be noted; and

(d)   That the requests for carry forward of underspends to 2013/14 be approved.

206.   CAPITAL PROGRAMME 2012/13 (QUARTER 3)

The Leader and Cabinet Member for Finance introduced the latest capital programme information for 2012/13.

The Corporate Finance Manager explained that the table in the report set out how the programme had changed during 2012/13.   The previously reported programme total of £40.964m had decreased to £38.032m by way of the inclusion of net increased Council Fund schemes of £0.261m and increased HRA programme schemes of £0.947m.   This was offset by a total Early Identified Rollover adjustment of £3.657m and identified Council Fund savings of £0.483m.

Detailed cumulative information on each programme area was provided in Appendix A to the report and a summary of those programme changes recorded during the reporting period was provided in Appendix B.

Recorded capital expenditure across the whole programme was £19.704m at Quarter 3, which represented 51.81% of the revised budget total of £38.032m.

RESOLVED:

(a)   That the rollover adjustments be approved; and

(b)   That the report be noted and approved.

207.   BUSINESS RATES – WRITE OFF

The Leader and Cabinet Member for Finance introduced the report which requested authorisation to write off a single business debt amounting to £25,301.50.

RESOLVED:

That the write off of the debt amounting to £25,301.50 and relating to business rate charges for the period between 1 April to 30 September 2011 be approved.

208. **WORKFORCE INFORMATION QUARTER 3 – OCTOBER – DECEMBER 2012**

The Cabinet Member for Corporate Management introduced an update for the third quarter 2012/13, which provided details of:

- Establishment
- Headcount
- Agency
- Early Retirements (First and third quarter only)
- Turnover
- Diversity
- Absence

The Head of Human Resources and Organisational Development reported on absence which had increased slightly compared to the same period of last year however the late return of paperwork did usually lead to that figure reducing. She added that further to minute number 203, a report would be submitted to a future meeting of Cabinet on absence.

RESOLVED:

That the Workforce Information Report for the third quarter of 2012/13 be noted.

NB: Councillor Brown left the room during consideration of this item.

209. **PRIVATE SECTOR HOUSING RENEWAL – PROVISION OF DISABLED FACILITIES GRANTS IN COUNCIL HOUSES**

The Cabinet Member for Housing presented the report which sought approval to remove the Disabled Facilities Grant (DFG) regime for Council tenants from 1 April 2013, excluding those that had moved from owner occupation in the previous 12 months.

The Director of Community Services added that the staff time freed up through the implementation of the proposal would allow for more focus on the owner occupied and private tenant applications in addition to the energy efficiency and empty homes projects detailed in the report.

RESOLVED:

That the proposal to remove the DFG regime for Council tenants from 1 April 2013, excluding those that had moved from owner occupation in the 12 months prior to the date of their referral by an Occupational Therapist, be approved.

210. **INTEGRATED FAMILY SUPPORT SERVICE**

The Cabinet Member for Social Services introduced the report on the local authority's response to the Welsh Government (WG) requirement that they set up an integrated Family Support Service (IFSS).

In response to a question, the Director of Community Services explained that it was not yet known as to how the available funding would be disseminated across North Wales.

The Leader and Cabinet Member for Finance welcomed the report and added that the Welsh Government should be mindful that funding such as this should continue to be provided.

RESOLVED:

(a)   That the proposals for the new team as set out in the report, including that of Flintshire as the host authority, be considered;

(b)   That, as part of the process, support be given to the development of information protocols, to include cross county confidentiality, data protection, referral criteria and allocation from each authority be drawn up and agreed and an extension to the existing Section 58(1) agreement which Wrexham had in place be negotiated with the relevant agencies involved; and

(c)   That the setting up of an Integrated Family Support Services, a process starting in April 2013, be supported.

211.   **STREETLIGHTING POLICY**

The Deputy Leader and Cabinet Member for Environment introduced the report which sought approval of a Street Lighting Policy.

He explained that some Town and Community Council's (T&CC's) owned and maintained their own footway lighting columns with approximately half of the T&CC's contracting the Council to carry out the necessary repairs and maintenance on their behalf. The remaining Councils used private contractors or organisations to carry out their repairs and maintenance.

The Director of Environment explained that, where the Council maintains the lights for a Town & Community Council, it would capture its complete inventory electronically enabling the Council's Contact Centre to receive and pass on fault requests to the Street Lighting Team. This could also be done for Town & Community Councils not contracted with the Council for maintenance. In this event, the Council's Contact Centre would be able to pass on fault requests to the appropriate Town & Community Councils, which would simplify the process for residents.

RESOLVED:

(a)   That the Council's Street Lighting Policy be approved;

(b)   That the Council's specification for Street Lighting and Illuminated Signs, as set out in the paper in the Members' Library, be approved;

(c)   That approval be given to offer Town and Community Councils the opportunity to procure energy on a rechargeable basis through the Council based on the information in paragraph 3.04 of the report; and

(d)   That the adoption of all un-adopted street lights situated on adopted highways be approved.

212.   ESTYN MONITORING OF FLINTSHIRE COUNTY COUNCIL

The Cabinet Member for Education provided details of the outcome of the recent Estyn Monitoring visit on Local Authority Education Services for Children and Young People. The monitoring visit took place from 4-8 February 2013 and the full letter recording the outcomes was attached as Appendix 1.

In the letter, Estyn's Assistant Director had commented that the Council's Administration had prioritised the need for change and improvement. He wrote that elected Members and senior officers were "committed to taking difficult decisions to improve provision and make effective use of resources" and that Members "understood well the priorities for improvement in the Council and supported officers in addressing the recommendations from the previous inspection."

The monitoring visit also found that the Council "had improved its arrangements to support and challenge schools." Estyn also commended the Council for its progress on developing a revised funding formula for schools, reducing school exclusions, improving school attendance and developing work with young people with additional learning needs who were at risk of needing "Out of County" school placements.

Estyn concluded that the local authority had made good progress towards addressing the recommendations in the inspection report since publication and therefore concluded that the authority should be removed from Estyn monitoring

RESOLVED:

That the Estyn monitoring visit letter be received and the conclusions about the local authority's progress against the recommendations be considered.

213.   REVIEW OF INTERNAL MEMBER FORA

The Cabinet Member for Corporate Management introduced the report for the consideration of recommendations from Constitution Committee and County Council to conclude the review of internal Member fora.

The Head of Legal and Democratic Services explained that the second bullet point in recommendation 4.03 should be removed which was agreed.

RESOLVED:

(a)   That the following fora should continue:-
 • The Joint Consultative Committee

- The School Performance Monitoring Group
- The Member/Officer Tenant Working
- The Voluntary Sector Grants Panel
- The Inclusion Service Steering Group
- The Welsh in Education Strategic Forum
- The Foster Care Panel
- The Children's Forum
- The Adoption Panel
- The Health & Safety Board

(b)   That the following should discontinue:-
- The Waste Strategy Review Board
- The Procurement Board

(c)   That the following be reconstituted:-
- To combine the Teachers' Consulttive Committee and the Flintshire County Council Teachers' Consultative Committee to cover all education staff, not just teachers

(d)   That on balance the ICT Panel should be disbanded.

214.   TENTH ANNUAL REPORT OF THE FLINTSHIRE LOCAL ACCESS FORUM

The Deputy Leader and Cabinet Member for Environment introduced the report which sought approval of the tenth annual report of the Flintshire Local Access Forum, prepared in accordance with Regulation 16 of the Countryside Access (Local Access Forum) (Wales) Regulations 2001.

RESOLVED:

That the tenth annual report of the Flintshire Local Access Forum, for 2011/12, be noted and approved and be submitted to the Countryside Council for Wales for their records.

215.   MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were 2 members of the press and 18 members of the public in attendance.

(The meeting commenced at 9.30am and ended at 12.05pm)

…………………………….
Chairman

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **23RD APRIL 2013**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **DESIGNATION OF CITY REGIONS IN WALES.**

1.00   **PURPOSE OF REPORT**

1.01   To update on the review of establishing City Regions in Wales and the position on the Mersey Dee Alliance area.

2.00   **BACKGROUND**

2.01   Internationally, resurgent cities and city regions are increasingly being acknowledged as the critical context for the achievement of national growth objectives. They tend to attract higher skills, value-added services, high-tech manufacturing, offer higher productivity and a concentration of higher paid jobs.

2.02   For these reasons, the Minister for Business, Enterprise Technology and Skills appointed Dr Elizabeth Haywood in early 2012, to consider the potential for establishing City Regions in Wales.

2.03   The Board of the Mersey Dee Alliance (MDA) submitted evidence to the Welsh Government on behalf of the MDA and the North Wales local authorities, suggesting that a City Region based around Wrexham, Deeside and Chester with the surrounding MDA area, offers considerable potential to evolve as a functional City Region. A City Region in this area offers potential to secure economic growth and employment opportunities in the immediate area and for the wider North Wales economy. The evolution of a strong functional economy in NE Wales/NW Cheshire would be complementary to the development of Newport, Cardiff and Swansea economies in South Wales. In combination, they would offer the prospect of more overall balanced development of Wales.

2.04   The evidence submitted by the MDA received wide support from the private, voluntary and educational sectors. Members will be aware that following the recent publication of the 'Heseltine Report No Stone Unturned', UK Government has accepted the need for a new approach to regional economic development, with a considerable delegation of responsibility for labour market planning, inward investment, and strategic transport infrastructure to be devolved to the

local level; in England's case, to the Local Enterprise Partnerships (LEPs).

2.05   A copy of the Report prepared by Dr Elizabeth Haywood is attached as Appendix 1. Whilst rejecting the case for a City Region, based around Wrexham, Deeside and Chester, the Report makes four recommendations with implications for the MDA and the cross-border economy:

- to become a real strategic force in the region, the Mersey Dee Alliance (MDA) will need to be given relevant powers and funding. It will also need to change its structure, to incorporate strong private and education (HE/FE) sector membership.
- the MDA should have the authority to develop a cross-border labour market plan, and to develop and deliver a regional skills agenda.
- the MDA should take the lead in promoting the region for investment purposes, making a virtue of its cross-border nature and rejecting the existing tendency to focus marketing on one side of the border or the other.
- there should be a Memorandum of Understanding between the Welsh Government and UK Government covering cross-border transport planning (binding on independent bodies such as Network Rail), with the MDA, or Taith and the Cheshire Local Transport Partnership, having a statutory role to be heard on proposals of regional significance.

2.06   Whilst it is disappointing that Dr Haywood was unable to accept the evidence presented, the recommendations made, if approved by the Minister, do represent a considerable advance on what is currently in place. The new arrangements, particularly the proposal to develop a Memorandum of Understanding between UK and Welsh Governments on cross border working will enable the MDA to tackle a range of key issues that it is currently unable to. These include road and rail investment, public transport, skills and labour market planning and investment plans for further and higher education.

3.00   **CONSIDERATIONS**

3.01   The Minister is now asking Welsh AMs and the MDA for their views on these recommendations. (Appendix 2)

3.02   The Haywood recommendations represent a considerable step forward for the MDA and will allow the organisation to become an increasingly effective player in driving forward the local economy. The report does also vindicate the approach taken by the Council, since it is a founder member of the MDA. The recommendations of the review should be supported on the basis that the MDA is deserving of special status even if it does not conform to a City Region accepted definition. As part of this recognition the Council would expect the MDA to be

given equal importance to the two proposed South Wales City Regions (Cardiff and Swansea), equal funding benefit in economic development and infrastructure investment, equal marketing and promotion as a location for business growth location. Importantly, Wales-UK Governmental co-operation and joint infrastructure planning is required in recognition of the cross-border area span of the MDA geography.

4.00 RECOMMENDATIONS

4.01 That Members note the contents of the Haywood Report, attached as Appendix 1 and approve the draft response set out in 3.02.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly, but City Region status has the potential to increase access to EU and other funding.

6.00 ANTI POVERTY IMPACT

6.01 An improved competitive position for the MDA will help secure jobs and prosperity for all.

7.00 ENVIRONMENTAL IMPACT

7.01 The MDA already has a strong reputation for joint approaches to cross border environmental enhancement and delivery of green infrastructure. The proposals set out should help this further.

8.00 EQUALITIES IMPACT

8.01 None directly.

9.00 PERSONNEL IMPLICATIONS

9.01 The Haywood recommendations suggest that the MDA be strengthened, with additional Government funding; this may mean additional staffing, although Flintshire County Council is not the employing body.

10.00 CONSULTATION REQUIRED

10.01 This will be undertaken by Welsh Government.

11.00   CONSULTATION UNDERTAKEN

11.01   Considerable consultation has been undertaken, involving
        stakeholders from both sides of the border as well as the wider North
        Wales region.

12.00   APPENDICES

12.01   Appendix 1: Dee Region Cross-Border Economy: next steps -Report
        by Dr Elizabeth Haywood March 2013
        Appendix 2: Dee Region AMs 19th March 2013

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

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The Dee Region Cross-Border Economy: next steps

Report for the Minister for Business, Enterprise, Technology and Science

By

Dr Elizabeth Haywood

March 2013

EXECUTIVE SUMMARY

- There is a strong cross-border functional economic region, consisting of Wrexham, Chester, Deeside and Ellesmere Port.

- The City Region Final Report (July 2012) indicated that there was little appetite for a city region approach on the English side of the border. Although this remains and was evidenced by the contribution of the Cheshire & Warrington LEP, Cheshire West and Chester Council has now affirmed its more proactive stance towards working on a cross border regional basis.

- The area does not constitute a city region in any recognised sense of the term: it is not largely urban and the only 'city' is small. Despite cross-border interaction for business and leisure purposes, there simply is not the requisite density and scale for a genuine city region.

- It is, however, unique in the UK in its cross-border nature: both its strength and its potential should be recognised at both Welsh and UK Government level, with funding, systems and processes put in place to exploit this potential.

- Building on the recommendations contained in the 2012 Report, my key recommendations are:

  o To become a real strategic force in the region, the MDA will need to be given relevant powers and funding. It will also need to change its structure, to incorporate strong private and education (HE/FE) sector membership.

  o The MDA should have the authority to develop a cross-border labour market plan, and to develop and deliver a regional skills agenda.

  o The MDA should take the lead in promoting the region for investment purposes, making a virtue of its cross-border nature and rejecting the existing tendency to focus marketing on one side of the border or the other.

  o There should be an MoU between the Welsh and English Governments covering cross-border transport planning (binding on independent bodies such as Network Rail), with the MDA, or Taith and the Cheshire LTP, having a statutory role to be heard on proposals of regional significance.

2

INTRODUCTION

1. Following publication of my City Regions Report in July 2012, the Minister for Business, Enterprise, Technology and Science (BETS) asked me to carry out some further work in relation to north east Wales. The Report indicated that the Task & Finish Group had found insufficient evidence or support for a city region covering north east Wales/west Cheshire. Unsurprisingly, north Wales Assembly Members expressed disappointment and asked the Minister to revisit the evidence and recommendations.

2. The Minister issued me with the following terms of reference:

   - In light of representations, to assure that no evidence for North Wales has been overlooked in regard to the five factors[1] that suggest the viability of a city region;
   - To examine the ways in which cross border relationships can be strengthened;
   - To identify what would be required for the Mersey Dee Alliance to have a more strategic role, as recommended by the report;
   - Where possible, to identify potential ways in which NE Wales could achieve similar economic benefits to those of a city region, as outlined in the report.

3. I held a series of meetings in the region on both sides of the border and with Assembly Members in Cardiff, and asked for and received additional written evidence. A list of the individuals/organisations that I spoke to can be found at Annex 1. I was struck by their openness and generosity with their time, and in particular would single out the professional approach of the Mersey Dee Alliance, both politicians and officers, from both sides of the border.

REVIEWING THE EVIDENCE

4. In discussion it became clear that there were two key concerns behind the disappointment expressed in north Wales at the decision by the Task & Finish Group that a City Region could not be recognised there:

   - That recognition of two City Regions in south Wales would put north Wales at a disadvantage, demonstrating a lack of confidence in the region which would feed into an external perception that it was not worth investing there;
   - That the focus of the next round of European Structural Funds (outside Convergence Areas) and other EU funds, particularly for R&D would be on areas of urban growth, and that without City Region status the area would be unable to compete successfully for this funding.

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[1] Population, density, travel patterns, community identification, governance

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5. While this disappointment is understandable, it misses the point that City Regions are not _created_, they are _recognised_. Simply attaching the label 'City Region' does not make it so – indeed, this would dilute the value of the concept and be putting brand before product. As was pointed out in my City Region report, if a city region is too small or weak (economically or politically), the problems in securing the necessary political agreements to create a solid revenue base in order to address planning and development issues may undermine all potential for cooperation and governance[2].

6. There was agreement by all those interviewed that there is no city (in the economic sense) on the Welsh side of the border, and that Chester is the region's city. It was also generally agreed that the area had little or no affinity with either the Manchester or Liverpool City Regions: Deeside had been identified in early proposals for a Liverpool City Region because of its concentration of employment, but there were no real links between local authorities with the exception of Wirral, although many from north Wales and Chester are drawn to the large cities – Manchester and Liverpool – for leisure purposes.

7. There was some variation in the view of what a city region would consist of: the most common view was that put forward by the North Wales Economic Forum and Mersey Dee Alliance in their original evidence, of a Dee City Region encompassing a core of Ellesmere Port, Chester, Queensferry, Mold and Wrexham and the wider region of Cheshire West and Chester, Flintshire, Denbighshire and Wrexham County Borough[3].

8. As stated in the City Regions Report, the 2001 census figures gave a population of c. 287,000 in the core, 477,000 in the wider region. In 2011, the revised figures were up marginally, at 293,000 and 491,000 respectively.[4]

9. None of the urban centres in the region is of a scale to feature in the list of UK cities used in recognised research on cities/city regions, such as that by the Centre for Cities or the Santander UK Town and City Business Index. These are identified using the Primary Urban Area (PUA) definition, of areas that are 'built up' and which have a population of more than 125,000. All three cities recognised in Wales (Cardiff, Swansea and Newport) fall within this definition. The OECD/European Commission definition[5] (which the Task & Finish Group used in conjunction with Office of National Statistics Travel to Work Areas) is different, but would still struggle to recognise even Chester: nowhere in the region fulfils all the criteria.

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[2] P. 28, City Regions Final Report, July 2012
[3] There were minority views arguing for a different configuration extending to Stoke, Birkenhead, Nantwich, Crewe, Ruthin, into the Liverpool City Region or across north Wales to Anglesey
[4] The 2011 census (July 2012) indicates a figure of 617,000 in the wider region, but this includes Vale Royal, following boundary changes.
[5] European Commission (2011) _Cities of Tomorrow – Challenges, Visions, Ways Forward_

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Figure 1: Urban Settlement Diagram – Based on Settlements > 10,000 (Source: ONS Settlement Data Update 2010 based on 2001 Census)
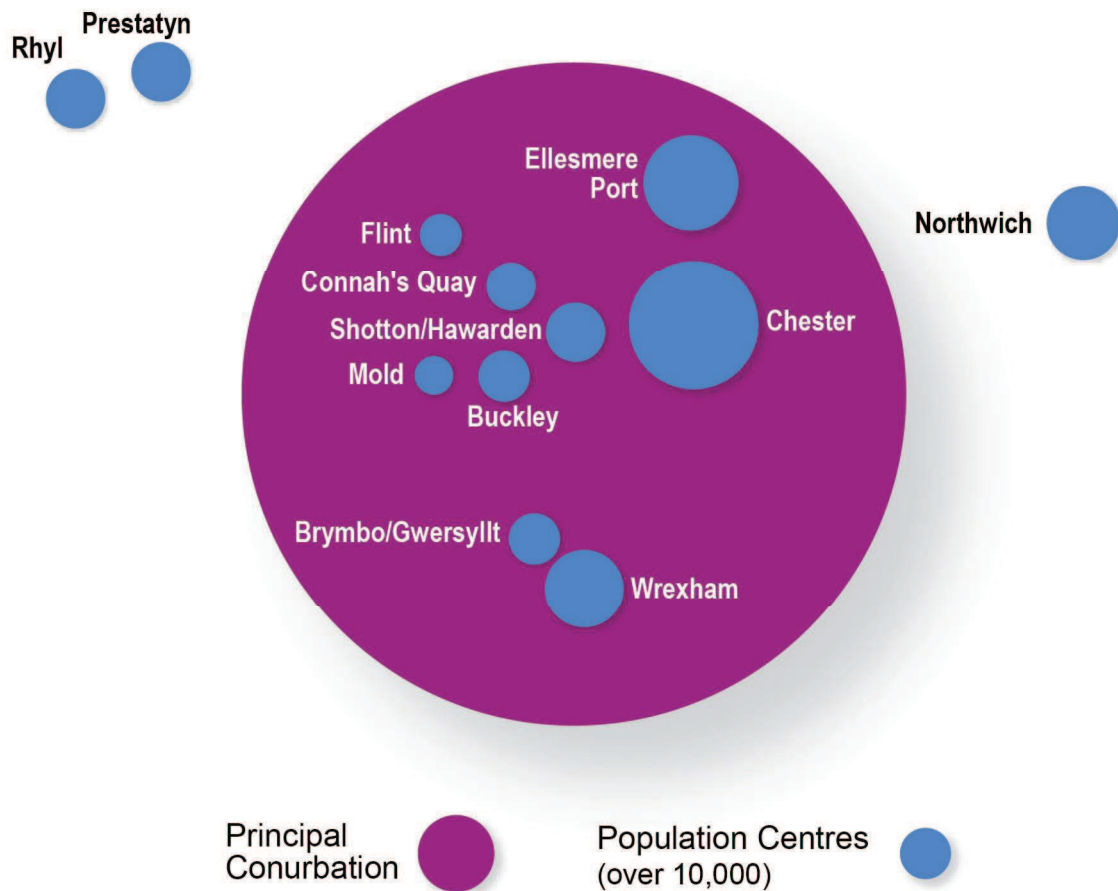
10. Employment levels in the Dee region as a whole are strong, driven largely by the Deeside manufacturing core and financial services at Chester. Flintshire and Wrexham generate a higher proportion of their economic output from manufacturing than anywhere else in the UK whilst Cheshire West and Chester has a larger absolute productive output than Flintshire and Wrexham[6]. Gross Value Added (GVA) for the region is widely quoted as £17bn[7], although this includes Wirral, which is part of the Liverpool City Region (£3.4bn) and a figure for Conwy, so a truer figure would be £14bn.

11. The MDA has conducted research which indicates estimated employment growth of 40-50,000 over the next 20 years in the region. The projected 20,000 at Wirral Waters Enterprise Zone includes 3,000 at the International Trade Centre, and residents will also have access to up to 100,000 jobs from the Atlantic Gateway project[8]. .

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[6] Sector Reports: Mersey Dee Alliance
[7] Based on ONS December 2012 figures
[8] A major infrastructure project linking Liverpool and Manchester, developing the Port of Liverpool and the Manchester Ship Canal

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Table 1 – Employment Growth over the next 20 years (Source – Mersey Dee Alliance)

Location	Projected Jobs
Mersey Waters Enterprise Zone - Wirral	20,000
Deeside Enterprise Zone	5,000 – 7,000
Ellesmere Port – Hooton Park, Cabot Carbon, Port Bridgewater, Former BP Castrol, New Port Business Park/Former DSM	4,450
Ince Resource Recovery Park	3,250
Thornton (University of Chester)	2,000 - 4,500
Central Chester Business District	1,100
Northgate project - Chester	1,600
Total	37,400 - 41,900
Wrexham - Wrexham Industrial Estate and the Western Gateway	2,500
Denbighshire – including St Asaph Business Park and Bodelwyddan	7,500
Vauxhall Motors/GM	700
Bank of America Technology and Operations centre	1,000
Total	**49,100 - 53,600**

12. In terms of the way people behave in the region, it is clearly quite self-contained. Travel patterns do not recognise the English/Welsh border, with 83% of all trips starting and finishing in the sub-region[9]. There are large west-east commuter flows to the main employment centres in Deeside, Wrexham, Chester and Ellesmere Port. Based on the 2001 census, while Chester is by far the most self-contained (with 72% of travel to work beginning and ending there), it still sends almost 2,000 daily to work at Airbus and the Deeside Industrial Estate. Meanwhile, 4,400 people travel from Wrexham to work in Chester. Wrexham is much weaker than Chester with a net commuting outflow, and commuting patterns across the border almost as strongly linked to Shropshire as to Chester/West Cheshire[10]. Overall, more than 17,000 workers commute daily from north east Wales to Cheshire West and Chester, with over 10,000 crossing the border in the other direction[11]. (An out-migration pattern of students is also evident).

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[9] GVA Grimley (2004) *West Cheshire-North East Wales sub-regional study*
[10] Labour Force Survey Data 2011
[11] Cheshire West & Chester Integrated Transport Strategy (June 2009)

Figure 2: North East Wales – 2001 Census Trips to Work within the Study Area (All Modes) [12]

NEWABTS   12th July, 2010

Blue indicates the percentage of trips which are contained within each centre.

Red indicates the number of trips between centres for key trip movements.
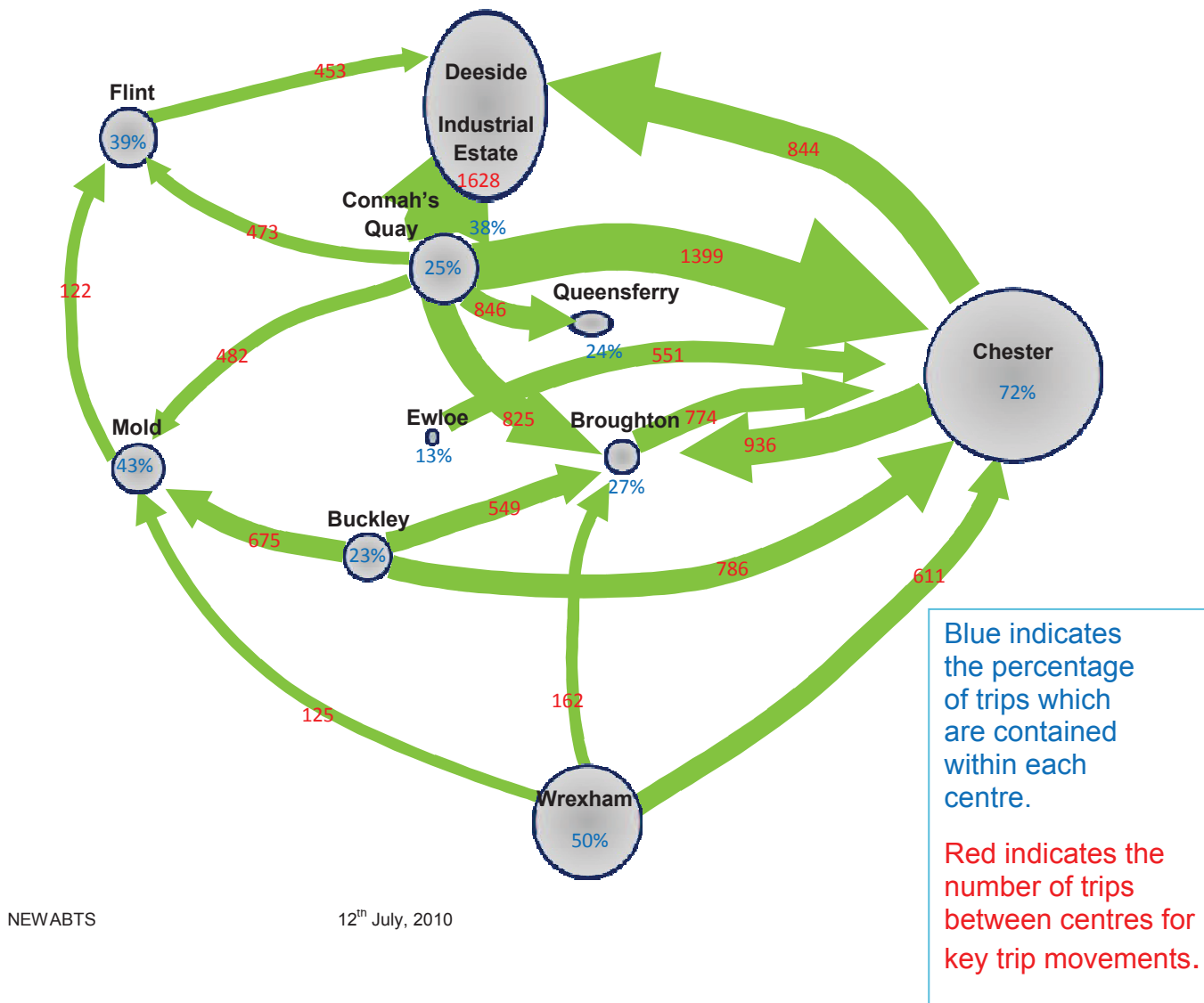
CITY REGION – OR SOMETHING ELSE?

13. That there is a strong cross-border functional economic region is beyond doubt. Evidence points to this coinciding with the geography put forward by the MDA – and it was pointed out in discussion that any attempts to tinker with this by aligning parts of it to different neighbouring areas would destroy its strength. At the same time, it was also suggested that it could be unhelpful to upset existing shared service delivery boundaries by recognising a cross-border economic entity with new governance structures.

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[12] North East Wales Area Based Transport Study (NEWABTS)

14. However, as the Task & Finish Group consistently made clear, a city region is not defined merely by population statistics, or the existence of a functional economic area. Critical mass (scale and density), natural cultural identity and integrated governance are all important to the assessment.

15. A city region must have a central business district or districts of 'reasonable' size, with associated leisure and cultural activities. Wrexham and Chester combined do not realistically have the requisite density and scale, despite the interaction in terms of employment, shopping and, increasingly, health services. If one or other were of sufficient scale there would be a stronger argument, but the critical mass belongs to Liverpool and Manchester, each about 45 minutes' travel time from the Dee region's urban centres.

16. Well-developed knowledge communities (research and skills) are an important aspect of city regions. The Dee region does not contain a large, strong university, although both Chester and Glyndwr universities have niche strengths with Glyndwr, in particular, focusing on applied research which benefits local manufacturing industry. Key elements of this are the proposed £20m Advanced Manufacturing and Skills Centre on the Deeside Enterprise Zone, the Optic-Technium at St Asaph and Chester University's soon-to-be announced development plans. Glyndwr also has an excellent reputation for the employment of its graduates in graduate-level jobs. Although there is some evidence of cooperation between the two universities, there are no plans for a formal compact or strategic alliance. Business is keen to see a Russell Group university centred in the region, but this would represent a significant challenge. Moreover, it was pointed out that for many of the multi-national companies in the area, their sites were on the geographical periphery of their global holdings, and research is generally concentrated at the centre.

17. The question of cultural and social identification is a complex one. The two sides of the border are very different social entities, with Cheshire being appreciably more prosperous but the cross-border flow means that ordinary residents (and indeed tourists) do not generally 'see' the border – they cross it without thinking about it whether for work or leisure purposes. Decisions are made on the basis of access to services. However, Cheshire West and Chester is more self-contained than north east Wales, while many on the Welsh side of the border are keen to stress their Welshness and appear slightly embarrassed or ambivalent about their commonality with north west England[13]. This is also borne out in the 2010 Annual Population Survey figures on national identity: the percentage of the population in Wrexham identifying as Welsh is similar to that in the rest of Wales (and, indeed, is higher than in Anglesey) at 59.4%, although in Flintshire (home to the Deeside Industrial Estate which has a large influx of workers from England), it is 42.3%. It should also be remembered that there was real antipathy (spearheaded by the People's Council of North Wales) to the last attempt at cross-border collaboration (2011) because of a perception that NE Wales was

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[13] Robin Mann and Alex Plows, Bangor University: The Menai Papers 2011/01

about to become a dormitory for NW England as a result of different approaches towards housing policy.

18. When challenged to come up with an identity for the region, none of the participants were able to do so, other than the strength of the manufacturing sector. The future success of the Dee region depends on it being able to identify and market its complementarity to the big city regions nearby (Liverpool, Manchester, Birmingham) in order to compete for private investment against international centres like Dublin, Stuttgart or Barcelona. Simply calling itself a city region will not create that identity.

19. My overall conclusion therefore remains that the Dee region does not constitute a city region. This should not, however, detract from its strength and its potential, which must be recognised at both Welsh and UK Government level. It is unique in the UK in its cross-border nature.

THE REALITIES OF CROSS-BORDER WORKING

20. One thing that has changed since the Task & Finish Group prepared its original report is the attitude of Cheshire West and Chester (CWC). At that time, the local authority made it clear that while it would welcome closer collaboration with north east Wales on a project by project basis, its primary focus lay eastwards, and it had no desire to focus on a formal governance approach. Recognition of the economic engine created by Wrexham, Chester and Wirral and the fact that a significant proportion of the CWC workforce lived in north Wales were counter-balanced by a focus on exploiting potential manufacturing growth at Ellesmere Port, and an application for the second wave of the UK Government's City Deal programme.

21. CWC's greater enthusiasm for a cross-border focus appears to be driven by two recent events: the failure of their application for a City Deal[14], and the wake-up call about business resilience presented by the potential loss of MBNA Europe, a major employer in Chester's financial services sector with 3,000 staff from across the MDA region and beyond.[15] This resulted in a concerted effort by MDA partners to persuade MBNA of the benefits of remaining in the region and is widely felt to have contributed to the successful outcome. (It also highlighted the need for concerted relationship management activity with key employers across the region to highlight the benefits of continued investment and address the concerns about business resilience).

22. One discordant view was presented by the Cheshire & Warrington LEP, which felt that it represented a natural economic area which did not stretch across the Welsh border, that funding could not stretch across the border and Chester would need to choose which direction it looked to, and that any

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[14] The only successful Wave 2 bid in the vicinity was by Preston, England's newest city, population 132,000
[15] In 2011 Bank of America put MBNA Europe up for sale. In addition, Virgin Money, for which MBNA services credit card cards, decided to set up its own credit card business. This was expected to lead to a loss of jobs and to MBNA closing in Chester. MBNA has since confirmed (31 January 2013) that no jobs will go

attempt at cross-border engagement was in any case rendered difficult by the lack of a LEP-like structure in Wales[16].

23. Representatives on both sides of the border identified differences in Government policy and practice which severely hinder development of an integrated region. To achieve similar economic benefits to those of a city region, cross-border relationships will need to be strengthened and ways found to ensure divergent policies do not disadvantage growth and prosperity.

24. Examples of obstacles in the way of a streamlined approach included

- Education: in the early days of Welsh devolution, NEWI (as Glyndwr University then was) and Chester College of Higher Education wanted to work together and approached HEFCE to obtain funding for a pilot project. Concern over whether cross-border development was the right move, and over difficulties in differentiating funding streams, meant this did not happen. It is also clear that the levels of funding available from HEFCE and HEFCW are miles apart.[17]
- Investment: there was real concern among all those I spoke to that UKTI's approach appears to be largely focused on financial services and the south east of England. Without the scale and identity available with a recognised cross-border region, it is extremely difficult to promote the area's strengths for investment purposes. This also affects existing companies' plans for further investment when making the case internally for funding.
- Training: the UK and Welsh Governments have established different FE policies and eligibility criteria for training, which can make it difficult to provide training for English companies moving into Deeside. English FE colleges are more focused on applied workplace learning, Welsh colleges on in-college learning because they have less flexibility over funding use. An example was given of Thomas Cook wanting Deeside College to provide a training programme because they liked what the College was doing at Airbus, but because many of Thomas Cook's employees came from Greater Manchester it was necessary to devise a tortuous process of transferring the apprenticeship programme to West Cheshire College which then sub-contracted it to Deeside College.
- Infrastructure: the most frequently cited physical example of a lack of cross-border planning was the M56 ending in concrete blocks as it entered Wales, creating a real obstacle for tourists, workers and inward investment. The northern Passenger Transport Executives produced a report on rail devolution without consulting Wales, and ignored key aspects of the Wales and Borders franchise. The Heseltine Report *No Stone Unturned* (2012) failed to take into account the Atlantic Gateway

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[16] Liverpool LEP saw no problem over Wirral belonging to the LEP and working with the Dee region, whereas Cheshire & Warrington LEP was negative about a similar position for Chester

[17] It remains to be seen what impact differing secondary education curricula will have: it might be positive for Wales if worried English parents, uncertain of the value of the proposed E-Bacc, decide to send their children to study A-levels at Coleg Cambria

proposal's potential for north Wales. Dee region transport is treated as peripheral to overall transport planning for Manchester-Sheffield-Leeds. An imbalance in bus service funding by governments could result in two incompatible schemes and bus services ceasing at the border.

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DELIVERING ECONOMIC BENEFITS

25. Practical projects which could help deliver real economic growth across the region include

- **Infrastructure**: rail access to Deeside Industrial Park to relieve congestion on the A494[18]; rail electrification, in particular of the Wrexham-Bidston line; rail access to Liverpool via the Halton Curve. The Welsh Government is already planning a bid to the UK Government for a north Wales rail network modernisation project including Wrexham-Bidston, Wrexham-Chester and Chester-Warrington Bank Quay, as well as electrification of the Crewe-Holyhead line also championed by the Cheshire & Warrington LEP, and close cooperation with the proposed Cheshire Local Transport Plan will be critical for achieving enhanced passenger services. Ideally, the LTP should stretch across the border into Wales, or it risks perpetuating the sort of problems highlighted in the previous paragraph. Some formalised structure allowing transport projects (road[19] as well as rail) to be developed cross border is needed to ensure the market rather than administrative boundaries decide priorities, and to facilitate practical schemes such as integrated ticketing. So, as proposed by Welsh Government's NE Wales Integrated Transport Task Force, transport planning should look not only to Wrexham, Chester and Deeside as employment centres, but also two other nearby Enterprise Zones (the two parts of Mersey Waters – Wirral[20] and Liverpool – and Daresbury)
- **Investment**: a partnership vehicle with a remit to promote inward investment in the region as a whole. Regional collaboration would help identify 'place' by creating a perception of scale[21]. It could also help raise the profile of the region with funding departments in Whitehall, and provide the solid evidence-base of future growth needed for EU funding streams, in addition to facilitating relations between the Enterprise Zones.
- **Labour market and skills agenda**: a cross-border labour market plan, with an alignment of different policy levers to support growth. This is particularly important in light of the fragile business resilience in the area – a point raised by several in both public and private sectors – whereby the departure of just one of the multi-national firms would have a devastating impact on the regional economy. A cross-border

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[18] There has been an estimated 30% increase in commuting via the A494 to Deeside since the 2001 census according to Taith

[19] Three road entry points to north Wales carry more than the M4/M50 entry points south Wales. There are 13 lanes in south Wales, 4 lanes in the north.

[20] Wirral is home to much of the UK's nuclear expertise, so easy direct access into north Wales could also be attractive to companies considering investment in and around Energy Island, Anglesey, including manufacturing at Deeside

[21] It was suggested that when Hitachi chose NE England for its new plant, Deeside ran a close second but a lack of focus on the strengths of the cross-border region as a whole meant it lost out

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labour market plan is also important in making the business case for EU funding bids.

- **Sector development**: identifying the potential for sector growth and clusters without the need to draw an artificial (economically speaking) line at the border would help cement the area's acknowledged reputation in advanced manufacturing, and facilitate development of specific sectors, of which the best defined are aerospace, automotive, pharmaceutical, paper and chemicals as well as financial services[22]. It could also use the Enterprise Zones and the four local BETS anchor companies as focal points. A sector by sector approach has the added benefit of making it easier to align with peripheral geographic areas where it is most beneficial for them (e.g. nuclear: Wirral, Daresbury, Deeside, Anglesey). It was also pointed out that a cross-border approach to marketing the region (including more broadly across north Wales) would enhance tourism: it was felt that Chester, for example, had sufficient to attract tourists for up to 24 hours, but a joint promotional effort would extend the number of bed nights across the region, thus increasing tourism's GDP contribution to the area.

GOVERNANCE AND THE MERSEY DEE ALLIANCE

26. Governance has turned out to be a major challenge for all involved in English city regions, city deals, LEPs and other economic partnership bodies. It is clear that both the Mersey Dee Alliance (MDA) and the West Cheshire and North Wales Chamber of Commerce are, as stated in my report last year, examples of positive cross-border working, but they are coalitions of the willing with no powers and few resources. Moreover, several of those I spoke to indicated that there were longstanding differences between the English and Welsh local authorities which had not yet been entirely resolved.

27. The unique cross-border (as against cross-boundary) nature of the Dee region means that it is important to have a regional strategic body with the powers and resources it needs to deliver sustainable growth in jobs and prosperity. In England, the Government is increasingly using the LEP structure to deliver growth (although without the level of finance that was available to the Regional Development Agencies). It has been suggested that to succeed in this, LEPs will need to be of sufficient scale (such as those covering the core cities/city regions), and that smaller LEPs (including Cheshire and Warrington) would struggle to deliver all the Government is devolving, and to carry the risk (for instance, in relation to EU funding).

28. I have already indicated that I do not believe the Dee region has the scale and density to be recognised as a city region. It is clearly, therefore, going to struggle to manage a comprehensive economic governance structure, and careful thought will need to be given to identifying functions where the nature

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[22] See the MDA's Concept Proposal for Development and Promotion of the M56/A55 Industrial Innovation Corridor (January 2013) and MDA Sector Reports (July 2012)

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of the cross-border region would best be served by a single-body approach, and those which could be delivered by a Memorandum of Understanding between existing structures.

29. The recommendation in my Report last year was for the MDA to be given the powers (and funding) it needed to become a real strategic force for the area, and the Leaders and Chief Executives with whom I spoke on both sides of the border voiced their enthusiasm to pool resources for joint strategic objectives. In addition, its membership would need to change. It is currently not fit for purpose as it consists almost entirely of public sector bodies, and strong private sector leadership as well as HE/FE involvement will be crucial for success in delivering jobs and prosperity. Ideally, private sector involvement should include financial input: the Liverpool LEP, for instance, draws its operating budget from membership fees of £180,000 from the six local authorities and £600,000 from company members.

30. For the MDA to be successful, it will need to do three things, which will require an agreement between the existing partners, the private and education sectors and both Governments:

   - 'Gross up' – i.e. expand its membership and obtain the wherewithal (funds and powers) to achieve its aims;
   - Be given the authority to develop a cross-border labour market plan for the area and act on the skills gaps it identifies by facilitating a seamless provision of training notwithstanding different policies in England and Wales;
   - Be endorsed as the body to promote the region for investment purposes, building on the work already started on key sectors and working with UKTI and Welsh Government.

31. This will be no easy task. It was pointed out, for instance, that there are hundreds of cross-border anomalies in skills policy and funding provision which will need to be at least partially reconciled if a seamless system is to exist. It would be no mean feat for the UK and Welsh Governments to do this, particularly since it would be likely to open a pandora's box the length of the border. However, there are some practical steps which could be considered without tearing up the devolution compact. For instance, a sensible *de minimis* approach called 'the watershed' has been adopted by the local FE colleges themselves: they do not claim the per capita funding to which they are entitled for cross-border students as the total numbers involved on each side are roughly similar. This avoids bureaucracy without anyone losing out. Such an approach might be feasible in other areas also.

32. The MDA will also need inter-governmental agreement on its expenditure facilities. It was clear that at all levels – HE, FE, LEP – available government funding for projects was far higher in England than Wales which would

naturally be reflected in what might be made available to the MDA in the future. To avoid any 'poor relation' mentality, it will be important to adopt the Manchester City Region view of a budget for the region as a whole, wherever the funds come from and wherever is/is not a direct beneficiary[23].

33. The Euregio Maas-Rhein area crosses three country borders[24] and involves Aachen, Maastricht and Liege. They have a dedicated cross-border EU INTERREG programme (€145 million). Although the cross-border region we are discussing is Wales/England and therefore in the same EU Member State, the feasibility of the model could be explored further and might attract finance from other EU funding mechanisms.

34. For the MDA also to take on responsibility for transport planning at the same time would be a step too far. The Liverpool LEP described establishing the governance structure for transport as 'a nightmare', largely because of the lack of understanding of regional economic linkages displayed by UK Government bodies. The MDA would not have the clout required to obtain and exercise control over cross-border transport planning and delivery, and any attempt to do so would no doubt be fiercely resisted by both UK and Welsh Governments. Moreover, individual local authorities would resent any attempt by a regional body to interfere in local transport schemes.

35. Transport would therefore appear to be a policy area best dealt with by a MoU between the two Governments, with the MDA, or Taith and the Cheshire LTP, having a statutory role to be heard on transport proposals of regional significance.

36. An interesting model which might be adapted is that of the Oresund cross-border (Denmark-Sweden) region in Scandinavia, which is connected by the Oresund Bridge. The cost for the Bridge, including motorway and railway connections on land, was DKK 30.1 billion, with the cost of the bridge paid back by 2035. The company is owned half by the Danish government and half by the Swedish government and has used government-guaranteed loans to finance the connection, with user fees the only income. (Taxpayers have not paid for the bridge or the tunnel). These fees are enough to pay the interest and begin paying back the loans, which is expected to take about 30 years.

37. Additional cross-border linkages should also be encouraged. The Chamber of Commerce is a long-standing cross-border body, but other partnerships could be formed, for example it would be beneficial for Glyndwr University to join the North West Universities Alliance.

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[23] MDA partners have so far pooled resources on small-scale projects; big cross-border ones have been hampered by geographical funding restrictions.
[24] Para 105, City Regions Final Report (July 2012)

CONCLUDING REMARKS

38. The region identified throughout this paper is an important functional economic area to both Wales and England. There is genuine potential here, not for a City Region, but to develop a powerful economic development model – based around the region's primacy in key manufacturing sectors - which delivers prosperity and growth by focusing on a number of strategic priorities.

39. One overarching message to come out of the discussions was that the border is invisible to business and the economy. Politicians and administrative boundaries were perceived too often to be the barrier. There was a genuine desire to reach a position where national and local government on both sides of the border can agree to collaborate and work together to support this important economic area (and, conversely, a frustration that this is rarely the case).

40. Some felt that the economic importance of this region is not recognised because of the border and argued that it should rather be seen as an opportunity. I support this view. A well-supported cross-border approach would demonstrate political maturity across an established economic footprint that could harness increased economic development for the benefit of all.

Annex 1 – List of Individuals/Organisations

1. **National Assembly for Wales:**
   - Sandy Mewies AM; Welsh Labour – Assembly Member for Delyn
   - Eluned Parrott AM; Welsh Liberal Democrats – Economy Spokesperson
   - Aled Roberts AM; Welsh Liberal Democrats – North Wales Regional Member
   - Carl Sargeant AM; Welsh Labour – Assembly Member for Alyn and Deeside
   - Ken Skates AM; Welsh Labour – Assembly Member for Clwyd South

2. **Mersey Dee Alliance (MDA):**
   - Cllr Herbert Manley; Chair, Mersey Dee Alliance, Portfolio Holder Prosperity - Cheshire West and Chester Council
   - Cllr Bob Dutton OBE; Vice-Chair, Mersey Dee Alliance – Lead Member – Environment, Wrexham County Borough Council
   - Cllr Hugh Evans; Leader, Denbighshire County Council
   - Cllr Pat Hackett; Cabinet Member Regeneration & Planning Strategy – Wirral Council
   - Dave Heggarty; Head of Regeneration, Flintshire County Council
   - Cllr Mike Jones; Leader, Cheshire West and Chester
   - Chris Koral; Mersey Dee Alliance
   - Cllr Peter Macfarlane; Cabinet Member for Regeneration, Enterprise and Leisure – Flintshire County Council
   - Rebecca Maxwell; Corporate Director Economic and Community Ambition, Denbighshire County Council
   - Melissa Parsons; Mersey Dee Alliance
   - Lee Robinson; Strategic Director, Wrexham County Borough Council
   - Cllr Neil Rogers; Leader, Wrexham County Borough Council
   - Charlie Seward; Director Regeneration and Culture, Cheshire West and Chester
   - Cllr Aaron Shotton; Leader, Flintshire

3. **Universities:**
   - Professor Mike Scott; Vice-Chancellor – Glyndwr University
   - Professor Tim Wheeler; Vice Chancellor – Chester University
   - Dr Chris Haslam; Pro Vice Chancellor - Corporate Development & the Student Experience – Chester University
   - Peter Heard; Pro Vice-Chancellor (Research) – Glyndwr University

4. **Further Education:**
   - David Jones; Principal and Chief Executive, Deeside College
   - Sara Mogel, Principal, West Cheshire College (retired)

5. **Department for Business, Innovation and Skills:**
   - David Higham; Director BIS Local
   - Martin Wood; Director BIS Local

6. **Local Economic Partnerships (LEPs)**:
   - Howard Hopwood, Deputy Chair, Cheshire and Warrington LEP
   - Aidan Manley, Director, Cheshire and Warrington LEP
   - Michael Palin, Executive Director – Strategic Economic Development, Liverpool LEP

7. **Business:**
   - Jackie Pearson, Mill Controller, UPM-Kymmene & Chair CBI North Wales
   - Richard Thomas; Cheshire & North Wales Chamber of Commerce

8. **Taith**:
   - Iwan Prys Jones, Executive Officer

Edwina Hart MBE OStJ AC / AM
Gweinidog yr Economi, Gwyddoniaeth a Thrafnidiaeth
Minister for Economy, Science and Transport

Llywodraeth Cymru
Welsh Government

Eich cyf/Your ref
Ein cyf/Our ref

Assembly Members

19 March 2013

Dear Assembly Members

The Dee Region Cross-Border Economy – Report by Dr Elizabeth Haywood

In October 2012, I announced that Dr Elizabeth Haywood, Chair of the City Regions Task and Finish Group, would be commissioned to look at cross-border economic development in North East Wales following the recommendation in the report to strengthen the Mersey Dee Alliance (MDA).
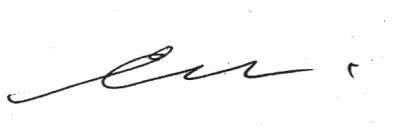
Dr Haywood has now issued me with her report. It reaffirms the belief of the City Regions Task and Finish Group that a City Region cannot be recognised in this area based on evidence. However, it does contain four key recommendations:

- To become a real strategic force in the region, the MDA will need to be given relevant powers and funding. It will also need to change its structure, to incorporate strong private and education (HE/FE) sector membership.

- The MDA should have the authority to develop a cross-border labour market plan, and to develop and deliver a regional skills agenda.

- The MDA should take the lead in promoting the region for investment purposes, making a virtue of its cross-border nature and rejecting the

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Wedi'i argraffu ar bapur wedi'i ailgylchu (100%)   *Printed on 100% recycled paper*

existing tendency to focus marketing on one side of the border or the other.

- There should be a Memorandum of Understanding between the Welsh and UK Governments covering cross-border transport planning (binding on independent bodies such as Network Rail), with the MDA, or Taith and the Cheshire LTP, having a statutory role to be heard on proposals of regional significance.

I intend to formally publish the report shortly and open a brief consultation period to seek views on Dr Haywood's findings.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: 23RD APRIL 2013

REPORT BY: DIRECTOR OF ENVIRONMENT

SUBJECT: EU STATE AID RULES AND THE NEW UK
                  ASSISTED AREAS, AN UPDATE ON THE LATEST
                  SITUATION

1.00   PURPOSE OF REPORT

1.01   Most of Flintshire's main economic centres are within the designated
        Assisted Area, giving access to state aids for eligible development.
        The EU reviews such designations every seven years and such a
        review is now underway.   Retaining Assisted Area status is
        considered to be an essential part in retaining the long-term economic
        health of the County.

1.02   The purpose of this report is to advise Members on the position
        regarding Flintshire's Assisted Areas designation and to identify a
        strategy to ensure that Flintshire retains designation for the period to
        2020.

2.00   BACKGROUND

2.01   EU State Aid rules on regional aid set the framework for financial
        assistance to companies to create or protect jobs in Britain's less
        prosperous areas.   These rules determine how much financial
        support the UK government and the devolved administrations are
        allowed to give to companies, and where.   The UK Assisted Area
        map is an integral part of the rules.

2.02   The present EU State Aid rules on regional aid expire at the end of
        2013 and discussions are currently underway regarding the new rules
        for 2014 -20.   At present, Assisted Area status covers 24 per cent of
        the UK population, with part of Flintshire being covered (Appendix 1
        Plan of the Assisted Area).

2.03   The European Commission released a paper in early 2012, setting
        out its initial thoughts on the rules for regional aid after 2013. Aspects
        of these initial proposals, including reducing the level of aid available
        and the proposal to restrict aid to companies employing less than 250
        employees, were deeply alarming.   The initial proposals were widely
        criticised, including by this Council.

2.04   On 14 January 2013 the Commission published a draft of the new rules for 2014 -20. The full text, which is complex and runs to more than 40 pages, can be accessed on the Commission's website at http://ec.europa.eu/competition/consultations/2013 regional aid guidelines/index en.html

2.05   The new proposals, which differ in important details from those put forward a year ago, contain some good news:

- West Wales and the Valleys, plus Cornwall, look set to retain their top-priority category (a) status – at least on the basis of current statistics

- The overall population coverage of the UK Assisted Areas may fall by less than first feared. The Department for Business, Innovation and Science (BIS) estimates that on the basis of the current proposals the UK coverage may be around 23.5 per cent – a reduction of just 0.5 per cent or 300,000 people – compared to just 18 per cent coverage in the earlier proposals. This is partly because of a revised formula, and partly because of a revised formula and partly because of the inclusion of more recent data.

2.06   But there are still areas of concern:

- crucially, the Commission still proposes to prohibit aid to large companies (those with 250 or more employees worldwide) in the Category (c) areas that make up all other UK Assisted Areas, including Flintshire. This is of major concern given this county's reliance on a number of large, mainly manufacturing companies;

- the Commission also proposes to reduce the aid intensity ceiling for large firms in Category (a) areas from 30 to 25 per cent of the cost of a project, with commensurate reductions for Small and Medium size Enterprise (SMEs) as well. Again, the level of grant aid potentially available is of great importance to high technology manufacturing operations, where capital investment are not very large;

- in Category (c) areas, the aid intensity ceiling for medium-sized companies (50-250 employees) would be reduced from 25 to 20 per cent, and for small companies (sub-50 employees) from 35 to 30 per cent.

2.07   The new draft rules also include rigorous new proposals to ensure that in all circumstances aid is only given where it is necessary to ensure that a project goes ahead – the so-called 'incentive effect' – something that will be a big step in several EU member states but not

in the UK, which already has appropriate procedures in place.

3.00   **CONSIDERATIONS**

3.01   The continuing proposal to prohibit aid to large companies in Category (c) areas is concerning since:

- large firms' investments make the biggest difference to regional economies:-
- large firms head supply chains that benefit local SMEs;
- it deprives the UK of a key tool in attracting mobile investment projects;
- it also deprives UK of a key tool to support industry generally;
- it ignores the sophisticated grant appraisal process that takes place in the UK;

3.02   The arguments put forward by the Commission are unconvincing. The assertion that there are "regional handicaps" which don't apply to large firms is inappropriate. The justification for Assisted Area status has never been that these places are inherently uneconomic, for either large or small firms, and therefore that higher costs have to be offset by investment subsidies. Rather, the key problem is that these areas simply do not have enough jobs/economic activity, often because of the decline of historically dominant employers, for example coal mining, iron and steel manufacturing.

3.03   In an accompanying explanatory note, the Commission defends its proposal to prohibit aid to large firms by reference to evidence from three studies. One of these, based on the UK experience, is viewed as being technically flawed and at odds with a wealth of other UK evidence. The other two studies cover ERDF-funded projects in Italy and a survey of just 28 projects across the EU, neither of which offers a useful guide to the situation in the UK where aid to companies has been policed rigorously for many years.

3.04   The proposal to reduce aid intensity ceilings is also worrying. The effect in Category (c) areas would create a double problem – no regional aid to large firms and less to SMEs.

3.05   **UK Government reaction**

3.05.1   We understand that the BIS officials who lead for the UK on this matter agree strongly with the Council's concerns regarding the new EU rules. Their view, which is shared by the devolved administrations, is that:

- The proposed restriction on aid to large companies in Category (c) areas is wholly unacceptable and damaging.

- The proposed reduction in aid intensity ceilings is unwelcome

and should be opposed.

3.05.2   The UK Government's position is apparently shared by a growing number of other Member States, including Germany and France. However, this is a matter on which the Commission alone has the final say – it does not need the approval of Member States or the European Parliament.

3.06   Flintshire has a further consideration to take into account, namely the future of Enhanced Capital Allowances (ECAs) available as part of the Deeside Enterprise Zone package. ECAs are also considered to be State Aids and under EU rules, can only be given within Assisted Areas. Failure to secure Assisted Area status in Flintshire will mean the loss of the ECAs as well.

3.07   Next Steps

Crucially, the current proposals from the Commission are not the final version, which will not be published until April. This leaves a opportunity for further lobbying.

The UK Government is intending to make further representations to the Commission on this matter, and similar representations are expected from several other Member States.

The Council should consider the following actions in order to present the strongest case for retaining Assisted Area designation:-

- Continue to lobby the British MEPs who are working to change this position.
- Raise the matter with the local AMs and MPs.
- Work through the WLGA to secure a meeting in Brussels with Commissioner Almunia (who has lead responsibility for the new rules).
- Meet with representatives of the CBI, EEF, Chamber and key local employers to develop a shared approach on this matter.
- Raise this issue with the North Wales Economic Ambition Board and the Board of the Mersey Dee Alliance asking for support for the Council's views.
- Work with the lead officials in BIS (and where appropriate the devolved administrations) to coordinate tactics and detailed arguments to be put to the Commission.

3.08   The consensus seems to be that the issue of aid to large companies is still in the balance. The Commission may be playing a bargaining game here: if it gets through its stringent new rules on the 'incentive effect' it may be willing to sacrifice the blanket ban on aid to large firms in Category (c) areas. Indeed, as BIS officials have pointed out, if the new rules on the incentive effect are implemented, only those projects from large companies that need and deserve support should

receive support anyway.

3.09   What about the map itself?

The UK government, with the assistance of the devolved administrations, will draw up the new UK Assisted Area map (for 2014-20) once the new EU rules have been finalised.

3.10   The Commission's current proposals cover the framework for drawing the map. The proposals here are not very different from the framework that underpinned the current 2007-13 map:

- Category (a) areas (European Unions "NUTS 2" regions) will qualify automatically and in full on the basis of EU statistics;

- The map of Category (c) areas will be drawn up in the UK for ratification by the Commission;

- Some more prosperous EU "NUTS 3" regions will be ineligible for Category (c) status on the basis of GDP or unemployment statistics;

- The building blocks will be Council wards, but these will have to be added together to form coherent units meeting minimum population thresholds;

3.11   The UK government is expected to carry out a formal consultation on the mapping process in due course.

4.00   RECOMMENDATIONS

4.01   That Members note the contents of the report and approve the approach set out in paragraph 3.07.

5.00   FINANCIAL IMPLICATIONS

5.01   Retention of Assisted Area status will have a significant sustainable impact to the local economy.

6.00   ANTI POVERTY IMPACT

6.01   Assisted Area status will have the potential to make a significant contribution to investment, encouraging local opportunities for supply chains, skills and employment; under which Assisted Areas will be expected to demonstrate impact.

7.00   ENVIRONMENTAL IMPACT

7.01   None directly.

8.00   EQUALITIES IMPACT

8.01   Assisted Areas designation will have the potential to make a significant contribution to employment opportunities for all.

9.00   PERSONNEL IMPLICATIONS

9.01   None directly.

10.00   CONSULTATION REQUIRED

10.01   European Commission to express opposition to the proposed ban on aid to large firms. AM's, MP's, MEP's and BIS to maintain lobbying pressure.

11.00   CONSULTATION UNDERTAKEN

11.01   European Commission to express opposition to the proposed ban on aid to large firms. AM's, MP's, MEP's and BIS to maintain lobbying pressure in addition to the Industrial Communities Alliance.

12.00   APPENDICES

Appendix I: UK Assisted Area plans.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: Dave Heggarty, Head of Regeneration
Telephone: 01352 703203
Email: dave.heggarty@flintshire.gov.uk
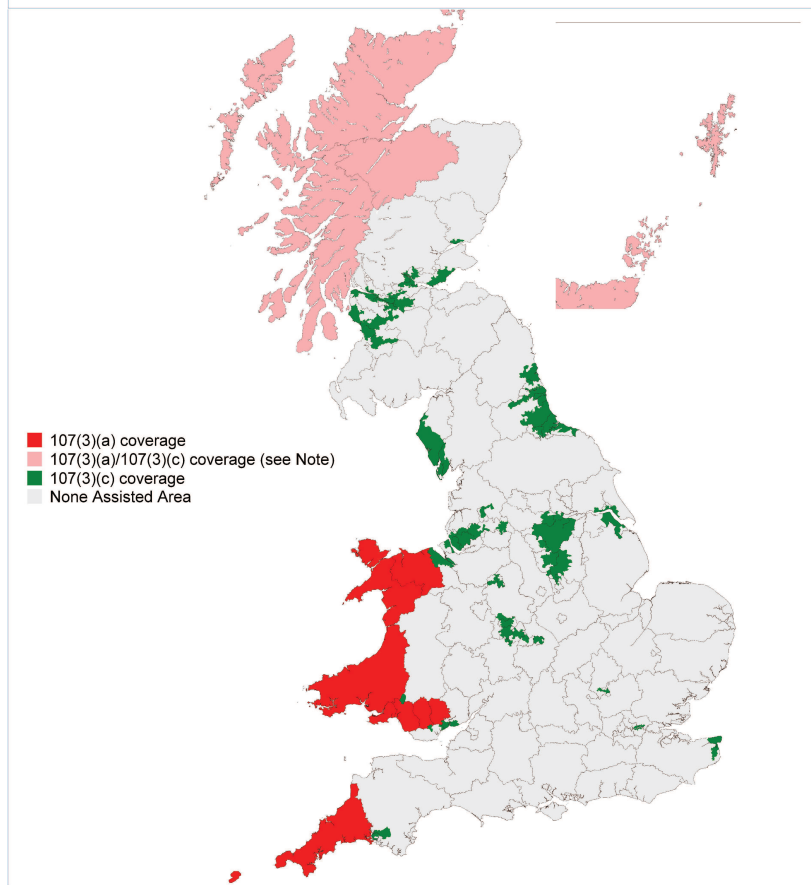
Assisted Areas in Great Britain, 2007-2013

BIS | Department for Business Innovation & Skills

Legend:
- 107(3)(a) coverage
- 107(3)(a)/107(3)(c) coverage (see Note)
- 107(3)(c) coverage
- None Assisted Area

Produced by BIS

Notes:
1. Please note that some EC Treaty Article numbers changed on 1st December as a result of the Lisbon Treaty. Article 107 was previously numbered Article 87.
2. Northern Ireland has full 107(3)(c) coverage. Highlands & Islands has 107(3)(a) coverage until 31 December 2010. Coverage will then change to 107(3)(c) coverage with a maximum aid intensity of 20%.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT: **WELSH GOVERNMENT CONSULTATION ON THE EUROPEAN STRUCTURAL FUNDS AND RURAL DEVELOPMENT PLAN PROGRAMMES 2014-2020**

1.00   **PURPOSE OF REPORT**

To agree the Council response to the consultation by Welsh Government on the European Structural Funds and Rural Development Plan (RDP) programmes for 2014-2020. Concurrent with this is the review of Assisted Areas throughout Wales (being considered in a separate report) These are the areas in Wales where State Aids can be offered to eligible investment projects.

2.00   **BACKGROUND**

2.01   The European Structural Funds (ESF) and Rural Development Programmes (RDP) represent a major source of funding for economic development, skills and employment, infrastructure and quality of life. The programmes represent an investment in Wales of £1.8bn and £841m respectively for 2007-2013.

2.02   The current set of programmes (2007-2013) will come to an end over the 2014-2015 period and development of the next programmes (2014-2020) is well underway at the European, UK and Wales level. The Welsh Government has issued draft proposals for their approach to the next programmes and responses are due on this consultation in late April.

3.00   **CONSIDERATIONS**

The EU budget

3.01   The European Council approved an EU budget for the 2014-2020 period at a meeting in Brussels on the 8th of February. This will now need to be approved by the European Parliament. A final EU budget needs to be approved before the legislative package for the 2014-2020 European Funds can be finalised. This is likely to lead to some delays in starting the new programmes for Wales. It is hoped that the new programmes for Wales will be able to commence during the second half of 2014.

3.02 The budget agreed by the European Council does not represent a good deal for Wales due to a change in the formula for allocating Structural Funds to "less developed regions". As a result of this new formula, "less developed regions" in wealthier Member States, such as the UK will receive reductions in funding. This means that West Wales and the Valleys could lose around £350 million in Structural Funding. Further, as a result of the budget agreed by the European Council, East Wales could lose around £50 million in Structural Funds, from the £113m available in 2007-2013 period.

3.03 It is possible for the Welsh Government to transfer up to 3% of programme resources from West Wales and the Valleys to East Wales (would amount to £50m based on current allocations). This could help to develop projects that, although located in East Wales, bring benefits to West Wales communities.

3.04 It remains unclear at this stage what the likely implications of the budget deal reached by the European Council is for future funding to Wales under the Common Agricultural Policy. Early indications are that this could be a loss of around £200 million to Wales, which would reduce the scale of the RDP programme.

Future structural funds implementation

3.07 In reviewing the previous programmes WG has indicated that, for future programmes, it will:

- ensure a stronger focus on jobs and growth;
- prioritise place based interventions to bring about strategic economic regeneration;
- prioritise a smaller number of key strategic projects with clear outcomes and exit strategies;
- target both growth sectors and areas of opportunity such as city-regions or enterprise zones; and
- ensure better integration between the different European programmes.

3.08 Welsh Government has set out the activities that it intends to support through the programme in East Wales:

- Small to medium sized enterprise (SME) competitiveness – access to finance and supporting entrepreneurship but not business grant support.
- Research and innovation – supporting business innovation, encouraging and commercialising research.
- Renewal energy and energy efficiency – energy efficiency in homes and public buildings, low carbon strategies for urban areas, development of new technologies, alleviation of urban

congestion.

- Skills – apprenticeships, raising basic skills levels, raising workforce skills.
- Youth employment – developing employability and providing support to those not in education, employment or training.

3.09 Regeneration and infrastructure development have not been included as priorities in the programme for 2014-2020.

3.10 Due to the small scale of the expected programme in East Wales, Welsh Government will be looking to fund a smaller number of projects; focusing resources into pan-Wales projects or into specific geographic areas such as city-regions or Enterprise Zones.

Future RDP implementation

3.11 For the RDP, Welsh Government has indicated that it will ensure a more flexible approach by removing the restrictive framework of Axes and Measures used in the 2007-2013 programme. The Welsh Government is proposing the following objectives for the programme:

- Competitiveness of agriculture
- Sustainable management of natural resources
- Balanced development of rural areas – including social inclusion, poverty reduction and economic development.

3.12 Under this last objective, Welsh Government has proposed a number of areas for intervention:
- ICT uptake and usage
- Community and voluntary transport
- Access to services
- Strategic spaces
- Tourism

3.13 It is suggested that the LEADER element of the programme, currently delivered in Flintshire by Cadwyn Clwyd, is refocused back to its original aims to develop community-focussed innovation and entrepreneurial activity.

3.14 Currently, there are partnerships, local action groups and lead administrative bodies in each of the 18 areas covered by the programme. This is costing approximately £19m for the 2007-2013 period. Welsh Government is exploring options for the future management of the programme.

3.15 In addition, Welsh Government is reviewing the current geographic coverage of the programme. Options being considered include narrowing the focus of the programme to the predominantly rural local authority areas.

3.16 It is suggested that the following points are raised in the formal consultation response and where there are other opportunities to feed back to Welsh Government:

3.17 Generally, the proposals to improve the targeting of structural funds investment and to better integrate activity across programmes is a positive step forward. The omission of regeneration and infrastructure from the programme is, though, a source of concern as these can be vital elements in unlocking private sector investment.

3.18 It is a concern that the current approach to city-region development focuses solely on South Wales. There is a considerable geographical and functional gap between North and South Wales and therefore this will result in the benefits of the programmes and of associated Welsh Government spending being confined to South Wales. This argument has been rehearsed in favour of recognition of North East Wales and the catchment of the Mersey Dee Alliance 'foot print' as part of the on-going City Regions consultation.

3.19 The development of the Deeside Enterprise Zone represents both a major economic opportunity for communities across North Wales and also an opportunity to address localised deprivation in the Deeside area. The strategic approach developed for the Enterprise Zone represents exactly the type of evidence-based, geographically-focussed and sustainable priority areas that WG is seeking to support.

3.20 Due to the strength of the East Wales economy and the opportunities that this provides for West Wales and the Valleys (WW&V) it is imperative that Welsh Government consider opportunities to transfer WW&V funding into East Wales for projects that can demonstrate a clear benefit to the communities of West Wales. The development of transport and skills infrastructure linked to the potential economic growth of North East Wales would be a good example.

Proposed responses to the RDP consultation

3.21 The retention of RDP funding will be crucial to enable Flintshire's rural communities to capitalise on the major economic opportunities presented in the urban areas through the Deeside Enterprise Zone. In addition, the RDP has been instrumental in providing vital resources to a large rural area in a county which has traditionally been recognised for its major manufacturing economy. The RDP has enabled resources to be focussed on, and respond to, the needs of the rural population.

3.22 The wider rural development objective covers a very broad range of topics and is therefore unfocussed. Without further prioritisation and integration it could result in duplicated effort and a weak focus on

outcomes. There are a number of missed opportunities, however, under the objective; there does not appear to be any suggestion of investment in either rural businesses or in employment and this is a particular concern given the current economic climate

3.23 Experience from the current RDP programme suggests that the level of bureaucracy has hindered the implementation of the programme. A simplified administrative structure for the programme and greater integration across the different funding streams will help to improve the value for money and effectiveness of the programme.

4.00 RECOMMENDATIONS

1) That the current Welsh Government consultation on the programmes is noted and the proposed responses to Welsh Government are approved.

2) That Members support the bid for continued Assisted Area designation in Flintshire and work with appropriate partners within the region to achieve this.

5.00 FINANCIAL IMPLICATIONS

The two programmes have contributed significantly to the work of the Council in the 2007-13 period.

6.00 ANTI POVERTY IMPACT

The programmes have the potential to make a significant contribution to tackling poverty and this is included as a cross-cutting theme in the programmes under which all projects will be expected to demonstrate their impact.

7.00 ENVIRONMENTAL IMPACT

The programmes have the potential to make a significant contribution to environmental protection and enhancement and this is included as a cross-cutting theme in the programmes under which all projects will be expected to demonstrate their impact.

8.00 EQUALITIES IMPACT

The programmes have the potential to make a significant contribution to equalities and this is included as a cross-cutting theme in the programmes under which all projects will be expected to demonstrate their impact.

9.00 PERSONNEL IMPLICATIONS

None.

10.00 <u>CONSULTATION REQUIRED</u>

None.

11.00 <u>CONSULTATION UNDERTAKEN</u>

None.

12.00 <u>APPENDICES</u>

Appendix 1 - WG consultation document – Rural Development Plan 2014-2020
Appendix 2 - WG consultation document – European structural funds 2014-2020

These appendices are available to view in the Members Library and on the website.

<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS</u>

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **HEAD OF HOUSING, HEAD OF FINANCE**

SUBJECT: **WELFARE REFORM AND HOUSING POLICY AMENDMENTS**

1.00   PURPOSE OF REPORT

1.01   To seek approval from Cabinet for the implementation of a series of amendments to current housing policies that are necessary for the Neighbourhood Housing Service to be able to respond proactively to the Welfare Reform Act 2012.

2.00   BACKGROUND

2.01   The majority of the provisions within the Welfare Reform Act 2012 start to be implemented from April 2013. Collectively, these provisions will fundamentally transform the social security system with the aims of making the benefit system simpler; ensuring work always pays: and to deliver savings of £18 billion from the social security budget by 2015.

2.02   Cabinet members will be aware that the Council has recognised that the provisions within the Government's Welfare Reform Act 2012 will, if not effectively and proactively managed, have significant negative impacts for residents, service providers, businesses and the Council.

2.03   In response to its concerns, the Council is developing a long-term and proactive Welfare Reform Strategy to help and support households, across all Flintshire's local communities, who will be impacted by the welfare reforms.   To oversee the development and successful implementation of the numerous workstreams within the strategy, a Welfare Reform Programme Board, chaired by the Leader of the Council, has been established.

2.04   A majority of the households impacted by the changes to their social security benefits will experience a reduction in their current level of benefit income. The assumption from the Government is that the such households will be able to replace their lost benefit income with

earned income and the Universal Credit with its single income taper withdrawal figure and increased working disregards has been designed to ensure that work always pays.

2.05   However, the Council is concerned that for some Flintshire households the opportunities to alleviate financial pressures by going into employment will be limited, particularly amongst the more vulnerable households within our communities. If a reduction in welfare benefit income cannot be replaced by earned income a household's ability to pay their contractual housing costs on a sustained basis will be affected and increase the threat of the household becoming homeless.

2.06   An increase in homelessness levels throughout the County will place additional financial pressures upon the Council, through the budgetary costs associated with the fulfilment of its statutory homelessness duties, etc. At their meeting on the 23 January 2013, the Housing Overview and Scrutiny Committee received a report detailing the measures that the Council was implementing to mitigate, as far as practical, any increase in homelessness. The report also considered various changes to existing housing policies that would be needed to meet the challenges that a specific provision within the Welfare Reform Act 2012 will create for the Neighbourhood Housing Service.

2.07   The Housing Overview and Scrutiny Committee supported all the recommendations within the report and proposed an additional recommendation. In this recommendation, the Committee expressed their opinion that the allocation of the Council's housing stock should be based upon an applicant's housing need, even when allocating a property to the applicant in most need would conflict with the housing benefit reforms for working age social housing tenants rules being introduced by the Welfare Reforms Act 2012.

2.08   Cabinet Members will be aware that from April 2013 an award of housing benefit claimed by working-age social housing tenants will be reduced if a tenant's property has more bedrooms their household is deemed to require. Flintshire County Council has 1,152 working age tenants who, according the Department of Works and Pension rules, are under-occupying their homes.

2.09   A social housing tenant deemed to be under-occupying their homes by one bedroom will have their weekly housing benefit award reduced by 14% and tenants under-occupying by two or more bedrooms will have their housing benefit reduced by 25%. The total reduction in the amount of housing benefit paid to Flintshire County Council tenants who are under occupying their home is £12,500pw (£700,000pa)

2.10 During the autumn of 2012, the Neighbourhood Housing Service contacted the tenants who would be affected by the housing benefit reforms. Tenants were provided with information on why their housing benefit entitlement would be reduced and helped to develop a housing support plan identifying how they would address the problems that the reduction in their housing benefit entitlement will create.

3.00 **CONSIDERATIONS**

3.01 **Supporting Tenants**

3.02 Appendix one displays information collated from the tenant's support plans on how they intended to address the housing benefit reduction. The Neighbourhood Housing Service though is concerned that the majority of tenants have not made progress on the agreed actions noted within their support plans. For example, from the 118 tenants who stated that they desired to move to smaller housing, only 38 tenants have actually completed and returned a transfer application form.

3.03 The Neighbourhood Housing Service believes that without appropriate levels of support and access to specialist advice, many tenants will struggle to resolve the problems that the reduction in their housing benefit entitlement will create. For example, tenants who have expressed a desire to remain in their current home and pay the rent top-up may need support to understand how to reorganise their household expenditure and/or access to specialist advice services for help to maximise their income and resolve debt problems, etc.

3.04 Providing tenants with ease of access to advice and support will become of critical importance if the Neighbourhood Housing Service has no alternative other than to make an application to the Court to seek a possession order against a tenant who has accrued rent arrears. The ability of the Service to demonstrate that a tenant had been offered support but refused, without good cause, to engage may enhance the prospect of the Court granting the Council a possession order should this be necessary.

3.05 The data that is available to the Neighbourhood Housing Service will enable tenants to be profiled and targeted with the appropriate levels of support. For example, a tenant under occupying by one bedroom, whose circumstances will change in the next few months, i.e. a child in their household reaching the age of 10 or 16, will need less intensive support than a tenant under occupying by two bedrooms who also receives a sickness/disability benefit, etc.

3.06   Through the effective targeting of tenants the Neighbourhood Housing Service is striving to ensure that current resources will be deployed as efficiently and effectively as possible. It is expected that Neighbourhood Housing Officers will be able to offer low level support to tenants who are facing a short term reduction in their income, or to mature tenants who have requested a transfer and are willing to accept areas within the County where appropriate sized accommodation is more readily available.

3.07   However, additional resources will be required to ensure that vulnerable tenants, or tenants who will be significantly impacted by several welfare reforms, have access to the advice and support that they need to identify and implement solutions that will ease the difficulties that their household face.

3.08   Members will be aware that the Council has provided funding for two new positions (Welfare Reform Response Officers) on 12-month fixed term contracts, to assist more vulnerable residents who are in need of advice and support during this period of significant change. These two officers will, as far as their resources allow, offer support to the Council's under occupying tenants. However, as these officers have been tasked to target vulnerable households across all tenures, they will not be able to only offer support to the Council's tenants.

3.09   Thus, it is proposed that an additional position of a Welfare Reform Response Officer is created on a 12 month fixed term contract. This position will be funded from the welfare reform budget held within the Housing Revenue Account. The officer will be responsible for assisting Council tenants to effectively manage their financial commitments; improve their budgeting skills; maximise their household income (both in and out of work), and improve prospects of obtaining employment through training, volunteering, etc. When a tenant needs specialist advice, such as on challenging adverse benefit decisions or dealing with threats of Court action from creditors, the officer will support the tenant in their dealings with specialist advice providers.

3.10   Funds may also be available from Flintshire's Supporting People Grant to provide additional resources within the Welfare Reform Response Team, and/or to increase the level of resources within an existing support service based within a Registered Social Landlord operating within the County.

3.11   Through ensuring that sufficient resources are in place to enable timely advice and support to be provided to all under occupying social

housing tenants within Flintshire, the Council will be taking proactive steps to reduce the risk of homelessness amongst these households. The outcomes from this work will be positive for the householder ensuring their long-term housing expectations are sustainable and will help mitigate the financial pressures that could be placed upon the Council through the fulfilment of its statutory homeless duties.

3.12 **Housing Policy Review**

3.13 A briefing note on the housing benefit reforms for social housing tenants and the implications for Housing Service policies was circulated to all Elected Members in January 2013.

3.14 The briefing note sought the opinion of Elected Members on sensitive issues related to the allocation of properties, i.e., will future allocations be based upon an applicants housing need or their ability to pay their own rent without any assistance from housing benefit and upon the rent arrears policy to ensure it responds appropriately with arrears created by the housing benefit reforms.

3.15 Even with the support that tenants will be offered the Neighbourhood Housing Service expect that the housing benefit reforms will cause many under occupying tenants to accrue rent arrears or, increase the level of their pre-existing arrears. It has therefore been necessary to review the current processes through which the Housing Service manages and supports tenants who are experiencing problems in maintaining their contractual rent payments.

3.16 Appendix two outlines the how the Neighbourhood Housing Service will deal, in an appropriate and sensitive manner, with tenants whose rent arrears have created by the housing benefit reforms. The proposed changes are also attempting to anticipate how the Courts may deal with future applications for an eviction order in respect of a tenant who maintains their rent arrears has been caused wholly by the housing benefit reduction.

3.17 Appendix three provides details of the changes that are necessary to enable the housing allocation policy to respond positively to a number of the issues created by the housing benefit reforms. For example, how the policy can reflect the need to prioritise transfer requests from tenants under occupying by two bedrooms or more whilst balancing the requirement to allocate properties to other applicants on the register who are in urgent housing need due to homelessness or medical reasons, etc. The rational behind a proposal to reduce the letting age to fifty years old for some of the Council's sheltered accommodation is also explained.

3.18   There is a requirement for appropriate staffing resources to be in place to implement the changes to the allocation policy and ensure the changes attain the desired outcomes. In addition, it is important that the Neighbourhood Housing Service has the capacity to proactively match up tenants awaiting a transfer who are overcrowded with tenants who are under occupying and also promote transfers amongst tenants. (Housing benefit data indicates that 206 Flintshire County Council tenants are living in properties too small for their households, although it is important to note that the majority of these tenants do require four bedroom properties.)

3.19   Therefore, it is proposed that an additional Neighbourhood Housing Officer position, on a 12 month fixed term contract, is created to encourage and facilitate tenants moving to more suitable/ affordable accommodation. The funding for this position will come from the welfare reform budget within the Housing Revenue Account.

3.20   **Registered Social Landlords**

3.21   The housing benefit reforms will impact upon all under occupying working age social housing tenants. For information, 325 tenants of the social landlords, operating within Flintshire, are under occupying their property. The total reduction in housing benefit that will be paid to these tenants will be £4,230pw (£220,000pa).

3.22   Appendix four contains information on the impacts upon registered social landlord and outlines the Council's plans to work closely with registered social landlords to improve nominations performance and to align approaches to minimise homelessness amongst their tenants.

4.00   **RECOMMENDATIONS**

4.01   That the Cabinet support and approve the following:

   I.   proposals on how the Neighbourhood Housing Service intends to proactively support tenants who are under occupying.

   II. creation of two additional posts on 12 month fixed term contracts; Welfare Reform Response Officer and Neighbourhood Housing Officer.

   III. changes that are required to the allocation and rent arrears policies as set out in appendix two and three.

IV. delegated authority be given to the Cabinet Member and Director to amend the policy (set out in appendix 2 and 3) following the outcome of consultation.

V. proposals to implement closer and improved working practices with registered social landlords as set out in appendix four.

5.00 FINANCIAL IMPLICATIONS

5.01 The financial pressures upon the Council's Neighbourhood Housing Service that may be created by the full impact of the housing benefit reforms are significant. These pressures include a £700,000pa reduction in the level of Central Government revenue that is paid directly to the Housing Revenue Account in respect of housing benefit to assist tenants with low incomes to pay their rent. The Council is also anticipating an increase in expenditure with all costs associated with the provision and management of emergency and temporary accommodation for tenants who lose their accommodation as a result of accruing rent arrears due to having their housing benefit reduced.

5.02 A budget of £250,000 has been approved within the Housing Revenue Account to cover the expected budgetary increase in expenditure on various issues linked to the impacts that will be generated by the provisions within the Welfare Reform Act 2012.

5.03 The creation of the two 12 month fixed term Scale 6 posts, noted within this report, will require additional funding of £61,206. This funding has been provided for by the welfare reform budget within the Housing Revenue Account and this amount represents additional costs deemed necessary to support our tenants and maximise our income collection.

6.00 ANTI POVERTY IMPACT

6.01 The numerous workstreams that are being managed within the Council's Welfare Reform Strategy is targeting services in order to protect, as much as possible, the most vulnerable members of our communities from being adversely affected by the Government's Welfare Reforms.

7.00 ENVIRONMENTAL IMPACT

7.01 None specifically associated with the content of this report

8.00   EQUALITIES IMPACT

8.01   The consequences of the welfare reforms are being felt across many of Flintshire communities; however, some groups will be harder hit than others. For example, single people aged under 35 years old, people of working age with long-term health problems/disabilities, families with four or more children and working age social housing tenants. The successful attainment of the objectives within the Council's Welfare Reform Strategy will help to reduce the full adverse impacts of the welfare reforms from falling upon these groups.

9.00   PERSONNEL IMPLICATIONS

9.01   There will be a need for two new fixed term Scale 6 posts to be created on the Council's establishment list.

9.02   These two posts will provide staff within the Neighbourhood Housing Service with potential developmental opportunities.

10.00   CONSULTATION REQUIRED

10.01   A proposal to formally amend the Neighbourhood Housing Service's allocation policy would need to be subject to appropriate consultation with stakeholders.

11.00   CONSULTATION UNDERTAKEN

11.01   A briefing note on the housing benefit reforms for social housing tenants and the implications for Housing Service policies was circulated to all Elected Members in January 2013.

12.00   APPENDICES

12.01   **Appendix 1**: FCC tenants – under occupying and data on housing stock numbers and lettings.

12.02   **Appendix 2**: Revised processes for supporting and managing tenants with rent arrears.

12.03   **Appendix 3**: Changes to the Allocations Policy.

12.04   **Appendix 4**: Registered Social Landlords – under occupying tenants

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None
Contact Officer: **Paul Neave**
Telephone: **01352 703802**
Email: **paul.neave@flintshire.gov.uk**

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Table 1

All FCC tenants identified as under-occupying their home were contacted and offered the opportunity of a meeting with a member of the Housing Team to discuss the Housing Benefit reforms affect them. 78% of the tenants responded to the offer and engaged with the Housing Team.

	South	**North**	**East**	
Complete	329	363	202	894
No Response	86	104	68	258
Incomplete	0	0	0	0
TOTAL	**415**	**467**	**270**	**1152**

Table 2

During the meeting with the Housing Team, the tenants identified how they were going to address the problem when their Housing Benefit is reduced in April 2013. 32% (360 tenants) of the tenants indicated that they would pay the shortfall, whilst 10% (118 tenants) stated they wished to move.

Options	Tenants Preferred Choice
Want to Move	118
Will Pay The Shortfall	360
Find Work	56
Lodger	32
Fully Occupied	131
Over Occupied	3
Not Claiming Benefit	97
Refused to Sign	3
Query with HB/ Disability	82
No Response	260
Total	***1142**

* 10 forms logged as completed had not been input at the date the table was populated.

FCC tenants – under occupying

Table 3 Under- occupying by bedroom numbers

As table 3, shows over 75% of the affected tenants are under–occupying by one bedroom, with the majority needing a two-bedroom property.

	Under occupying by 1 bedroom	**Under occupying by 2+ bedroom**
Tenants	874	278

Table 4 Total FCC Stock

As can be seen from table 4, the Council has 977 two-bedroom and 3,277 three-bedroom properties within its general needs stock.

Property Size	General Needs	Sheltered	Total
One Bedroom			
Flat	178	514	**692**
Bungalow	13	1136	**1149**
House		1	**1**
Two Bedroom			
Flat	281	340	**621**
Bungalow	3	617	**620**
House	693	1	**694**
Three Bedroom			
Flat	63		**63**
Bungalow	27		**27**
House	3231		**3231**
Four Bedroom			
House	117		**117**
Five Bedroom			
House	11		**11**
Six Bedroom			
House	4		**4**
Total	**4577**	**2609**	**7230**

Nb: The above figures exclude:
1. 25 x 3-bedroom house – shared ownership.
2. the Flint maisonettes

Table 5: Number of FCC vacant properties from Oct 2010 - Oct 2012

As can be seen from table 5, over a two-year period only 159 two-bedroom properties within the general needs stock became available for letting. This is an obvious concern when the majority of our tenants who are under – occupying need a property of this size. We can assume that it will probably take around two-years to re-house those tenants who have expressed an interest in moving at the moment (allowing for the fact that in addition to these 118 households who have asked this move, there will be new households joining the housing register who will also need two-bedroomed accommodation.)

This however takes no account of the 360 households who are saying that they will remain in their current accommodation and make up the shortfall. It is likely that during the course of 2013 a number of these households will decide that a move to smaller accommodation would be beneficial once they have tried to make up the shortfall in their Housing Benefit entitlement.

	1 Bed	2 Bed	3 Bed	4 Bed	Total
Sheltered Stock	366	149	nil	nil	515
General Need Stock	41	159	307	11	518
Total					1033

Table 6: FCC tenants requested a transfer

As can be seen from table 6, thirty three FCC tenants on the housing transfer list have been awarded additional points because they are overcrowded. Work will be progressed to try and match these tenants with the under occupying tenants who have requested a move to smaller accommodation.

FCC tenants formally requested a transfer	655
Number of tenants requested a transfer who are overcrowded	33

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Appendix 2
Amendments to the Rent Arrears Recovery Process

Rent Accounts Analysis – Current Position

The introduction of changes to Housing Benefit will result in households losing income which will in turn affect the ability of tenants to pay their rent.

Following an exercise in late 2012 in which over a thousand households were visited, some analysis has been carried out to inform how the rent arrears recovery process might need to be amended to take account of the changes and to support tenants who want to pay their rent but cannot.

The analysis which has been carried out has been taken as a snapshot of a sample of tenants, considering that rent accounts may increase and decrease weekly depending upon payment cycles.

As at the week ending 17th March 2013, the percentage of households who will be affected by the under-occupancy related changes to Housing Benefit who are already in rent arrears is 66%.

Current Split of Arrears and Non-Arrears Cases
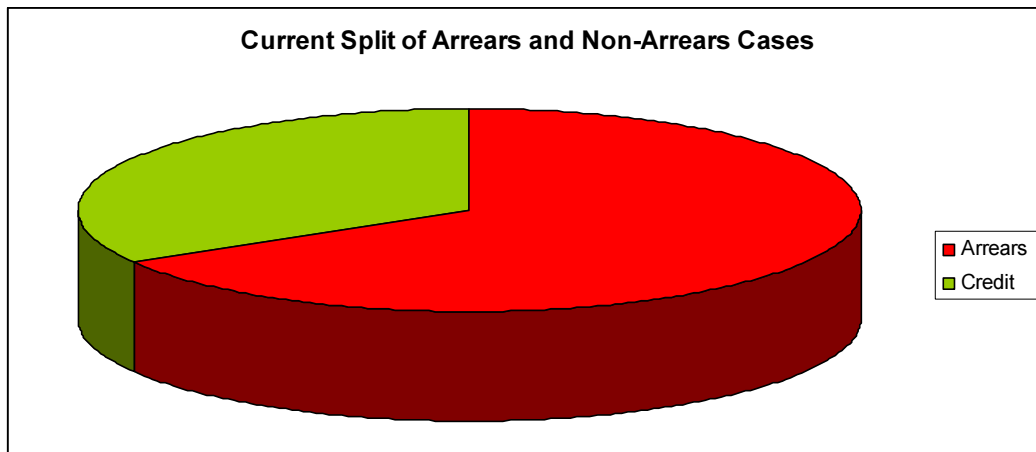
Of those accounts already in arrears, 8% are currently subject to Court Orders. 18% are already under notice. 41% have made re-payment agreements whilst the remainder do not have a formal plan in place.

Current Action
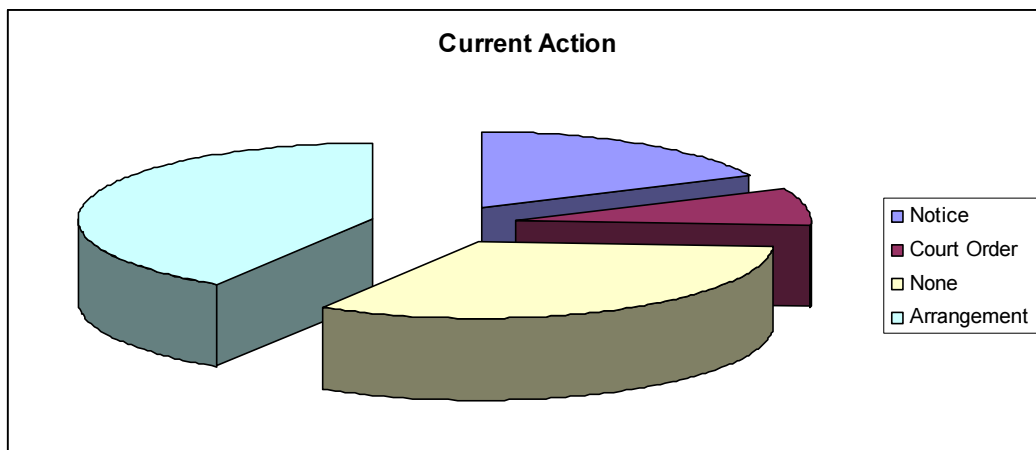
Of the tenants who are in arrears, the majority will have the lower level of deduction applied as most are under-occupying by one bedroom – 85% with 15% under-occupying by two or more bedrooms.

In Arrears - No of Bedrooms U/C

- 1 Bed
- 2 Bed
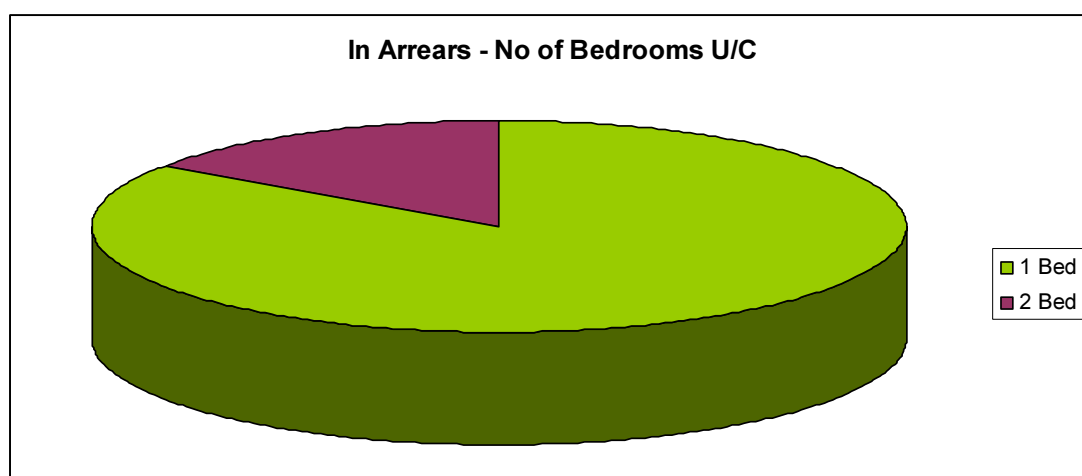
The level of arrears is wide ranging. Nearly 13% of those already in arrears owe over £1000, whereas 40% of all those in arrears owe less than £100.

Therefore nearly 60% of all accounts sampled were either in credit or had less than £100 of arrears.

It is therefore expected that a number of households who have either no arrears or low arrears (under £100) will fall into arrears due to the additional housing costs. Consideration needs to be given to how this process will be managed to mitigate the risk to the Housing Revenue Account whilst supporting tenants to be financially independent.

Changes to the recovery process

The recovery process for those tenants unaffected by the changes to Housing Benefit will remain the same.

For those tenants who are affected by the changed, the following process is recommended:

Households in Rent Arrears prior to April 2013

Court Orders:
Where tenants are currently in arrears prior to the introduction of the changes and are already subject to a Court Order, it is recommended that there is no change in the recovery process.

Notice of Seeking Possession/Final Warning:
Where tenants have been served with a Notice of Seeking Possession pre-April 2013, it is recommended that action will be continued from the pre-enforcement staged [shown in the diagram below].

Medium Arrears [£101-500]:

Where a tenant has already accrued arrears up to £500 it is recommended that the level of court action remains the same, but additional pre-enforcement work is carried out with the tenant prior to any possession claim being issued.

Low Arrears:

Where a tenant has less than £100 arrears, providing payments have regularly been made, it is recommended that they are dealt with under the 'No Arrears Process' illustrated below.

No Arrears:

Where a tenant has not had rent arrears prior to April 2013, and they have been affected by the changes to Housing Benefit, the process will follow the following stages:

Up to 4 weeks gross rent owed	**Early Intervention Stage**	**INFORM** – letters, calls, visits, income & expenditure forms **ADVISE** – Sources of help for debt problems, emergency assistance, credit unions, employment, water assist etc **PLAN** – Re-housing, mutual exchange, employment, lodger, budgeting, re-payment agreement, Third Party Deductions
Up to 12 weeks gross rent owed	**Intensive Intervention Stage (Pre-Enforcement)**	**Specialist support, e.g, debt advice, welfare rights** **Compulsory Money Management Workshop** **Final Warnings with Homeless Team Members**
Up to 26 weeks gross rent owed	**Enforcement Stage**	**Consider Discretionary Housing Payment prior to issue of possession proceedings along with sustainability plan.**

It is not yet known how the courts will deal with possession cases where the arrears have been brought about solely by the changes to Housing Benefit and the authority's approach to rent arrears recovery will need to be fluid enough to adapt to any case law in this area.

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Appendix 3
Amendments to the Allocations Policy

There will be a need to make use of the flexibility within the existing Flintshire County Council Allocations Policy and Points Scheme to manage the changes and additional pressures associated with Welfare Reform. This is not the right time for a full review of the existing allocations policy as Flintshire is part of the North East Wales project developing a Common Housing Register and Common Allocations Policy. The Single Access Route to Housing is currently out for consultation and a pilot will be run from January 2014. Therefore, the proposals below provide interim solutions that will enable Flintshire County Council to allocate properties fairly to those in most housing need and appropriately manage the competing priorities.

Under Occupation and Overcrowding Points

The current policy awards 100 points to a tenant of Flintshire County Council who is living in a property too large for their needs and wishes to move to a smaller property. The policy does not currently differentiate between under occupiers of one bedroom or those under occupying by two or more bedrooms. There is a need to use flexibility within the existing policy to prioritise those under occupying by two bedrooms or more. The proposal is to add **50 management points** to ensure that those under occupying by two bedrooms or more are assessed as a higher priority.

The current policy awards 20 points for each bedroom the property lacks. The proposal is to add a further **50 management points** for households living in overcrowded properties. This will assist with releasing smaller properties for under occupiers and enable us to make best use of the Council's housing stock.

Quota System

The current policy would need a full review of the points system in order to balance the emerging priorities. There is a need for a policy that facilitates the management of the under occupation issue but also ensures that enough allocations are made to homeless applicants to prevent spiralling B&B costs. The policy must also allocate to those reasonable preference groups on the register with urgent medical needs or other high levels of housing need.

A successful system used elsewhere to ensure a spread of lets across the priority groups is to run a quota system. This would work by splitting the register into three groupings and setting a target percentage of lets for each group. This would need to be a flexible tool in order to manage the competing priorities and ensure fair and equitable allocation of properties in line with the existing policy. The proposals below will deliver an increase in allocations for homeless prevention, statutory homeless and under occupiers compared to figures provided for the past three months but will maintain an appropriate level for other forms of priority housing need.

Quota Proposal:

Group	% of lets (Oct 2012-Jan 2013)	Proposed % target
Homeless and Priority Need	19%	30%
Mainstream Housing Register	73%	50%
Under Occupiers	8%	20%

Sheltered Accommodation

The proposals above will assist us to manage the high demand for social housing and the shortage of available properties to meet the need. This is particularly an issue for smaller properties. Figures provided between October 2010 and October 2012 showed that only 40 general needs 1-bed properties became available across the 2-year period. There were 366 sheltered 1-bed properties let across the same period. We know that some of our sheltered stock is not ideal for the very elderly for a number of reasons. A reduction in the letting age for our sheltered stock to 50 where this is appropriate and managed in a sensitive manner would alleviate some of the shortage of flats for single occupants.

The sheltered service has been remodelled to a Community Based Accommodation Support Service and will be available across all tenures. Breaking the link between the support and the property means that an individual can be placed without support needs and then support can be introduced when needed. This change is unlikely to concern existing elderly residents who may object to 'young people' on the scheme. It should be noted that this will be a first step and will only have a limited impact. Further consideration will need to be given to re designation of some properties that are unsuitable as sheltered stock.

Appendix 4: Registered Social Landlords – under occupying tenants

Table 1

The table below displays information on the number of tenants of the social landlords, operating within Flintshire, who have been identified as under-occupying their home.

As can be seen 325 tenants are under occupying their property and the total reduction in housing benefit that will be paid to these tenants will be £4,230pw (£220,000pa)

RSL	Under occupying by 1 bedroom	Under occupying by 2+ bedroom	Total
Clwyd & Alyn	183	34	217
Wales & West	74	12	86
Cymdeithas Tai Clwyd	20	2	22
TOTAL	**277**	**48**	**325**

Table 2

The table below displays the number of completed nominations during the period quarter 1 to quarter 3 2012-2013

RSL	Number of vacancies	Number of completed nominations	Percentage of completed nominations
Clwyd Alyn HA	120	39	32%
Wales & West	36	16	44%
Cymdeithas Tai Clwyd	1	1	100%

Improving nominations performance is a key activity linked to mitigating the impact of Welfare Reform. The current nomination agreement allows Flintshire Council to nominate to 50% of RSL vacancies. Current performance falls below the expected level. As a consequence FCC is conducting a review to update and improve current arrangements in managing the nominations process. It is not proposed to conduct a full re-draft of the nomination agreement due to the on-going SARTH project. The following summarises the actions aimed at improving nomination performance for both customers as well as Flintshire Council and its RSL partners.

1. Establish clear and effective communication links between the FCC area housing offices and the three RSLs active in Flintshire

2. Establish a new monitoring system to record each new nomination case. This will provide both day to day management and performance information.
3. Monthly review meetings have been set up to monitor nominations performance with Clwyd Alyn HA (the largest RSL operating in Flintshire) with Wales & West HA and Cymdeithas Tai Clwyd attending quarterly. The first meeting will be held in April 2013.
4. FCC will ensure that households to which the nomination will be to discharge homeless duty will be notified of this. FCC will also provide names of homeless officers to ensure they receive notification of nominations.
5. RSLs will provide a breakdown of all vacancies
6. Agreed to improve use of web resources to market projects that are less easily let.
7. Incorporate the Specialist Housing Group with the nomination process. A review of the terms of reference of this group is being conducted.

Appendix 4: Registered Social Landlords – under occupying tenants

Table 3

The table below displays a breakdown of RSL stock in Flintshire as at March 2013

Property Type	Cymdeithas Tai Clwyd	Wales & West	Clwyd Alyn
1 bed bungalow			38
2 bed bungalow	21	17	38
3 bed bungalow			4
4 bed bungalow			3
1 bed flat		269	318
2 bed flat	16	64	176
3 bed flat			2
1 bed house			25
2 bed house	12	152	460
3 bed house	51	222	666
4 bed house	4	12	26
Maisonette		1	
Bedsit		6	4
Studio		10	
Total	104	753	1760

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **DISCRETIONARY   HOUSING   PAYMENT   (DHP)
                    POLICY 2013/14**

1.00   PURPOSE OF REPORT

1.01   The report seeks the approval and adoption of Flintshire County
        Council's revised Discretionary Housing Payment (DHP) Policy for
        2013/14.

2.00   BACKGROUND

2.01   The Department of Work and Pensions (DWP) provides extra funding
        to local authorities to provide persons in receipt of Housing Benefit
        further financial assistance with their housing costs.

2.02   Central Government's Welfare Reform Programme is changing how
        Benefits are claimed.   The changes are designed to make the
        transition from Benefits into work much easier and also to give people
        greater control over their finances.   However, these changes
        potentially will have a negative financial impact on households and
        individuals.

2.03   DHP can be used to give people extra help and support with their
        housing costs.   The DWP annual funding for DHP was £20m up to
        April 2011.   To help authorities manage the impact of the reforms
        DHP funding increased to £30m in 2011/12 and to £60m for 2012/13
        across England and Wales and for the remainder of the Spending
        Review.

2.04   The draft policy and an accompanying report was submitted to
        Corporate Resources Overview & Scrutiny in February 2013 and
        Housing Overview & Scrutiny Committee in March 2013 for
        consideration. Feedback from these meetings is included within the
        report.

3.00 CONSIDERATIONS

3.01 2013/14 will be challenging to many households and individuals as the changes to Welfare Benefits are implemented, changes include:-

- Abolition of Second Adult Rebate within the new Council Tax Reduction Scheme.

- A restriction for people of working age "under occupying" their homes.

- A "Benefit Cap" being introduced which limits the total amount of "welfare benefits" that a working age person can receive to £350 per week for a single person and £500 per week per family.

- Personal Independence Payments will replace Disability Living Allowance for working age people starting from June 2013.

- Introduction of Universal Credit.

- Changes to Community Care Grants and Crisis Loans – introduction of a Local Assistance Scheme.

- Changes to non-dependent deductions.

- Changes to Local Housing Allowance.

3.02 Examples where a DHP may help:-

- Where a rent restriction has been applied.
- Reductions in Housing Benefit entitlement following changes to Local Housing Allowance.
- Non-dependent deductions.
- Income Tapers.

3.03 The list is not exhaustive but it does not include:-

- Ineligible service charges.
- Increases in rent due to outstanding rent arrears.
- Certain sanctions and reductions in benefits.

DHPs are available to meet housing costs across all tenure types, i.e. Social Housing and Private Rented Sector.

3.04 Where it is needed this funding is designed to help in the short term. This is a cash limited budget and each application for DHP is assessed on need and personal circumstances and a decision will be made on a case by case basis.

3.05 In deciding upon an award Flintshire County Council will consider the shortfall between a persons Housing Benefit or Universal Credit and their rent and:-

- Steps taken by a person to reduce their liability.
- Steps taken by the person to find cheaper alternative accommodation.

- Reasons why a person cannot move to cheaper alternative accommodation.
- Steps taken by a person to increase their income.
- The financial circumstances of the person and their family.
- Any exceptional circumstances.
- Any proactive intervention and help given with regard to debt advice and budgeting.
- Funding available to Flintshire County Council.
- The consequences of not awarding DHP.

3.06 DHP is a payment of last resort or in an emergency; it is hoped that with proactive intervention and help that other alternatives will be found to help customers in difficulty. This work will be undertaken by officers in Housing Benefits, Housing and Welfare Rights and the Welfare Reform Operational Team

3.07 As stated in 2.03 there has been an increased allocation of £60m DHP funding from the DWP available to local authorities. Councils generally will find that the potential pressure on this fund will intensify and that funding by DHP will not be able to provide adequate long term support for customers. ***The purpose of DHP is to provide short term assistance and is not designed to provide a long term solution to support customers.***

3.08 Each year the DWP allocate funding to local authorities, but allow the authority to pay above this amount. The authority is allowed to award up to 2.5 times the government allocation of DHP.

3.09 For the financial year 2013/14 Flintshire County Council has been allocated £242,119 by the Department of Work and Pensions. Flintshire County Council is able to spend a total of £605,297; the difference being able to be funded by the local authority. In 2013/14, £167,526 was originally allocated to the DHP fund. At the 1st March 2013 Budget Meeting it was announced that another £135,000 would be available for 2013/14. The overall budget to support households for 2013/14 in Flintshire is £544,645.

3.10   It should be noted that DHP cannot directly be used for help with Council Tax liability as the Council Tax Reduction Scheme is not classed as a Welfare Benefit and therefore outside the scope of the scheme although liability to pay Council Tax will be taken into consideration as expenditure when looking at DHP eligibility for help with housing cost. If a Council Tax payer cannot meet their Council Tax liability then Flintshire County Council will consider individual circumstances under the Corporate Debt and Fair Debt Policy.

3.11   The policy and report was submitted to Corporate Resources Overview and Scrutiny Committee on 14th February 2013. Members raised concerns about the lack of cheaper alternative accommodation and that there were significant challenges for the Council. The report was noted.

3.12   The policy and report was submitted to Housing Scrutiny Committee on 21st March 2013. Members raised general concerns about how people in Flintshire will manage financially due to all the changes. The report was noted but a comment was made about the review process and whether this should have member input. It is recommended that this can be achieved by introducing a quarterly report in to Corporate Resources Overview and Scrutiny Committee and Cabinet which would cover:-

- The types of issues encountered by applicants to DHP
- Overview of how we have helped people to a sustainable financial position within the scope of the adopted policy
- Review of outcomes of DHP claims and the review process
- Current financial position of spend against budget

4.00   **RECOMMENDATIONS**

4.01   Members are recommended to:-

(a) Note the report.
(b) Adopt the DHP Policy for 2013/14.
(c) Support quarterly reporting to CROSC and Cabinet as set out in 3.12.

5.00   **FINANCIAL IMPLICATIONS**

5.01   Central Government's allocation to Flintshire County Council in 2013/14 is £242,119. This means that the overall expenditure limit for DHP is £605,298. The 2013/14 budget now contains a provision for Flintshire County Council to contribute £302,526; £167, 526 was allocated to the budget and an additional £135,000 which will now provide a total available for DHP to be £544,645.

6.00   ANTI POVERTY IMPACT

6.01   Wales has been argued to be the most deprived country in the UK. It has also been highlighted that the deprivation present in Wales is comparable to only parts in England, in which similar "post industrial setting" is found. It may be regarded that Wales faces more significant impacts as a result of changes to the systems of welfare reform which begin in earnest next year.

6.02   The Welfare Reform Programme has recognised the need for proactive work and support to try and mitigate as much as possible the effects on vulnerable residents in Flintshire. Residents may be affected by changes to Welfare Benefits which are happening at the same time.

6.03   Whilst the Welfare Reform Programme impact will significantly affect the numbers of claims for DHP, it is important to note that DHP is also payable to those who are experiencing financial difficulty in meeting their housing costs who are not directly affected by these changes, but subject to other significant changes in their personal situation.

7.00   ENVIRONMENTAL IMPACT

7.01   None.

8.00   EQUALITIES IMPACT

8.01   None.

9.00   PERSONNEL IMPLICATIONS

9.01   Currently resourced.

10.00   CONSULTATION REQUIRED

10.01   None.

11.00   CONSULTATION UNDERTAKEN

11.01   Consultation undertaken:
        Corporate Resources Overview & Scrutiny Committee
        Housing Overview Scrutiny Committee
        Flintshire Advice Management Board

12.00   APPENDICES

12.01   Appendix 1 – Draft Discretionary Housing Payments Policy 2013/14.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: Jen Griffiths
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Email: jen.griffiths@flintshire.gov.uk

Flintshire County Council

Discretionary Housing Payments

Policy April 2013

Introduction

Discretionary Housing Payments (DHPs) are discretionary sums payable by the Council to a person in receipt of Housing Benefit (HB) or Universal Credit (UC), where they still appear to require additional financial assistance with their Housing Costs.

DHPs are regulated by the Discretionary Financial Assistance Regulations 2001 (SI 2001 No 1167) which are summarised in Appendix A at the end of this document, but within the regulations a Council is allowed much discretion. Flintshire County Council (FCC) will administer the scheme with reference and regard to the contents of this policy

Objectives

FCC has the following objectives for its DHP scheme;

- To encourage and help keep people in employment

- To prevent homelessness and aid people to retain sustainable tenancies

- To help people who are trying to help themselves

- To help keep families together

- To support vulnerable people in the community

- To help people through times in which they are stressed and vulnerable

- To help to alleviate poverty

- To assist people that are particularly disadvantaged by Welfare Reforms

In the pursuit of these objectives FCC undertakes to consider each case on its individual merits and to act fairly, reasonably and consistently.

Claiming a DHP

Claims should be made on FCC's DHP application form, but an application will be accepted if made in another format if it contains sufficient information on which a decision can be reached.

Awarding a DHP

The DHP award may be of any duration and will usually be paid from the Monday following the request being made. Upon representation consideration can be made for the DHP to be paid from an earlier date.

In deciding upon an award, FCC will consider the following factors as appropriate

- The shortfall between a person's Housing Benefit, or Universal Credit and their rent

- Steps taken by a person to reduce their rent liability

- Steps taken by the person to find cheaper alternative accommodation

- Reasons why a person cannot move to cheaper alternative accommodation

- Steps taken by a person to increase their income

- The financial circumstances of the person and their family, but Disability Living Allowance (Mobility Component) will not be considered as income

- Any relevant medical circumstances of the person and their family

- Any circumstances which may be considered as exceptional

- The level of funding available to FCC

- The consequences of not awarding a DHP

Payment and Notification

FCC will pay a DHP by BACS in the same way that Housing Benefit is paid. Notification of successful and unsuccessful awards will be accompanied by a statement explaining the reason for FCC's decision.

The statement of reasons will ensure that successful recipients know when to report relevant changes, and for unsuccessful applicants the reasons will provide an explanation against which a review could be requested.

Review of Decisions

Any representation regarding the refusal, rate or ending of a DHP payment may be subject to a review request from the affected person. The review will be dealt with by a senior officer to the original decision maker. In the event of an affected person still being dissatisfied, the Benefits Manager will make a final decision

Other forms of assistance with Housing Costs

If a Council Tax payer cannot meet their council tax liability, then FCC may consider writing off their debt in accordance with the Corporate Debt Policy.

Assistance with Rent Deposits is available from the FCC Bond Scheme.

Appendix A) Overview of the Discretionary Financial Assistance Regulations 2001 (SI 2001 / 1167)

Regulation 1 – Citation, Commencement and Interpretation

This regulation gives the scheme its name and commencement date

Regulation 2 – Discretionary Housing Payments

This regulation describes the payments as follows;

The Local Authority (LA) may make payments to persons who –

- Are entitled to HB
- Require further financial assistance with their housing costs (in addition to their HB)

The LA has total discretion as to whom they pay or don't pay, but housing costs incurred before 2 July 2001 cannot be considered. There is also a discretion regarding

- The amount of the payments, and
- The period for, or in respect of which, they are made

Regulation 3 – Circumstances in which Discretionary Housing Payments may be made

Payments may be made when a person has made a claim, and their need for financial assistance is not in respect of the following;

- A liability to meet ineligible service charges
- A liability to meet charges for water, sewerage or allied environmental services

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- A liability for an increased weekly rent liability as a result of rent arrears
- Reductions in benefit due to the failure to co-operate in pursuit of child support maintenance or for failing to participate in a work – focussed interview
- Job Seekers Allowance being reduced or stopped due to the failure to attend an interview, or through the loss of employment either voluntarily or through misconduct
- The suspension of benefit payments
- The Loss of Benefit Provisions imposed for fraudulent claims
- The recovery of an overpayment by deductions to benefit

Regulation 4 – Limit on the amount of the DHP that may be paid
The amount of a DHP cannot exceed the following when calculated as a weekly sum;

- The weekly rent less ineligible service charges

Regulation 5 – Period for, or in respect of which, DHPs may be made
The LA may restrict the payments of DHPs to any period that it considers appropriate to the details of the case, but there must have been entitlement to HB for that period

Regulation 6 – Form, manner and procedure for claims
The LA may accept a DHP claim in any way it approves from;

- A person entitled to HB, or
- A person acting on behalf of a person entitled to HB where that is reasonable

The DHP can then be paid to either the person entitled to HB or some other person where that seems reasonable in that particular case

The LA must give written notice of any DHP decision or review together with the reasons for the decision to the applicant as soon as is reasonably practicable

Regulation 7 – Provision of information
A person claiming or receiving a DHP shall provide the LA with the following information;

- Particulars of the grounds of a claim, or for a review
- Changes in circumstances which may be relevant to the continuance of the DHP
- Such other information as the LA may specify in the time the LA considers appropriate

Regulation 8 – Reviews

An LA may review any decision about the making, cancellation or recovery of a DHP in such circumstances as it sees fit.

The LA may cancel a DHP and make a recovery where it has determined that;

- Any person has misrepresented or failed to declare a material fact (fraudulently or otherwise) and as a result of that a payment was made, or
- An error has been made that caused a payment to be made when otherwise it would not have been

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **FAIR DEBT POLICY**

1.00   PURPOSE OF REPORT

1.01   To approve the introduction of a Fair Debt Policy.

2.00   BACKGROUND

2.01   The Council has already developed a Corporate Debt Policy which establishes standard procedures for the collection of debt. The introduction of a Fair Debt Policy is separate to this and is primarily a customer focused policy to assist those in financial difficulty owing single and multiple debts to the Council.

2.02   The purpose of this Fair Debt Policy is to establish guidelines on how the Council will recover debts owed. It sets out the framework for a consistent and sensitive approach to the recovery of debts and importantly, it aims to offer customers who experience payment difficulties with practical payment solutions which take account of the customer's personal circumstances.

2.03   The policy is about putting in place a co-ordinated and consistent approach to collection of debt and moving towards a joined-up approach to assist those in financial difficulty owing single and especially multiple debts to the Council.

2.04   The policy is certainly not a customer charter designed to allow customers to avoid their payment responsibilities but importantly it seeks to strike the right balance between meeting payment obligations and recognising that many customers find it difficult to meet their payments.

3.00   CONSIDERATIONS

3.01   The introduction of this policy will ensure that the Council continues to fulfil its responsibility to maximise the collection of council tax, rents, corporate debt and housing benefit overpayments.

3.02 The policy also needs to be considered as part of a wider effort to combat poverty, address the risks arising from welfare reform and provide a customer focused approach which is sensitive to the needs of those who find it increasingly difficult to pay.

3.03 The introduction of this policy will have a number of benefits for the Council and its customers. It will work towards :

- o Allowing for a more joined up and co-ordinated approach to the collection of multiple debts owed to the Council,
- o Encouraging early contact from customers when they are first faced with financial difficulties to avoid debts building up
- o Taking positive action to prevent arrears from occurring in the first place, maximising income and entitlements at an early stage.
- o Providing a commitment to work with customers and/or their representatives, identifying priority debts and setting out reasonable and realistic payment levels, especially in relation to multiple debts, ensuring that payment arrangements reflect the ability to pay as well as the overall level of debt owed.

3.04 The draft Fair Debt Policy has been referred to the Corporate Resources Overview & Scrutiny Committee on 18th April 2013 to provide input and comment prior to its consideration by Cabinet. Feedback from the Corporate Resources Overview & Scrutiny Committee considerations will be provided verbally to Cabinet.

4.00 RECOMMENDATIONS

4.01 That cabinet approves the Fair Debt Policy as set out in the Appendix.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly as a result of this report but collection of monies owed to the Council is an important aspect of the Council's financial management strategy.

6.00 ANTI POVERTY IMPACT

6.01 The policy will ensure that recovery action will be taken against deliberate non-payers or those who delay payment without genuine reason whilst always working to identify and assist those who genuinely can't pay.

6.02 The Fair Debt policy is designed to ensure that people are not exposed to undue financial hardship as a result of the Council's Corporate Debt Policy and the Fair Debt Policy sets out actions to minimise any hardship.

6.03   Where people have fallen or are likely to fall into arrears, the policy will provide a commitment to work with them, and their representatives, to set reasonable and realistic payment levels that they can maintain, ensuring that payment arrangements reflect the ability to pay as well as the level of debt owed.

6.04   The policy is also about putting in place a co-ordinated and consistent approach to collecting single and multiple debts owed to the Council. When either the Council or our advice agency partners become aware of multiple debt cases, Council officers will actively co-operate with each other to agree a single payment plan and to ensure all repayments are sustainable.

7.00   ENVIRONMENTAL IMPACT

7.01   None.

8.00   EQUALITIES IMPACT

8.01   The Policy is supported by guiding principles to ensure that in the wider public interest recovery action is proportionate, consistent and transparent.

8.02   The Policy aims to allow for a balance to be struck between the potential loss of income due to the Council and the costs of compliance, against the need to maximise income. When recovery is taken the policy will ensure that a consistent approach is adopted, recognising the need to treat everyone as individuals but with very differing circumstances. Transparency is vital in maintaining public confidence in the Council and the policy will provide members of the public with better awareness of what is expected of them in relation to their payment obligations. Importantly, the policy will also promote early contact with the Council to address payment difficulties.

9.00   PERSONNEL IMPLICATIONS

9.01   None.

10.00   CONSULTATION REQUIRED

10.01   None.

11.00   CONSULTATION UNDERTAKEN

11.01   Lead Officers across the Corporate Services team and Community Services Directorate, working alongside representatives of the Flintshire CAB, have sought to introduce recognised best practice into

the policy.

11.02   The Advice Management Board has also been consulted about the introduction and content of this policy.

11.03   The introduction of this policy has also referred to Corporate Resource Overview and Scrutiny Committee.

12.00   <u>APPENDICES</u>

12.01   The Fair Debt Policy appears in the Appendix to this report.

Fair Debt Collection Policy

Fair Debt Collection Policy

1. Background & Introduction

1.1   The purpose of this Fair Debt Policy is to establish guidelines on how the Council will recover debts owed. It sets out the framework for a consistent and sensitive approach to the recovery of debts and importantly, it aims to offer customers who experience payment difficulties with practical payment solutions which take account of the customer's personal circumstances.

1.2   The Council has already developed a Corporate Debt Policy which establishes standard procedures for the collection of debt. The Fair Debt Policy is separate to this and is primarily a customer focused policy to assist those in financial difficulty owing single and multiple debts to the Council.

2. Principles of the policy

2.1   Flintshire County Council is committed to collecting all of the income which is due to the authority as this is an important income stream to support the delivery of services to residents.

2.2   It is equally as important for the Council to recognise that customers will have times and circumstances in their lives where they will be unable to meet all of their financial commitments and need the Council to work with them or their representatives resolve the payment difficulties.

2.3   The Policy is about putting in place a co-ordinated and consistent approach to collecting multiple debts owed to the Council ensuring that where a customer makes contact to discuss payment difficulties their circumstances will be considered fairly and objectively with a view to agreeing a reasonable payment arrangement, minimising recovery action and working to avoid additional costs to the customer.

2.4   The Policy also recognises that collection of debt should be fair to everyone, especially those who pay on time, but that some people may deliberately avoid their payment obligations by delaying payment or choosing not to make payment at all. In all such cases, proportionate measures will be deployed to develop a culture of payment while always encouraging those in need of help to get in touch with the Council at an early stage.

2.5   The Policy commits the Council to operating in a fair and equitable way when recovering debts, ensuring that any action taken to recover unpaid debts is always proportionate, consistent and transparent.

2.6   In summary, the Policy should ensure that each customer is treated fairly, as an individual and with compassion in cases where genuine financial hardship is experienced

3. Types of debt covered by the policy

3.1   The Fair Debt policy covers council tax, council rent, housing benefit overpayments, personal and non commercial debts administered by the Corporate Debt collection service.

4. Communication and contact with the council

4.1   Advice and information will always be made available to customers at every stage of the process. The Council will make clear what action is being taken and why.

4.2   The Council will also explain to customers what they should do if they are unable to pay and importantly where they can get independent money advice and support for wider debt problems.

4.3   Escalation procedures will always give a clear indication to the customer of the next stage in the Councils recovery process including any additional costs to be incurred on the debt.

4.4   In cases of non payment, the Council will let know customers in writing promptly and invite them to make contact with the Council at an early stage of the recovery process with a view to making a payment agreement if they are experiencing financial difficulty.

5. Benefits, discounts and exemptions and money advice

5.1   The Council will seek to inform customers of their entitlement to means tested and non means tested benefits, discounts and exemptions to ensure entitlements are correct and that no one pays more than they are legally required to.

5.2   The Council will provide easily accessible information about benefits, discounts, exemptions and independent money advice and support through a range of communication channels, including public leaflets, inserts with bills, recovery documents and public information via the Councils website.

5.3   The Council will actively promote and signpost the services of independent money advice and support agencies and seek to work in partnership with local advice agencies.

5.4   The Council will work towards providing Advice Agencies will a single point of contact relevant to each service area so that issues can be taken up and resolved quickly and to better manage multiple debt cases.

6. Responsibilities of customers

6.1 The Council expects customers that owe sums to the Council to comply with all legal obligations. The Council is committed to working with customers as set out in this policy and it is the Council's expectations that those owing sums to the Council will contribute to this process by abiding by the following guidance:

- o Pay amounts promptly to ensure receipt by the Council by the payment due date
- o Follow instructions provided regarding the making of payments to ensure payments are credited correctly
- o Inform the Council promptly of any change in circumstances that may affect the amount to be paid or the ability to pay
- o Notify the Council promptly if there is a change of address
- o Contact the Council promptly if there are payment difficulties
- o Respect the Council, it's employees and its agents and respond to them courteously

7. Arrangements for Repayment of Debts

7.1 Throughout the debt recovery process, the Council will focus on the need for personal contact with the customer.

7.2 If a customer is unable to a pay debt owed to the Council they should in the first instance contact the Council to discuss their position.

7.3 Once the customer has contacted the Council about difficulties they are having with making the payments the Council will seek to establish a repayment plan considered:

- o the principles of the fair debt policy
- o the customers ability to pay relative to the outstanding balances and the cost of recovery
- o the need to repay the debt within a reasonable timescale
- o standard procedures will be followed having due regard to the customer's income and expenditure – when undertaking a detailed assessment of a customer's financial situation an income and expenditure form replicating the form used by the Citizens Advice Bureau. The Council will work towards measuring expenditure against the Bureau's Common Financial Statement to ensure a consistent approach is taken to assessing a customer's financial circumstances.

7.4 The Council will try to resolve all queries and make a payment arrangement during the first contact, especially in the case of single debts owed to the Council. Payment arrangements will be confirmed setting out the payment obligations that the customer is expected to keep to.

7.5   The Council will seek as much information as possible about the customer's circumstances as considered necessary in order to make the best assessment of their ability to pay and to determine a realistic payment arrangement. More information is likely to be required where an initial assessment indicates the customer is unable to pay the debt over a short period of time and where the debt will not be repaid in full by the end of the financial year in which pay is due.

7.6   Where a customer refuses to divulge any information that is considered essential to assessing their ability to pay then no payment agreement will be entered into.

7.7   Customers and/or advice agencies working on behalf of the customer will be encouraged to notify the Council of multiple debts and agree a co-ordinated payment plan covering all debts owed to the Council. In turn, Council Officers will actively co-operate with each other to agree a single payment plan and to ensure all repayments are sustainable.

7.8   Whilst the benefits of agreeing a co-ordinated payment plan will be explained to the customer, the Council recognises that the customer has the right to deal with debts separately if they so choose.

7.9   Payment plans for multiple debts owed to the Council will be designed to allow customers to initially make payment towards priority debts owed to the Council (Rent payments and Council Tax) and then towards all other debts owed to the Council. In appropriate cases, where have wider debt problems, the Council will signpost customers to external advice agencies.

7.10   For customers entering into single payment agreements for multiple debts owed to the Council, except where repayments are established through court orders or agreed rates of deduction from benefits, repayments will normally be distributed in direct proportion to the priority and then lower debts outstanding to each service area.

7.11   Where the level of repayment required cannot be met the Council will work towards the use of an income and expenditure form officer using a common financial statement to access the financial means of the customer.

7.12   If no contact is made then the Council will contact the customer in writing promptly to set out the consequence of not paying the debt. The Council will stress the importance of the customer contacting the Council at an early stage to discuss the issue

8. Late or missed payments

8.1 If for what ever reason the customer is unable to make a payment they will be encouraged to contact the Council prior to the payment failing to be made.

8.2 Where a payment arrangement has been agreed but payment is not received in accordance with the agreement, before further action to recover the unpaid debt is considered, the Council will write to the customer promptly to request payment of the sums due and explaining the consequences of failing to pay.

8.3 The Council will also encourage the customer to make further contact to discuss any payment difficulties or change in circumstances. A reasonable period of time will be provided to the customer to bring the payment agreement up to date or to make further contact with the Council.

8.4 Where a customer fails to bring a payment agreement up to date or persistently fails to keep to a payment agreement the Council will consider taking further steps to recover the unpaid debt and a further payment agreement will not normally be considered unless the customer's circumstances have significantly changed.

9. Enforcement and bailiff action

9.1 The Council will use Debt Recovery Services to recover debts where customers have persistently failed to pay.

9.2 The use of bailiffs to recover debt will only be considered by the Council when all reasonable attempts to recover the debt have been exhausted. In all such cases, the Council will use only reputable and appropriately appointed organisations that have been contracted to the Council through a full procurement exercise.

9.2 All bailiff organisations will comply with the Council's agreed Code of Practice as set out by the Council.

9.3 The Council and the bailiff firm will ensure that all bailiffs and have an appropriate knowledge and understanding of all relevant legislation, case law and powers, and at all times act in accordance with them.

9.4 Bailiffs and employees, contractors and agents of the bailiff firm must be aware that they represent the Council in their dealings with customers. They will always act in a responsible, professional and courteous manner and be aware that their behaviour, appearance and attitude have a great influence on the success of the debt recovery process.

9.5 The bailiff will at all times use their professional judgement to refer back to the Council if he considers that, due to the personal circumstances of the debtor, it would be inappropriate to proceed to levy distress.

10. Monitoring and Review

10.1 It is proposed that a Fair Debt working group will be established to monitor the effectiveness of this policy. The group will consist of senior managers within the Council responsible for debt recovery and debt recovery specialists from the Citizens Advice Bureau.

10.2 The group will meet initially on a quarterly basis to discuss the implementation of the policy and thereafter to review and update the policy as and when the need arises.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**

SUBJECT: **SUPPORTING PEOPLE COMMISSIONING PLAN**

1.00   **PURPOSE OF REPORT**

1.01   To update Cabinet on the Supporting People Programme in Flintshire and seek approval for the Flintshire Supporting People Commissioning Plan.

2.00   **BACKGROUND**

2.01   The Supporting People Programme in Flintshire now fits within regional governance arrangements. In 2012, Welsh Government merged the two Supporting People funding streams – Supporting People Grant (SPG) and Supporting People Revenue Grant (SPRG) into one Supporting People Programme Grant (SPPG). The new SPPG also introduced a new governance framework for the programme with the establishment of a Supporting People National Advisory Board, chaired by the Minister, and the Regional Collaborative Committees (RCCs), with elected member and lead officer membership, to ensure high quality services are delivered effectively and efficiently across boundaries.

2.02   The Local Authority is required to develop a 3-year Commissioning Strategy that will inform the Regional Commissioning Strategy. Local Authorities in North Wales have developed 12-month Commissioning Strategies to cover the transition period and allow time for reviewing of existing services and the need for any additional/new services. Two year strategies will be developed from 2014/15.

3.00   **CONSIDERATIONS**

3.01   The Supporting People Strategy highlighted that Flintshire was expected to face significant reductions to the Supporting People Grant allocation. Flintshire received a reduction in funding for 2012/2013 of £296,221 and further reductions are as follows:-

        2013/2014   -£284,374
        2014/2015   -£341,249

3.02   The Local Commissioning Plan (LCP) details the strategic priorities for Flintshire from the Supporting People Strategy. Flintshire's Supporting People Team is focussing on ensuring that the programme funds the most appropriate housing related support services for the county, in order to maximise the outcomes achieved by service users. The LCP also covers a summary of the current need, existing supply and service gaps.

3.03   Consultation on the Supporting People Programme is an integral part of the work of the team. The LCP details good examples of partnership working and consultation. The LCP identifies the need to improve service user consultation and build on the work carried out by Us UnLtd in the county. This is included in the service developments in Section 6.

3.04   In order to make the best use of available funding, Flintshire plans to take forward a number of short term pilot projects during 2013/2014. These will be identified as 'off-the shelf' projects that can be implemented at short-notice in order to utilise non-recurring under spend. Supporting People will continue to work with partners to identify priority areas for one-off spend. In addition, the local Supporting People Planning Group will continue to work with providers, key stakeholders and service users over the next 12 months to identify efficiency savings and consider a range of innovative support approaches and options for collaboration that will enable as many vulnerable people as possible to receive much needed support within available resources.

3.05   The Local Commissioning Plan is included at Appendix 1. Many of the developments are cost neutral service improvements. Service developments which include changes to grant funding are detailed below.

The new commitments include:
   - A contribution to the Flintshire Nightstop Service. This will provide a safe alternative to B&B accommodation for 16-18 year olds.
   - The Service User Engagement Project which will enable Supporting People to improve the participation of service users across all aspects of planning and service delivery.
   - The Co-ordination of Supporting People Services which will ensure that best use is made of resources including better matching of service users to projects, reduction in vacant places, improved turnover in projects and reduced risk of people with complex needs falling between gaps in services.
   - Resettlement Officer for Llys Jasmine Extra Care Housing will provide short term funding for a number of weeks to Wales and West Housing Association to provide additional support for people to move and settle in.

The Realignment actions include:
- The development of an 'Activities Coordinator' at Llys Jasmine Extra Care. This secures funding for Flintshire County Council that was deemed ineligible.
- Investment in the Council's new Community Based Accommodation Support Service. This secures funding to an eligible strategically relevant service.

The reductions in funding include:
- A reduction of £280,000 for Social Services for Adults from services which are not eligible to be funded by Supporting People Programme Grant.
- A reduction of £35,000 created by joining two domestic abuse services together to create a unified service and releasing efficiency savings.

4.00 RECOMMENDATIONS

4.01 Cabinet agrees the Flintshire Supporting People Commissioning Plan.

5.00 FINANCIAL IMPLICATIONS

5.01 The Supporting People Grant is a specific grant for funding housing related support services. For 2013-2014 Flintshire County Council have been informed of a reduction to the grant of £284,374, with further reductions expected in the following years as a result of redistribution.

5.02 The LCP highlights new services for priority development. However, services will only be developed according to available funding.

5.03 The LCP has identified a need to reduce funding to some services which are deemed ineligible for Supporting People funding. This will have an impact on Adult Social Services and as such Adult Social Services have planned for and managed this reduction.

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 The Supporting People Programme was established to provide low-level accommodation support services to people with an assessed

need for support. Access to these support services should be available to all people who need them.

8.02   At present, some services are delivered as part of Social Services core services. Releasing SPG funding from these 'core' services will provide the opportunity to develop services in the community. This will enable equality of access to accommodation support services amongst those in our communities who have a need for such support.

9.00   PERSONNEL IMPLICATIONS

9.01   N/A

10.00   CONSULTATION REQUIRED

10.01   A joint Supporting People and Homeless Forum which includes a range of stakeholders will be held in May to consult on the Flintshire Homeless Prevention Strategy and the Supporting People Commissioning Strategy. The commissioning Strategy will be presented to the Regional Collaborative Committee. The Supporting People Team will meet all providers individually to discuss their projects and explore opportunities to make best use of resources.

11.00   CONSULTATION UNDERTAKEN

11.01   Flintshire Supporting People have had a three year commissioning strategy in place which was developed in partnership with stakeholders and providers. Flintshire Supporting People Team hold a provider forum annually to keep providers informed about local, regional and national developments and consult on changes within the annual plans.

11.02   Information on need, supply and gaps is collected through information provided from service users, providers and wider stakeholders through the needs mapping exercise, the annual supply return, quarterly monitoring meetings and formal reviews.

12.00   APPENDICES

12.01   Appendix 1: Flintshire Local Commissioning Plan
Appendix 2: Flintshire Spend Plan 2013/14

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None.
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Flintshire County Council

Supporting People
Local Commissioning
Plan

2013-2014

Awaiting Approval

Contents:

1. Introduction

Supporting People is required to submit an annual Commissioning Plan to the Welsh Government. In 2010, following wide consultation with stakeholders, Flintshire County Council implemented its' 3 year strategy for Supporting People services. This strategy set out a vision for the Supporting People programme in Flintshire.

In 2012, Welsh Government merged the two Supporting People funding streams – Supporting People Grant (SPG) and Supporting People Revenue Grant (SPRG) into one Supporting People Programme Grant (SPPG). The new SPPG also introduced a new governance framework for the programme with the establishment of a Supporting People National Advisory Board, chaired by the Minister, and the Regional Collaborative Committees (RCCs), to ensure high quality services are delivered effectively and efficiently across boundaries.

In addition to these governance changes, Flintshire has received a reduction in funding for 2012/2013 of £296,221 and further reductions as follows:-

2013/2014   -£284,374
2014/2015   -£341,249

Supporting People across Wales is currently working in a 12 month transition period, giving time to allow the new governance and funding procedures to be implemented.

Given the implications of all of the recent changes, Flintshire has produced the Local Commissioning Plan for 2013/2014 in line the existing vision of the 3 year strategy implemented in 2010.

2. Strategic Priorities

Flintshire Supporting People Team continues to ensure that the programme funds the most appropriate housing related support services for the county, in order to maximise the outcomes achieved by service users.

The 2010 Supporting People strategy identified a series of overarching key commissioning priorities . These priorities are applied to all services commissioned by Flintshire Supporting People:-

- Provide a range of support and accommodation models across all vulnerable groups
- Ensure existing services are high quality and delivering positive outcomes
- Link with the Social Housing Grant (SHG) programme to facilitate new development

- Improve access to services, to ensure that services are flexible and able to respond to a wider range of needs, are tenure neutral and where appropriate – cross authority
- Provide a mix of generic and more targeted services; and
- Develop an outcomes framework for all services.

The actions identified within this plan have been developed in conjunction with Flintshire's Homeless Prevention Strategy 2013 and will form an integrated part of the action plan.

3. Need, supply and service gaps

3.1 Need

North Wales Supporting People Teams have developed a regional Needs Mapping Database, which is hosted by Denbighshire County Council. This system has been in operation since April 2012 and a detailed analysis of the information will be available from April 2013.

In 2012, Flintshire undertook a Housing First Pilot Project. The findings of this project identified the need to provide accommodation with a tailored package of support in order in order to meet the needs of the most vulnerable people within the county. The Coordinator role within the Supporting People Team will build on this work and carry forward the Housing First approach.

Welfare Reform changes are beginning to have an impact both on the number of people presenting as homeless and also the number of people requesting support to sustain their current accommodation. Supporting People needs to ensure that reductions to the grant funding are implemented whilst also continuing to provide a range of quality, effective services to meet the needs of vulnerable people.

3.2 Supply

The current supply for Flintshire is summarised below into client groups, this corresponds with the spend plan information recently submitted to the North Wales Regional Collaborative Committee.

Client Group	Number of Units
Women experiencing Domestic Abuse	54
Men experiencing Domestic Abuse	0
People with Learning Disabilities	122
People with Mental Health Issues	56
People with Alcohol Issues	0
People with Substance Misuse Issues	46
People with Criminal Offending History	40
People with Refugee Status	0
People with Physical and/or Sensory Disabilities	37
People with Developmental Disorders (i.e. Autism)	0
People with Chronic Illnesses (including HIV, Aids)	3
Young People who are Care Leavers	0
Young People with Support Needs (16 to 24)	137
Single Parent Families with Support Needs	0
Families with Support Needs	71
Single People with Support Needs not listed above (25 to 64)	0
People with 55 years of age with Support Needs (this category must be exclusive of alarm services)	2851
Generic/Floating Support/Peripatetic (tenancy support services which cover a range of user needs)	169
Alarm Services (including in sheltered/extra care)	268
Total	3854

A full breakdown of the types of support provided, either accommodation based or floating support, can be viewed in Appendix 2 (Spend Plan for 2013/14).

3.3 Gaps

Building on the work undertaken by DCLG, around the Positive Pathway Approach for young people, Flintshire believes these principles can also be applied to other vulnerable groups and will use them to guide the housing solutions and services it provides to deliver the Homeless Prevention Strategy and the Supporting People, Local Commissioning Plan. The principles are:-

- Integrated whole system actions to prevent homelessness, support, where necessary, an individual's planned moves along a positive pathway to independence
- An ethos which places individuals and their families at the heart of planning and delivery – significant, supportive relationships with one or two skilled professionals often the key to success
- Invest in early intervention rather than just reacting to crisis
- Seamless, joined up and coordinated, easy to use services, making the best use of resources, pooling budgets of all agencies, local knowledge, community assets and voluntary effort, whenever it is effective to do so
- Information and advice at all stages of the pathway, not only about housing, but on other aspects of individuals lives where they may need support
- Progress to independence for each individual, through having a range of accommodation options to meet different needs
- Service users involved in how services are shaped and delivered leads to excellence in provision and gives individuals important leaning opportunities for the future

We have and will continue to assess our current provision against these principles alongside wider needs information and stakeholder feedback to identify gaps.

4. Consultation evidence

4.1 Stakeholder Involvement

Flintshire Supporting People have had a three year commissioning strategy in place which was developed in partnership with stakeholders and providers. Flintshire Supporting People Team hold a provider forum annually to keep providers informed about local, regional and national developments and consult on changes within the annual plans.

Information on need, supply and gaps is collected through information provided from service users, providers and wider stakeholders through the needs mapping exercise, the annual supply return, quarterly monitoring meetings and formal reviews.

A joint Supporting People and Homeless Forum which includes a range of stakeholders will be held in April to consult on the Flintshire Homeless Prevention Strategy and the Supporting People Commissioning Strategy.

The Commissioning Strategy will be presented to the Regional Collaborative Committee and to Flintshire County Council Housing Overview and Scrutiny Committee.

The Supporting People Team will meet all providers individually to discuss their projects and explore opportunities to make best use of resources.

4.2 Working in Partnership

Supporting People has worked closely with Housing Options, Neighbourhood Housing Services, Children's Services, Adult Social Services, Service Providers, Housing Associations, Probation, Youth Justice and the Health Board on a couple of pilot projects. The Targeting Floating Support and Housing First Pilots aim to deliver findings that will inform future commissioning of services. Partnership working on these pilots produces valuable information on our partner's priorities and gaps in provision.

The Local Supporting People Planning Group includes representation from Probation, BCUHB, Social Services and Housing. This group has overseen the Supporting People Programme through 2012 and is currently under review in light of the changes at a regional level and the launch of the Regional Collaborative Committee.

4.3 Service User Involvement

Flintshire is committed to involving service users and is aware that this needs to go beyond consultation events to incorporate meaningful participation and engagement. Flintshire wants to be sure that service user involvement delivers these key outcomes:-

- o Increases the influence of service users on how Homelessness and Supporting People and other related services are commissioned and delivered in Flintshire
- o To involve and inspire those who have been homeless or are receiving housing related support and give them the confidence to provide constructive feedback on all areas of service planning, delivery, policy and review.

In order to improve service user involvement in Flintshire and deliver these outcomes, the team has developed an SLA with a service user led Social Enterprise which will deliver on the following areas:-

- • Delivering opportunities for people who have been Homeless or who are receiving support including volunteering opportunities, involvement in street football and peer mentoring and reviewing opportunities.

- Work with people who've experienced homelessness, supported housing and other forms of social exclusion; to consult, learn and listen; so that they can influence the improvement of services. The organisation will be able to seek views from a more neutral perspective than the Local Authority or service provider.
- When decisions are made it can only be good practice to consult with those who will feel a direct impact. The organisation will build on the peer reviewing programme to train and develop a group of service users / ex- service users who can be called upon to provide advice on policy or service developments and participate as a key stakeholder in development groups and forums.
- The organisation will offer the services of users to undertake questionnaires and interviews in relation to the effectiveness of existing services.

4.4   An Equality Impact Assessment was carried out in March 2013 on this plan and is available on request.

5. Priorities for development

In order to make the best use of available funding and minimise the need to decommission services, Flintshire plans to take forward a number of short term pilot projects during 2013/2014. These will be identified as 'off-the shelf' projects that can be implemented at short-notice in order to utilise non-recurring under spend.

The local Supporting People Planning Group will continue to work with providers, key stakeholders and service users over the next 12 months to identify efficiency savings and consider a range of innovative support approaches and options for collaboration that will enable as many vulnerable people as possible to receive much needed support within available resources.

In addition, Flintshire will continue to work in partnership with neighbouring authorities as a member of the North Wales Regional Collaborative Committee. Regional work completed to date includes the development of a regional contract providing service provision for people suffering from HIV/AIDS, a Regional Information Sharing Protocol, a Regional Domestic Abuse Policy and Working Group and the devising of a Regional Supply Map. In addition a Regional Needs Mapping system was introduced in April 2012.

Flintshire are currently leading on the Regional Work Programme to review the provision of housing related support for young people. This has involved seeking opportunities to provide emergency accommodation for young people as an alternative to Bed & Breakfast, and has led to a sub-regional partnership with Denbighshire County Council to develop a Nightstop service.

6. Service Development

Timescale	Client Group	Action	Remodel / New Service/ Decommission / Service Improvement / One-Off Project	Financial Cost (+, -, neutral)	Development Priority (Low, Medium, High, On-going)	Expected Outcome
2013/2014	Young People	Develop a regional Supported Lodgings Contract with an additional Nightstop Service	Remodel/New Service	+£7,500 (Supporting People) Housing & Children's Services have also contributed £7,500 per service area	High	Additional options for supported lodgings placements across 2 counties. Provide emergency accommodation for young people aged 16-25 as an alternative to B&B
	Older People	Realignment of funding from Older People to provide an Activities Coordinator at the new Extra Care project at Llys Jasmine	New Service	£30,000	High	Reduce levels of social isolation and increase independence
	Older People	Contribute to the Telecare Improvement Project	Service Improvement	Neutral	Medium	Improving accessibility and providing a more equitable service
	Older People	Cost based investment in the Sheltered Housing Service, to ensure that the service can operate within appropriate funding levels	Service Improvement	£50,000	High	Facilitate the expansion into a community based service
	Older People	Reduction to the ineligible funding provided to Social Services for Adults – Older People Services	Remodel	-£80,000	High	Additional funding released to minimise the impact of cuts for 2013/14

	Older People	Resettlement Officer for Extra Care	One-Off Project	£30,000	Med	To assist older people with the impact of moving from their current residence to the new extra care scheme in Mold
	Domestic Abuse	Remodel the floating support provision	Remodel	-£35000	High	Cost Saving against SPPG spend to meet the reductions to the grant for 13/14 Unified service for those requiring support in their own homes
	Service User Engageme nt	Develop an effective consultation approach with users of SP and Homelessness services	New Service	£45,000	High	Improved service design and delivery as a result of service user input
	Homeless and Homeless Prevention	Develop a single access referral route for all referrals for housing related support	New Service	£40,000	High	Improved allocation of support services. Reduction to waiting lists Coordination of complex needs cases
	Homeless and Homeless Prevention	Continue to seek affordable supported housing options	Service Improvement	Neutral	Med	Increase in the number of people receiving support who are able to access E.T.E
	Homeless and Homeless Prevention	Strategic review of Supporting People services to ensure quality, value for money services are delivered	Service Improvement	Neutral	High	To provide quality services for vulnerable people across the County
	Homeless and Homeless Prevention	Ensure appropriate emergency accommodation is available	Service Improvement	Neutral	Med	Provide appropriate accommodation for those not in 'priority need'.

	Chronic Illness	Continuation of the regional project delivering support to people with HIV/Aids	Service Improvement	Neutral	High	Access to Housing Related Support for people with chronic illnesses who feel excluded from accessing generic services.
	Learning Disabilities	Reduction to the ineligible funding provided to Social Services for Adults – Learning Disabilities Services	Remodel	-£200,000	High	Additional funding released to minimise the impact of cuts for 2013/14
	Learning Disabilities	Undertake joint work to develop and collect meaningful outcome information	Service Improvement	Neutral	Med	Evidence the impact of SPPG funding
	Generic	Continue to work with partners on the North Wales Regional Collaborative Committee in order to identify projects that could be delivered on a regional or sub-regional basis	Service Improvement/Re-model	Neutral	Med	Improved services for vulnerable people Improved support for providers of SP services
	Generic	Assist to improve the life chances of vulnerable people by supporting access to education, employment and training	Service Improvement	Neutral	Med	Increase skills for SP service users

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Appendix A - Flintshire Supporting People - Local Commissioning Plan

Local Authority Spend Plan Pro-Forma 2013-14

The Total SPPG must not exceed the Annual Allocation

Regional Collaborative Committee:	North Wales
Local Authority:	Flintshire
SPPG Annual Allocation:	6,824,935.01

Client Spend Category (The category to which the service is primarily focused)	Fixed Site (Accommodation Based) Client Units Numbers	Less than 6 Months £	Client Units Numbers	6 to 24 Months £	Client Units Numbers	24 Months plus £	Floating (Community Based) Client Units Numbers	Less than 6 Months £	Client Units Numbers	6 to 24 Months £	Client Units Numbers	24 Months plus £	Total £	Local Authority Contribution £	Proposed (Reserved) Service Plans Client Units Numbers	Cost £	Comments
Women experiencing Domestic Abuse	17	345,388	10	110,866					20	80,000			536,254				
Men experiencing Domestic Abuse													0				
People with Learning Disabilities					86	£1,793,351.00			36	161,137			1,954,488				
People with Mental Health Issues			56	240,130									240130				
People with Alcohol Issues													0				
People with Substance Misuse Issues			6	54,593			20	10,050	20	82,719			147362.21				
People with Criminal Offending History							40	60,846					60846.08				
People with Refugee Status													0				
People with Physical and/or Sensory Disabilities					5	7,370	11055		32	75,225			82595				
People with Developmental Disorders (i.e. Autism)													0				
People with Chronic Illnesses (including HIV, Aids)									3	10,000			10000				
Young People who are Care Leavers													0				
Young People with Support Needs (16 to 24)	3	7500	47	673,575			40	62,235	35	75,150			818460.06	15000			
Single Parent Families with Support Needs													0				
Families with Support Needs	15	149,306	19	342708.5			37	109,645					601659.75				
Single People with Support Needs not listed above (25 to 54)													0				
People over 55 years of age with Support Needs (this category must be exclusive of alarm services)					2846	1,478,606	55	140,642					1619248				
Generic/Floating Support/Peripatetic (tenancy support services which cover a range of user needs)	5	109,013	10	178,107			94	219,414	60	92,831			599364.98				
Alarm Services (including in sheltered/extra care)					166	20,699					51	3,607	24306				
TOTALS	40	611207.31	148	1599979.65	3103	3300026	11341	602832.87	206	577061.64	51	3607	6694714.47	15000			0

Team Costs	£109,400
Total Allocation	£6,804,114
Unallocated Grant	£20,821

Please read this guidance prior to completion of the workbook.

Please do not alter the format of this document.

Deviations from the prescribed format will not be accepted.

When inserting funding amounts into the workbook sheets, please insert only in round thousands, i.e.

* if the client category funding figure is £62,050.29, please insert 62,050

* if the client category funding figure is £1,050,620.54, please insert 1,050,620

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: 23 APRIL 2013

REPORT BY: CHIEF EXECUTIVE

SUBJECT: REGIONAL CLOSED CIRCUIT TELEVISION SERVICE
                      (CCTV) BUSINESS CASE

1.00   PURPOSE OF REPORT

1.01   To consider the North Wales regional proposal for an integrated public
       CCTV system based on a twin monitoring centre model.

2.00   BACKGROUND

2.01   In 2009 the six North Wales local authorities and North Wales Police
       commissioned a project to assess the feasibility of an integrated
       regional service for closed circuit television monitoring (CCTV) for
       public spaces, in support of crime prevention and detection and
       community safety.   An Invest to Save (I2S) loan was secured from
       Welsh Government (value of £805,000) for the project. As the Council
       was and is facing significant costs for the replacement of ageing and
       obsolete camera equipment and transmission technology for its local
       network, there could be cost efficiencies by collaborating regionally in
       addition to service improvements through a modernised model with
       renewed and digitalised camera technology.

2.02   CCTV monitoring in North Wales is currently based on six separate
       county level operations. CCTV became a core role of Councils in the
       mid and late 1990s as community partnership working between local
       government, the police and other partners became a new and growing
       statutory function under the Crime and Disorder and Community Safety
       legislation. The installation of CCTV at that time was 'pump-primed' by
       central government capital funding. As time has passed the capital
       funding has ended and local authorities have accrued on-going service
       cost and equipment depreciation liabilities. In Flintshire there is a
       complex set of local service level agreements with town councils where
       costs of some localised service provision are shared. Each county in
       the region has a stand-alone control room with no connectivity - centre
       to centre - and no 'disaster recovery' back-up where one centre could
       support another for example in the case of a power outage. The total
       number of employees involved in the six operations is 55 (full time
       equivalent) with the number of public-space CCTV cameras in use
       totalling 496.

2.03   The proposed regional model (attached at Appendix 1) is a fully-integrated regional service with the technical 'joining-up' of the existing six equipment rooms with two control rooms surveying and responding to the transmitted images. The proposed model is for 16 images to be displayed at any one time for each of the six counties, and for the responsibility for post incident review work to transfer to North Wales Police. The model includes electronic transmission of post-incident review footage to the Police. The position of North Wales Police is that CCTV is key to both policing the region and to the fulfilment of our joint statutory duties for Crime and Disorder and Community Safety.

3.00   CONSIDERATIONS

3.01   Across North Wales the CCTV services currently cost £2.12M per annum. The capital requirement to set up a twin centre monitoring service is estimated at £2.067M. A bid for £2.4M has been made to the new Regional Collaboration Fund (RCF). If the bid is successful, the funds would cover the capital costs of the project and other costs. The collaboration has already been allocated Invest to Save (I2S) funds by Welsh Government. Invest to Save funding is a repayable loan; collaboration funding would be non-repayable. The current position is that the previous and the new Minister for Local Government and Communities do not support a capital grant allocation from the RCF and instead encourage the region to access I2S which is repayable. All six Councils and North Wales Police as a key partner believe that capital grant funding is required to support the business case and contend that that project meets the criteria for the RCF.

3.02   Current budgets across the region do not include the following and the absence of a capital depreciation plan for equipment does bring into question the effectiveness and sustainability of the current service:-

- central support service costs (estimated £30,000 per annum)
- camera replacement - current budgets have very limited provision for camera replacement (estimated at £1.9M)
- monitoring centre upgrades including visual monitors (replacement monitors are estimated at £129,000).

3.03   Under the proposed regional model the equipment in the six local data receiving hubs would remain the responsibility of the six host authorities as part of the technical infrastructure. The six local equipment hubs would be connected as one network using technology which would relay footage to the twin regional monitoring centres

A Regional Perspective

3.04   The benefits to the region of the proposed model are:-

- an improved and modernised system
- camera renewal and replacement

- upgrading of local equipment rooms
- greater capability for continuous and unbroken monitoring 365 days of the year; in the event of one centre becoming temporarily unserviceable, the other control room could take over critical monitoring immediately
- the potential to align CCTV monitoring more closely to crime and anti-social behaviour trends and predictive analysis of areas to survey
- the ability to capture footage of 'live' incidents earlier
- electronic transmission of post incident footage
- making use of automatic vehicle number plate recognition technology
- meeting the evidence needs of the Criminal Justice service
- the service model allows for growth in income generation activity e.g. private and commercial sector monitoring.

3.05 The regional risks of not adopting the new integrated service are:-

- variable levels of service with some authorities not providing comprehensive monitoring
- no consistent approach to technology
- various age of equipment
- no inter-authority ability to communicate as one network
- differing arrangements for the Police to view recordings
- variable levels of effectiveness and performance standards with the Police
- a high cost model in some authority areas
- little or no income in some authorities for providing the service
- no shared capital depreciation and equipment plan

3.06 Risks of going into a regional service raised in the business case development include:-

- the potential loss of local knowledge with a move away from 'local' to 'regional' with more remote monitoring by an inter-changeable set of employees
- the change from six monitor walls with multi images to a maximum of sixteen images per county on display at any one time
- the changes in employee numbers may mean that actual monitoring hours per County are reduced

A Flintshire Perspective

3.07 The benefits to Flintshire of the proposed model are:-

- all of the above regional benefits on a local level
- continued performance in crime prevention and detection; a review of crime reduction for 2006-2010 showed a reduction in crime in

areas without a camera of 8.7% and a greater reduction of 14.5% in areas with a camera

- avoidance of significant local capital investment by the Council and partners
- the opportunity to access national funds as a collaborative.

3.08   The local risks of not adopting the new integrated service are:-

- equipment becoming obsolete without investment
- service performance could deteriorate as the equipment deteriorates
- the effectiveness of the current monitoring arrangements with a comparatively low employee ratio compared to neighbouring councils
- the expectations of partners such as North Wales Police will not be met with upgrades required for a downloading facility for Police viewing not guaranteed
- income from Town and Community Councils cannot be guaranteed for the future particularly when current service level agreements are up for renewal at the end of March 2014
- no access to national capital funds and North Wales Police support in kind
- the necessity to prioritise the service for capital investment should it be continued as a locally provided service.

3.09   Risks of going into a regional service raised in the business case development include:-

- the new service model will be more expensive
- the Council will be making a longer term commitment to a service it may challenge as being a future core service as resource allocation to priorities is more critically reviewed
- income from Town and Community Councils cannot be guaranteed for the future particularly when current service level agreements are up for renewal at the end of March 2014.

3.10   If the regional service was not adopted the estimated investment for Flintshire for new control systems, visualisation and camera renewal over a five year period are set out in the table below (Table 1). The funding of the Control Room and Synectics upgrade would be a cost to the Council with the financing of the CCTV cameras being subject to any agreement reached with Town and Community Councils.

Table 1: Flintshire CCTV Control Room/Camera Replacement/Maintenance	Cost £
CCTV Control Room Upgrade	141,411
CCTV Synectics System Upgrade (future proofing)	133,840
Public Space CCTV Camera Replacement Costs	329,500
Maintenance and/or Enhanced Warranty	
First Year Including Enhanced Warranty	21,504

Year 2	29,269
Year 3	41,449
Year 4	60,405
Year 5	64,574
Total Cost	**821,953**

3.11 The current annual cost of the Flintshire service is £275,954. Flintshire has service level agreements in place with the six Town and Community Councils where the public space CCTV cameras are monitored from the central CCTV control room. In addition, three schemes are funded internally and a one sixth pro-rata contribution is currently received from North Wales Police. The current levels of income to the Council from local Service Level Agreements along with expiry dates are set out in the table below (Table 2).

Table 2: Local Income		
Town Council / Funding Body	**Contribution £**	**Expiry Date**
Broughton & Bretton Community Council	3,975.80	31 March 2014
Buckley Town Council	16,094.11	31 March 2014
Castle Park Industrial Estate (Client Funded)	4,676.80	31 March 2014
Connah's Quay Town Council	25,652.05	31 March 2014
Holway Estate (Funded Internally)	Nil	31 March 2014
Flint Town Council	12,552.17	31 March 2014
Holywell Town Council	17,886.97	31 March 2014
Mold Town Council	6,152.40	31 March 2014
Wepre Park (Client Funded)	4,183.40	31 March 2014
Alltami Depot (Client Funded)	320.00	31 March 2014
County Hall (Funded Internally)	Nil	31 March 2014
North Wales Police	16,666.66	31 March 2014
Total Contributions	**108,160.36**	

3.12 Unlike the five other local authorities Flintshire does not directly employ local monitoring staff. The Council contracts with Broadland Guarding Services Limited. The cost of this service is less than a direct employment model. As a consequence Flintshire has a relatively low cost base. The Council's contract with Broadland Guarding Services Limited is due to expire and there is the convenient opportunity to review future options for service provision.

3.13 Given the different cost impacts of the proposed model on the individual partner Councils there was a need for a transitional cost apportionment sharing agreement. The principles of this agreement would be:-

- no Authority would face an increase in annual costs above a % 'ceiling' or limit with the difference funded from the total savings

- all councils would eventually make their pro rata contribution to the total costs of the project with the net savings to some authorities subsidising the net costs to other authorities in the early years.

3.14 The potential costs of the regional model to the Council in a full year after five years of transition are set out in the table below (Table 3). The cost of the existing control rooms of £275,954 shown in the table is the base cost before receipt of the income of £108,160 from Town and Community Councils and North Wales Police as shown in table 2. The forward projection for the regional model is that the cost rises by 6% each year for 5 years until the new annual base cost is reached.

Table 3: Flintshire Costs of the Regional Model		RCF Grant		No RCF Grant	
North Wales CCTV – Flintshire Costs		Option 3 Redwither & St Asaph BP	Option 7 Redwither & JCC	Option 3 Redwither & St Asaph BP	Option 7 Redwither & JCC
Description		£	£	£	£
Employees	Salary Costs (inc oncosts) – Operators	130,359	130,359	130,359	130,359
	Salary Costs (inc oncosts) – Supervisors	32,454	32,454	32,454	32,454
	Salary Costs (inc oncosts) – Manager	7,117	7,117	7,117	7,117
	Salary Costs (inc oncosts) - Admin Support	0	0	0	0
	Miscellaneous Non-Pay Expenses (e.g. Training)				
		169,930	**169,930**	**169,930**	**169,930**
Premises	Accommodation Rental	3,506	21,667	3,506	21,667
	Utilities / NNDR	10,422	5,000	10,422	5,000
		13,928	**26,667**	**13,928**	**26,667**
Transport	Disturbance Mileage Costs	6,064	6,550	6,064	6,550
	Other Casual Mileage Costs	833	833	833	833
		6,897	**7,383**	**6,897**	**7,383**
Supplies & Services	Equipment Maintenance & Support (Control Room)	13,333	13,333	13,333	13,333
	Existing Transmission Costs	64,654	64,654	64,654	64,654
	FibreSpeed Transmission	17,000	17,000	17,000	17,000
	Miscellaneous (consumables, subscriptions, etc.)	4,000	4,000	4,000	4,000
	Support Services (Finance, HR, IT, Legal, etc.)	6,000	6,000	6,000	6,000
	Repayment of WG Invest to Save Loan	5,096	5,096	16,200	16,200
	Discretionary Costs:				
	Camera Service & Maintenance	33,250	33,250	33,250	33,250
	Camera Renewal & Replacement	31,271	31,271	31,271	31,271
		174,604	**174,604**	**185,708**	**185,708**
Gross Expenditure	New Control Room	**365,359**	**378,584**	**376,463**	**389,688**
Gross Expenditure	Existing Control Rooms	**275,954**	**275,954**	**275,954**	**275,954**

Gross Cost / (Saving)		89,405	102,630	100,509	113,734
Capital Repayment	Invest to Save Loan Repayments - Capital	0	0	45,585	45,585
TOTAL COST / (SAVING)		89,405	102,630	146,094	159,319

3.15 Under the model the base costs to Flintshire of the future service are significantly higher than the cost of the current service, noting that the regional model does include for camera and equipment replacement and depreciation unlike the current local service model. The increase in cost is significant, noting that in the earlier years of transition the costs will be lower than otherwise as there will be a subsidy to Flintshire from the other Councils who will make a net saving. Flintshire and Ynys Mon are the two Councils who make a net overall increase in contribution. The level of increase in cost is greater without an RCF capital grant.

3.16 The cost apportionment is set by the number of cameras in each local authority area. This would remain a local decision. Whilst the net costs to Flintshire would reduce in either scenario if income from Town and Community Councils continues, should Town Councils not enter new service level agreements this would expose a significantly higher service base cost to be met by the Council. Furthermore, the aim of the regional service to grow its income streams by diversifying its clients cannot be relied upon to offset base costs in future years.

3.17 The Cabinet would have been advised to agree to entering the regional service as the first phase of achieving a long-term and sustainable service. Once a decision had been made to become a regional partner and the service goes into transition from a local to a regional model, a second phase of review would be needed. This second phase review, which would need to be completed before December 2013 due to the expiry dates for local service agreements with Town Councils, would aim to contain and reduce the costs to the Council by:-

- reviewing and agreeing with Town Councils (in partnership with North Wales Police) their local requirements and future funding responsibilities to ensure a guaranteed income base
- agreeing the optimum network of fixed and mobile cameras required across the County, with North Wales Police, for the management of the county and our shared crime and disorder statutory responsibilities
- setting an acceptable and a sustainable core annual budget provision net of earned income
- expecting the new regional service to secure new clients and income sources to contain and reduce the Council's core budget contribution.

3.18 However, without an RCF capital grant, the level of base cost would not be affordable without guaranteed income levels to subsidise cost and the project does not guarantee value for money for future years post 2014. A decision to prioritise the CCTV service for significant additional investment during a period of severe budget pressure, solely based on the option of a regional service, would be outside of a wider process of setting priorities as part of the Council's plans and Medium Term Financial Plan and is not advised as a comparative investment choice. Other Councils in the region have reached a similar position and share a disappointment that available national capital grant is not being prioritised for this project.

4.00 RECOMMENDATIONS

4.01 That in balancing the benefits and risks of a local and a regional model for future CCTV services the proposed regional model should not be supported as offering value for money and being in the best interests of the Council unless significant non-repayable national capital/revenue funding is awarded.

4.02 The proposed regional model cannot be supported and the Council considers its options for a future service including a continuing local service and a sub-regional option with one or more councils and North Wales Police.

4.03 That the Council scope the second phase review in partnership with North Wales Police and other partners as set out in 3.16.

5.00 FINANCIAL IMPLICATIONS

5.01 The financial information is outlined in paragraphs 3.01.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 Accessibility featured in the Equalities Impact Assessment. All the location options meet the need for providing disabled access and have disabled toilets.

8.02 The proposal itself includes benefits with regard to protecting vulnerable persons in public places covered by CCTV.

9.00 PERSONNEL IMPLICATIONS

9.01 The local monitoring arrangements would end if a regional service were adopted. The contract with our external provider, which is due to end within the next twelve months, would involve a transfer of employees to a regional monitoring agreement under TUPE arrangements in such a case.

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 Various phases of regional and local consultation over a four year period.

12.00 APPENDICES

Appendix 1: Outline Business Case/Model.
Appendix 2: CCTV camera numbers and funding streams.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

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The Business Case -
Regional CCTV Project
Proposed Regional Service for Public
Space Closed Circuit Television

Committee Report on behalf of North Wales Regional CCTV Project Board to:

Isle of Anglesey County Council
Gwynedd Council
Conwy County Borough Council
Denbighshire County Council
Flintshire County Council
Wrexham County Borough Council

For decision.

Part One: Executive Summary

1.1 The Regional CCTV Feasibility Study Project has revealed that transforming the approach to public space closed circuit television (CCTV) monitoring in North Wales has many benefits and that it is timely to implement a technically-enabled, sustainable regional solution. The proposals described in this paper represent a radical departure from the existing approach.

1.2 The Regional CCTV Project Board, with representatives from all six Local Authorities, Directors of Finance and North Wales Police have developed this business case which would see the creation of one pan-North Wales CCTV service.

1.3 The proposal set out in this business case involves additional expenditure of £394K (in comparison to current budgets) in year one across the region for the preferred combination of locations. Over the course of seven years, this becomes a saving of £31K. The above sums include repayment of capital costs - fuller details are provided in Appendix E (version 9), the spreadsheet which contains the detailed costings. The figures quoted relate to the preferred combination of locations, namely Redwither Tower in Wrexham and the North Wales Police / Fire Service Joint Communications Centre in St. Asaph. The new service would improve productivity levels, eliminate waste, and enhance communication and interaction between the operation and enforcement agencies. It will provide greater resilience and would achieve compatibility with the national requirement for cross-criminal justice system digital communication. The future operating model set out in this document has been composed by studying and analysing various aspects of existing activities. Whilst some realignment of responsibilities between the CCTV operation and North Wales Police is proposed, non-cashable benefits to the police include making the transmission of post-incident footage electronic. In addition, another objective the business case achieves is sustainability for the future as it resolves a number of significant cost liabilities facing the current environment. There are a range of impacts for different councils. It will be seen that a number of location options have been profiled during the project work.

1.4 If the proposal were signed off to operate from two locations, the changes would reduce the workforce from 55.15 FTE to 35 FTE, exposing 21.15 FTE to the risk of redundancy.

1.5 The recommendations seek endorsement of the proposal to create a single, integrated regional CCTV monitoring operation using two centres, the delegated authority required to deliver it and a decision upon the subject of location. Please see Part 15 for recommendations in full.

Part Two: Purpose of the Report

2.1 The purpose of this report is to present the proposal to create one Regional CCTV Monitoring Operation for North Wales from the current operational arrangements in:

2

Anglesey - operated by Isle of Anglesey County Council
Gwynedd - operated by Gwynedd Council
Conwy - operated by Conwy County Borough Council
Denbighshire - operated by Denbighshire County Council
Flintshire - managed by Flintshire County Council with outsourced monitoring service provided by Broadland Guarding Limited
Wrexham - operated by Wrexham County Borough Council

2.2 It is intended that this report will act as the principal repository for the business case information.

Part Three: Background

3.1 In terms of providing background which is relevant to this report, it helps to set the scene by asking a challenging question. Is public space CCTV monitoring effective? This question tends to prompt a wide variety of responses, amongst them the assertion that CCTV assists Local Authorities to meet the responsibility set out in Section 17 of the Crime and Disorder Act 1998. For the record, Section 17 states that "without prejudice to any other obligation placed on it, it shall be the duty of each authority ….. to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can, to prevent crime and disorder in its area." However, it is submitted that CCTV monitoring can only support an Authority's desire to meet its Section 17 responsibilities, if in fact it adds some value to the intention to prevent or reduce crime and disorder.

3.2 Thus, because it is pivotal, it is worth giving some coverage at the outset to the value of CCTV monitoring in North Wales. The effectiveness of the six operations can be considered in a number of ways. The most tangible is the aid given to detecting crime and anti-social behaviour. CCTV Operators at times assist the police in identifying offenders or maybe locating them when they have left a crime scene. CCTV Operators across the region receive just over two hundred requests per month to examine footage with a view to it being included in a prosecution file. These searches through 'historical' footage are in addition to evidence preserved during the course of live-time monitoring. So, this footage or these outputs, clearly have the effect of reducing investigation time for enforcement agencies, for the most part the police.   Furthermore, the pieces of footage which contain evidence of law-breaking contribute significantly to crime and antisocial behaviour detections in North Wales. Additionally, CCTV Operators locate persons wanted by the police; they monitor incidents and alert the police to potential escalation e.g. road rage; they help to build up intelligence pictures - for example of a developing 'hotspot', and they are able to secure and preserve evidence of arrest.

3.3 During 2010, three pieces of analysis were commissioned relating to the impact of CCTV cameras on crime and disorder - one for Anglesey and Gwynedd, one for Conwy and Denbighshire, and one for Flintshire and Wrexham. In two areas (the central and eastern), there was an overall reduction in recorded crime with the reduction in the camera zones larger than in the non-camera zones. In all three areas, the violence against the person crime category showed a significantly greater reduction in the camera zones than in the non-camera zones. Naturally, it cannot be claimed that CCTV was the sole factor in achieving these outcomes. Other tactics have clearly contributed such as better door supervision, focused policing etc. Interestingly, the same levels of reduction were not reflected in cases of anti-social behaviour. However, one positive factor identified in this category was the reports of anti-social behaviour made by CCTV operators, thus helping to establish a fuller profile of the problem. The three reports commented on the apparent propensity for CCTV cameras to be more effective at certain times of day than others with general agreement that deterrent value tends to be at its lowest during 'clubbing' hours.

3.4 During the time taken to conduct the review work prior to preparing this business case, there has been no shortage of anecdotal evidence made available relating to the ability of CCTV Operators to detect serious crime.   Coincidentally, this piece of research began in August – when riots were taking place in some parts of the UK. The value of CCTV in detecting some of the crimes committed has been well reported. And on the same theme, a recent local initiative is also worth mentioning. On 14th December 2011, North Wales Police launched its 'Caught On Camera Campaign' aimed at detecting crime using photographs from CCTV published on its website. Hits on the website totalled 1,952 during the first twenty-four hours following launch and some offenders have been brought to justice already - testament to the fact that, like the BBC Crimewatch television programme, with the right organisation and information, people do feel empowered and participate in detecting crime.

3.5 The corporate plan of each Authority includes reference in some way to reducing people's fear of crime, and the desire for people to feel safe not only in general but also in specific environments such as the night time economy and tourism. In addition to the two factors referred to above (detection and reduction of crime), CCTV staff also play an important role in protecting vulnerable people. Indeed, one piece of evidence supplied justifiably with some pride to this review related to a CCTV Operator picking out a missing person, classed as high risk because they had Alzheimer's disease, in a crowded summer town.

3.6 The potential for CCTV staff to contribute to a broken windows[1] approach by, for instance, identifying and enabling the speedy repair of damage, should also not be overlooked.

3.7 The above, therefore, are some generic ways in which CCTV can help the efforts by Local Authorities and Police to prevent, reduce and detect crime and anti-social behaviour. The question as to whether CCTV could operate more effectively in North Wales has taken us, through this feasibility work, into more specific areas.

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[1] 'Broken Windows', Wilson & Kelling, Atlantic Monthly, 1982.

4

3.8 The background with regard to CCTV monitoring in North Wales is not dissimilar to other areas of the UK, many public space systems having been established in the late 1990's with the aid of grant funding. The majority have expanded since their inception. Now, the equipment and infrastructure varies considerably in age and condition. Understandably, having regard to how the six operations came into existence, the differences between Authorities are not restricted to equipment and infrastructure – they extend to processes, liaison with the police, use of management information, shift systems, non-CCTV responsibilities and a number of other areas. At the same time, there are a number of similarities present. In 2009, the Chief Executives of the six North Wales Local Authorities and the North Wales Police Chief Constable agreed to a project aimed at assessing the feasibility of adopting a regional approach to CCTV monitoring in order to provide a sustainable model for the future. The project secured an Invest to Save loan of £805K from Welsh Government and was given the original remit of considering the benefits, both financially and operationally, of developing an integrated public area CCTV system covering North Wales and operating from a single control room.

3.9 In late 2010, fifteen options were put forward with an associated appraisal and a mandate was given for the production of a business case relating to what was termed the 'single site – Conwy' option, the key elements of which included establishing one CCTV monitoring centre for the region located in Conwy and the use of a Security Management System, (SMS). However, shortly after the setting of this mandate, the need was identified to revisit some of the baseline financial information and a vacancy in the role of project manager led to some delay.

3.10 In July 2011, the project resumed with a new project manager. At the project board meeting held in July, clear direction was given on a number of points. Firstly, the whole undertaking was to be managed as two projects - a feasibility study project followed by a delivery project, should the business case produced by the feasibility study project be approved. Secondly, the project objectives were confirmed as cashable efficiencies, non-cashable efficiencies, sustainability and opportunities. Thirdly, it was specified that the business case should be underpinned by evidence. The consideration of how best to provide evidence for the business case led to the adoption of the methodology set out in part five of this report. In addition, it was re-confirmed that the feasibility study was to focus on the delivery of a regional CCTV monitoring operation from a single site.

3.11 One final piece of background information which is worth bearing in mind as one reads this report is how CCTV systems have themselves changed through time. Arguably, in the early days of CCTV, it was easy to design CCTV control rooms on the basic premise that images from each camera on the system would be displayed in real time on a 'monitor wall' – a collection of screens grouped together and mounted on a wall in front of the operator(s). The theory underpinning this was that an operator could look at a number of images, say 16, to see if anything of note was occurring within the field of view of each camera.   This design philosophy worked reasonably well because there were comparatively few cameras to 'watch' and so it was feasible to display the images from all the cameras simultaneously. Indeed this was the design philosophy behind the existing six Local Authority Control Rooms. However, over time the proliferation of cameras has changed this.

3.12 For further background reading, an article by Anita Pati which appeared in The Guardian Professional on 16th December 2011 is attached at Appendix A. This makes reference to some debates taking place nationally with regard to CCTV. It can also be accessed via the following link:

http://www.guardian.co.uk/local-government-network/2011/dec/16/community-safety-risk-councils-cctv?newsfeed=true

3.13 Following the tasking of some additional work between February and June 2012, the initial proposal was considered by the North Wales Regional Leadership Board in July 2012. Amongst other things, the project board had recommended a single, fully integrated operation using one monitoring centre ie. co-location at the JCC in St Asaph. The proposal was not supported, with Wrexham concerned about the potential loss of local knowledge and Gwynedd concerned about the potential loss of local employment. A round of one to one meetings was actioned to identify each council's deal-breakers in full, a report to detail the policing benefits was commissioned and further assurance on the costings was requested.

3.14 The matter was subsequently reviewed by the Chief Executive Officers in November 2012 when additional work on costing a two-centre structure was commissioned. This was completed and prior to being put to the Regional Leadership Board again, consultation took place with portfolio holders in a workshop held in January 2013 which revealed consensus that a structure using two centres was achievable.

3.15 At the 1st February Regional Leadership Board meeting, a consensus was reached to proceed with a regional operation using two centres, this being subject to a bid for £2.4m which had been submitted to the Regional Collaboration Fund. The Regional Leadership Board requested that a covering report be submitted to each of the six councils requesting permission to proceed to preparing a full business case.

3.16 A further Portfolio Holders' meeting took place on 19th February 2013 in an attempt to reach a consensus on the actual locations. The meeting concluded that:
- A report was to be produced to put to the six Cabinets / Executive Board;
- The report was to include reference to the Wrexham / JCC combination being the preferred option of some but not all of the Local Authorities involved;
- The report was to include reference to the implementation timescale;
- The report was to include relevant caveats;
- The report was to request permission to go forward to prepare a full business case.

3.17 Accordingly, text suitable for transferring to local committee reports was circulated at the end of February 2013.

Part Four: The 'as-is' processes, structure, staffing and technical information

4.1 Every attempt has been made to keep acronyms to a minimum and in order to assist readers of this document, a brief glossary of terms used appears at Appendix B.

4.2 Currently, CCTV monitoring services in North Wales are provided in six separate operations – one in each Local Authority area. Each county has one control room which has no connectivity to any of the other five. None have disaster recovery arrangements in place.

4.3 The total number of staff involved in the six operations is 49.15 Operators (FTE) plus 6 Managers. In addition, there is one Manager, part of whose responsibilities include CCTV.

4.4 Monitoring operations include the use of 496 cameras distributed as follows:

Area	No. of cameras
Anglesey	56
Gwynedd	75
Conwy	103
Denbighshire	75
Flintshire	95
Wrexham	92

4.5 Prior to the resumption of the project in July 2011, three audits were carried out which focused on the compliance, management and technical situation in all six operations. These have been checked and where necessary updated. The technical audit has informed the composition of the technical issues logs in relation to which more information appears below.

4.6 The summarised information set out below relates to the visualisation equipment and control system equipment and associated issues in each area – as distinct from the cameras.

Anglesey - the original control system has been replaced. However, the visualisation equipment has not been replaced - the operation is displaying images in the monitoring suite on old monitors.

Gwynedd - both visualisation equipment and control system equipment are old. With regard to the former, if a monitor develops a fault, it cannot be replaced with like for like. In terms of the control system, the analogue recording equipment is no longer maintained.

Conwy - this operation was equipped with a new visualisation and control system in April 2010. However, there are a number of problems which are still being managed which date back to the upgrade.

Denbighshire - this operation was last equipped with visualisation equipment and a control system in FY 2006/7. Visualisation equipment will need replacing within the next five years.

Flintshire - the original control system has been replaced. However, the visualisation equipment has not been replaced - the operation is displaying images in the monitoring suite on old monitors.

Wrexham - both visualisation equipment and control system equipment are old. With regard to the former, if a monitor develops a fault, it cannot be replaced with like for like. With regard to the latter, the analogue recording equipment is no longer maintained.

4.7 The practice of recording incidents and associated information on the respective control systems differs considerably from area to area. For instance, Wrexham record an incident when monitoring leads to an arrest. Gwynedd record an incident when monitoring leads to an arrest, police caution, penalty notice and some NFAs (no further action) are recorded. The other four operations record incidents by incident type on a broader basis. The information held varies from area to area e.g. not all areas record incident duration time, not all areas record disposals etc.

4.8 The total number of incidents recorded in each area between 1st January 2011 and 30th June 2011 is as follows:

	Incidents recorded on control systems between 1/1/2011 and 30/6/2011
Anglesey	373
Gwynedd	175
Conwy	1920
Denbighshire	2190
Flintshire	954
Wrexham	685

4.9 CCTV monitoring is provided round the clock in each area. *[Since the production of this business case originally, this has changed in one area]. In addition to this, each monitoring suite has some additional responsibilities. These are as follows:

Anglesey

Responsibility for letting out of hours workers into the building (estimated by the CCTV supervisor as 15 minutes per shift);

Panic system – personal activation for Council employees (3 mps)

Lift alarm system (3 mps);

Fire alarms from other neighbouring Council buildings (5 mps);

Gwynedd

Fleet department – supervision of Tracker activations e.g. if someone tried to break into a gritting vehicle. There were 29 activations from September to December inclusive with each activation requiring 15 minutes work in the CCTV room.

Gate-keeping duties - 5 minutes per day;

Activation / deactivation of bollards in Caernarfon and Bangor - approximately three and a half hours per month;

Control the fountain on the square - one minute per day.

Lone working - at present the system is relatively new and there are only a few officers using it. The present average is four calls per week with each call requiring five minutes to deal with. The system may be expanded shortly.

Alarm supervision – staff in the room are responsible for managing one car park alarm. Activations average one per month and it requires 15 minutes work.

Three recycling centres - These are activated at night and can go off up to 15 times per night if they are activated by strong winds or stray animals. On other occasions, they might just go off a couple of times. It takes 10 – 15 minutes to monitor the area and reset the alarms. Recently, three cases of theft have been detected. In these cases, monitoring times increased until the Police arrived.

Victoria Dock - the Victoria Dock site is monitored for approximately three hours per day.

Conwy

In-house alarm monitoring - there is a dial up with 3 to 4 schools. When activated, the alarm goes off at a 3rd party monitoring centre – staff from the monitoring centre phone CCTV who then access with the dial up connection.

Colwyn Bay, Station Road control of bollards.

Denbighshire

Denbighshire emergency out of hours call handling – this has been a responsibility for the CCTV monitoring staff for the last 10 yrs and covers the period 6pm to 8am. Calls include council house tenants reporting faulty boilers, blocked drains etc – the staff in the monitoring suite take details and log them onto the customer service database then call out the relevant emergency contact. Staff in Denbighshire estimated the number of calls at 2 to 3 per night and the data bears this out with an average of 2.66 calls per night.

Lone worker monitoring - the CCTV Supervisor in Denbighshire has estimated that staff carry out about 30 lone worker tracking requests per year. This consists of waiting for the lone worker to call in at the agreed times over a 6 to 8 hour period.

Flintshire

Schools monitoring (screens are off during school opening hours - monitoring takes place out of school hours and at weekends, recording takes place on site). In

quantifying this demand, the CCTV Manager for Flintshire has reported that there are 23 school cameras in total which are monitored between 16:00 hours and 09:00 hours Monday to Friday and all day at weekends and during school holidays. Operators have estimated that when the school cameras are operational they probably spend half as much time monitoring them as they do monitoring the public space cameras.

Trading standards - in estimating the amount of time given over to this demand, the CCTV Manager has reported that there are 5 recorded incidents during the period January to June 2011, where assistance was requested. However, the Operators have stated that assistance is sometimes requested but doesn't always lead to an incident being recorded. Ten incidents for the six month period is estimated as the overall total.

Provision of information to traffic link - this is done every hour between 06:30 hours and 18.30 hours (Monday to Friday) and is estimated at approximately 10 minutes per occasion.

There is a review of security at county hall, a lock-down after 10pm is being implemented which is dependent on additional CCTV patrols. It is anticipated each camera patrol will take approximately 12 minutes. Patrols of the campus will be carried out every half hour (in accordance with agreed protocol) between 22:00 hours and 06:00 hours Monday to Friday, and all day at weekends and during Bank Holidays.

Wrexham

Liaison with Council mobile security patrols (there are two, one for keyholder support for council premises, and one for dedicated school patrols ie. Operation Gingerbread) – the Council mobile security patrols are available 6pm to 6am nightly and 24 hours over the weekend, Bank Holidays and the 2 week period over the Xmas and New Year period. The school security patrol service is available from 6pm to 2am on school nights and 2pm to 2am at the weekend or during any school holidays. The CCTV Operators take responsibility for the patrols should they need any assistance and also direct them to Council premises should they hear an alarm going out over the police radio. At certain busy times, it was reported that personnel in the police control room tend to phone the CCTV monitoring room stating that they have an alarm activation in Wrexham and querying whether the security patrols are able to respond. The CCTV staff also use the patrols if they see something on CCTV which they feel should be investigated prior to involving the Police. With regard to time expended on these activities, it is estimated at on average 30 minutes a night for both patrols.

It is worth noting that Operation Gingerbread has driven down insurance claims at schools in Wrexham by 89% - mostly broken windows. Emphasis has been put on repairing damage in a timely manner to prevent a spread of offending.

4.10 North Wales Police currently provide an annual financial contribution of £100K to the six Local Authorities, (£16,666 each). This arrangement has been in place since 2002.

4.11 No disaster recovery arrangements exist in any of the six areas. Were one of the existing control rooms to be put out of action long-term, considerable work would be involved in setting up a fall-back operation which included the majority of cameras.

As a hypothetical aside, if the existing six monitoring suites were being implemented now, consideration may well be given to 'hard-wiring' pairs of control rooms to operate on a 'buddy' basis e.g. Anglesey and Gwynedd, Conwy and Denbighshire, and Flintshire and Wrexham, and such considerations would need to take into account both the set-up costs and ongoing annual costs associated with doing this. There is obviously a certain amount of resilience for the region presently with CCTV monitoring operating via six, unlinked sites, that is to say it would be highly unlikely that more than one site would be rendered out of action at the same time.

4.12 The point needs making that the six monitoring suites operate with staff, many of whom have skills for observing fine detail. The Project Manager has seen anecdotal evidence first-hand of remarkable observation skills on the part of Operators.

4.13 Research completed on activity during the period 23rd July 2012 to 30th July 2012 revealed the amount of public-space CCTV involvement in police Intergraph Command and Dispatch (ICAD) events expressed as a percentage of the total number of ICAD events for the period was 5.9%. In this study, in cases where it was possible to measure the duration between the time the event was created and the time the relevant CCTV hub was notified, a number of key points were identified. The range was large - 0 to 633 minutes and the median was 5 minutes. It has been estimated that notification could have been achieved quicker in 31% of cases. The ratio of failed attempts by the police to contact the relevant CCTV monitoring room was 1:100.

4.14 Research carried out on the police Record Management System (RMS) has shown that during the period 1st January 2012 to 31st March 2012, the amount of detected occurrences which included a link to CCTV footage was 458, of which a figure of 305 can be extrapolated in respect of public-space footage. When compared to the figure for detections for the same period (3248), it can be shown that public-space CCTV has some sort of link to 9.3% of detections. *Note – the RMS search revealed 458 detected occurrences and these included CCTV footage being referenced on the file in the recognised way. There will be a small percentage error as some files will contain a CCTV footage reference in other than the common way.

4.15 A review of communication activity across the region conducted in July 2012 revealed that messages received in CCTV rooms from the Police / Fire Service Joint Communications Centre (JCC) regarding spontaneous incidents were the most common demand.

Part Five: Methodology

5.1 As mentioned above, clear direction was given at the July 2011 Project Board meeting for the business case to be as well-evidenced as possible. This led to consideration as to the most appropriate methodology to use.

5.2 A lean-type approach has been taken which has focused on inputs to the CCTV environment, processes in use by the six operations, and outputs. Regard has also been had to suppliers and customers.

5.3 Processes in use in each of the six suites have been examined with a view to identifying activities which tend to add value, activities which do not add value, and waste.

5.4 Issues identified from the examination of processes in each area have been logged in a 'business issues log'. Technical issues have been written up in a 'technical issues log' for each area. Discussions with staff in each area were based on a structured interview. Issues emanating from these discussions were recorded on the appropriate log. The real emphasis has been to establish what is happening now, as opposed to for example, accepting as reality what is stated in the Procedures Manual.

5.5 The collection of baseline data and information for each area was tasked to CCTV Team Leaders by way of a work package. Each of these work packages contained a number of deliverables relating to the gathering of data from control system software*, HR establishment information, HR job descriptions, shift patterns and deployments, fault reporting, availability management, performance management reports and non-CCTV responsibilities.

* This data request included the following: incident unique reference number, month, user, area, source, incident type, incident management time, whether the incident was subject of a directed surveillance authority, type of disposal and inventory number of camera(s) used.

5.6 The business issues logs and the technical issues logs have been used to identify opportunities, which in turn, have influenced the drawing up of a future operating model. Cost benefit analysis has then been added to the model and permutations on the model. The results have been written up in this business case.

Part Six: Key results from reviewing existing operations

6.1 As touched on above, the issues identified from applying the methodology set out in the previous section were registered on either a 'business issues log' or a 'technical issues log' in respect of each Local Authority. Thus, a total of twelve logs were created. Some of the issues recorded were local in nature. However, a set of themes emerged common to all or the majority of the six operations. Where appropriate, an assessment was done as to the impact of these issues. The results are set out below.

Business Issues Logs

6.2 Duplication of effort in the request to view process - the request to view process or RTV as it is commonly referred to, involves either the police or Local Authority enforcement staff approaching the CCTV operation with a view to obtaining footage to support an investigation. The majority of such requests are received from the police - where it has been possible to calculate the proportion of such requests which

have originated with the police, a range of 94% to 99% has emerged. In Denbighshire, the estimate made by the CCTV Supervisor was a ratio of 90 Police : 10 Local Authority - an estimate which reflects increased levels of support given to staff dealing with environmental crime and licensing. The present process involves CCTV Operators reviewing sections of footage specified by the police and, if something noteworthy is found, the police then viewing the same footage and evaluating it for case preparation purposes. Average time per month spent by CCTV Operators on this activity is as follows:

	No. of RTVs	Duration (min.)	Total (min.)
Anglesey	30	30	900
Gwynedd	41	30	1230
Conwy	26	30	780
Denbighshire	22	65	1430
Flintshire	31	30	930
Wrexham	21	30	630
			5900 min = 98 hours

6.3 In aggregate terms, across the six North Wales operations, this equates to 70% of one member of staff's time per month. In response, it is proposed to re-engineer this process so that the police have sole responsibility for carrying out the review with appropriate access rights, thus designing out the need for CCTV Operators to carry out this activity for the police. CCTV Operators will continue to carry out this process for Local Authority enforcement matters. However, as stated above, it should be borne in mind that the vast majority of requests to view historic footage originate with the police.

6.4 Transmission of footage to the police - this section should be read in conjunction with the above paragraph relating to duplication of effort as the two issues are linked. The actual transmission of footage to the police is presently achieved by police officers travelling to the relevant monitoring suite, viewing and collecting exhibit footage, then completing the return or onward journey. Activity analysis has been completed by North Wales Police which indicates that these activities cost the Force £74,181 per annum and involve 2,150 staff hours. Physical collection of footage in a future model involving a regional, single site operation, where the distances travelled and officer time would be much greater than at present, would clearly be very inefficient. Thus, part of the future operating model drafted involves making the transmission of footage electronic.

6.5 Timeliness and quality of information / intelligence inputs - many different examples have been given by CCTV Operators and Team Leaders of how this factor leads to waste activity and how the inputs could be improved. CCTV Operators in all six areas were keen to point out that, in communication terms, the withdrawal by the police of open carrier access to Airwave radio in early 2011 has created a vacuum which they feel has not been filled. One example of this given to the Project Manager was an incident involving a suspect drink-driver who was being sought after abandoning his vehicle. Crucial time was lost as a result of the CCTV operation not being notified straightaway. CCTV Operators quoted a 20 minute delay in the case referred to. Another common theme related to lack of follow-up – for example the

police notifying the relevant CCTV operation of a person missing from home but then failing to update the monitoring room when the person is found, resulting in monitoring time being wasted. Other examples were quoted in respect of wanted persons.

6.6 Communication channel for intelligence back to the police - difficulties encountered by CCTV staff in submitting intelligence promptly to the police have been highlighted. On a related theme, Police Officers have commented that the process of transmitting a still photograph or 'screen-grab' from the CCTV system onto their BlackBerry for immediate operational access to the information, could be a lot slicker.

6.7 Tasking - tasking processes varied in type and extent. None of the operations had comprehensive tasking arrangements in place. It was found that the majority of the information / intelligence inputs to the operations are spontaneous and that there was potential to put more emphasis on pre-planned work (ie the culmination of analysis, informed partnership discussion and tasking) and establish a link to police daily tasking. Implementation of a managed tasking process will reduce the time spent by CCTV Operators on random monitoring and it will enable a shift to more proactive, output-based activity.

6.8 Essential activity - the structured interview work and the baseline data and information has provided a picture of the amount of essential activity in each area. This subject has been considered against the background that CCTV monitoring, in itself, is not a statutory requirement. However, the implementation of a CCTV monitoring operation does trigger a number of statutory requirements. The ones which form part of the infrastructure, e.g. the display of signs in public areas, have been catalogued in the technical audit. We concentrate here on the inputs to the CCTV operations which drive 'essential' activity. Inputs relating to directed surveillance must comply with the Regulation of Investigatory Powers Act, subject access requests must be dealt with in compliance with the Data Protection Act and Freedom of Information (FOI) applications must be dealt with in compliance with the Freedom of Information Act. Arguably, request to view activity or the ability to produce footage as an exhibit, comes within this essential category because there would surely be a serious question mark against a CCTV operation unable to deliver footage capable of being included in the evidence chain. Levels of request to view activity are dealt with above. In terms of the other essential activities, the figures included in the following table show the position for the period 1st January 2011 to 30th June 2011 unless the caption indicates otherwise.

	RIPA	Subject Access	FOI
Anglesey	Nil	Nil	Nil
Gwynedd	1	Average 5 per annum	Average 3 per annum.
Conwy	Connected with 11 recorded incidents relating to 2 directed surveillance authorities.	13 per annum.	6 per annum.

Denbighshire	62 incidents, largely driven by one authority	9 per annum	4 per annum
Flintshire	1	24 per annum	200 per annum (estimated)
Wrexham	1	Nil	Nil

6.9 It is extremely difficult to quantify the amount of monitoring time connected with directed surveillance. An indication of incident management time was available for only one of the 76 incidents listed above. However, it can safely be said that it amounts to less than 3% of total available monitoring time. (Giving each RIPA related incident an incident management time of 24 hours produces a figure of 2.9%).

6.10 In respect of subject access, pan North Wales requests would appear to amount to approximately 51 per annum at 45 minutes each on average, ie 38 hours work per annum.

6.11 Freedom of Information applications involving CCTV number in the region of 13 per annum for five counties. The CCTV component of this has been estimated at 30 minutes per request, ie 7.5 hours per annum. The CCTV Manager in Flintshire estimates that FOI workload which in some way involves the monitoring operation amounts to 200 per annum which is a significant outlier when compared to the other areas.

6.12 Thus, one of the key findings of the study has been that levels of essential activity in the six CCTV operations are low.

6.13 Camera utilization - Appendix J details the work done to review camera utilization. A detailed method was drawn up which included a funnel approach to identify low-use cameras. Camera data was analysed for five counties. Due to the number of issues encountered, work focused on Conwy and Flintshire in the first instance. As an example, in respect of Conwy, it was concluded that 6 cameras (5.8% of the total number) could be considered for decommissioning. Decommissioning costs would be £15,000 and recurrent annual cash savings would be £8,168. Reviewing individual camera use in relation to necessity and proportionality was treated separately to financial savings. The latter differed owing to a number of factors which varied from area to area. Comparison of total camera numbers for the region has revealed that North Wales is not out of kilter with other similar areas.

6.14 Partnership working - a number of examples were provided by staff which indicated that partnership or liaison with the police was not as effective as it could be. The level of understanding in each agency with regard to the other's enforcement powers arose repeatedly.

6.15 Uncollected footage - as an example, in Gwynedd between 1st January and 30th June 2011, footage previously requested by the police was left uncollected on 13 occasions, thus equating to six and a half hours waste activity for CCTV Operators. This was reported as a historical issue by some of the other areas who stated that they had addressed it by not producing the DVD or tape until a police officer turned up to

collect it. This issue will be resolved by the changes proposed with regard to review and transmission of footage.

6.16 Prevention of crime / reducing the fear of crime - many comments have been noted from CCTV Operators regarding absence of marketing of the effectiveness of CCTV in the media. Staff felt that only a small proportion of media reports covering good detections recognized the contribution made by CCTV. Further to this, some Operators highlighted the knock-on effect of lost opportunities with regard to making people feel safer and reducing the fear of crime.

6.17 Management of demand - a number of examples have been recorded which indicated that spontaneous demand could be managed in a more efficient way. For example, missing from home (MFH) monitoring requests, on the majority of occasions, contain a basic amount of information. At times, this is restricted to a name and photograph. Information regarding the high/medium/low risk assessment, location missing from / last seen, location(s) where the MFH has turned up in the past, clothing, etc could clearly add value and save time. It would appear, from the review work carried out, that notification could take place quicker in some cases.

6.18 Management information - the use of management information by first line Managers is limited.   The variety of data sets, the absence of data and the difficulty in some cases associated with retrieving basic information indicated that Managers' use and analysis of management information was not a priority. Whilst there was more of a common approach discernable in the actual processes used by monitoring staff, the approach to distilling this monitoring activity into management data in general receives mixed emphasis. One area puts emphasis on collecting data to do with arrests. Another area has a similar practice with a slightly wider set of disposals. Three areas record a larger set of data for a larger number of incidents. A number of areas have fields on their systems which operators do not complete.   There is no standard data set. There are several impacts to this situation and these include the fact that operators do not end up being tasked as much as they should be, and management information is not used in a manner conducive to continuous improvement.

Analysis of baseline data and information

6.19 Incident recording standard - as reflected in the numbers of incidents recorded by each area during the period 1st January to 30th June 2011, there is no common approach to incident recording.

6.20 Time banding - it was possible to carry out time-banding on the baseline information gathered from 5 of the 6 areas. This was carried out with regard to incidents managed during the months of January and June 2011. Figure 1 and figure 2 below illustrate the result.

Time banding based on Jan & June

Fig. 1

Mean no of incidents per day per time category
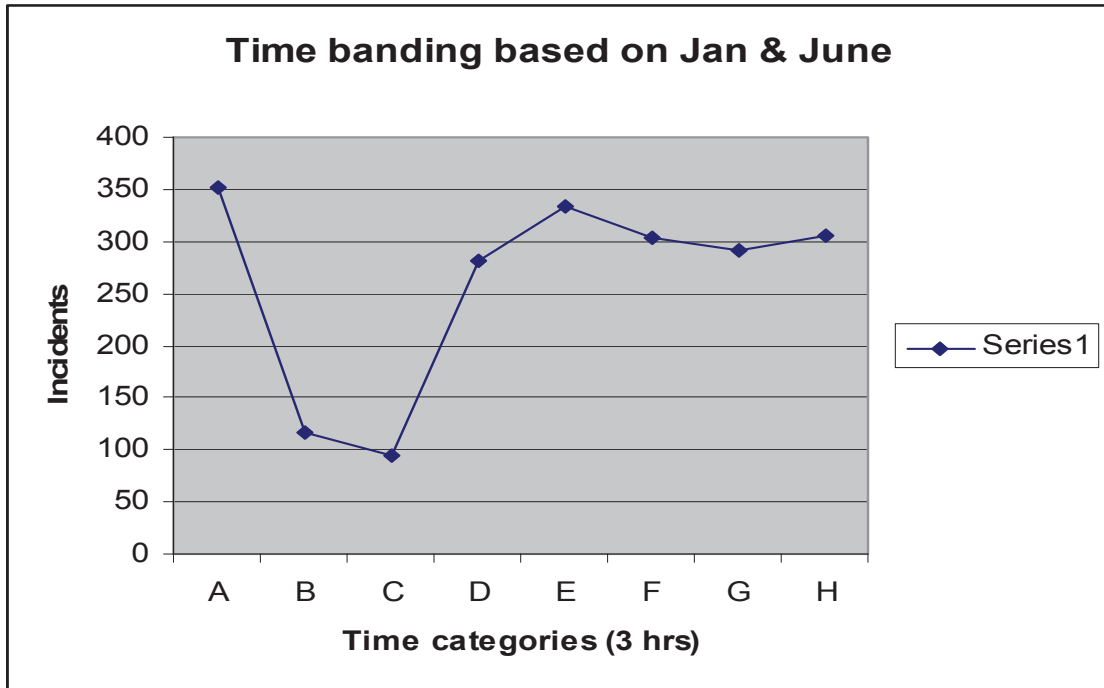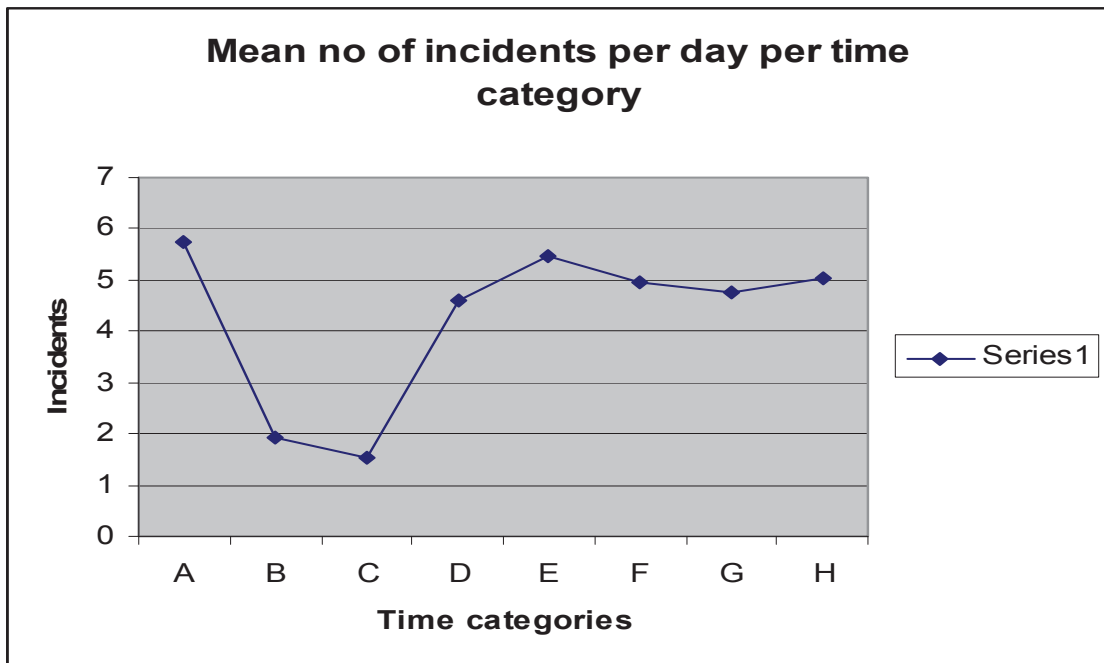
Fig. 2

Time categories	
A	00:01 – 03:00
B	03:01 – 06:00
C	06:01 – 09:00
D	09:01 – 12:00
E	12:01 – 15:00

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F	15:01 – 18:00
G	18:01 – 21:00
H	21:01 – 00:00

6.21 Day of the week analysis - this was also completed and shows only slight deviations.

6.22 Time spent monitoring recorded incidents compared to total available management time - this was profiled for each area in respect of January and June 2011. The results are as follows:

Anglesey - the time spent monitoring recorded incidents in January expressed as a percentage of the total available monitoring time was 6.1 % and this was linked to 5 arrests outputs. The time remaining was calculated as 545 hours. The time spent monitoring recorded incidents in June expressed as a percentage of the total available monitoring time was 8.47 % and this was linked to 15 arrest outputs. The time remaining was calculated as 514 hours.

Gwynedd - the time spent monitoring recorded incidents in January expressed as a percentage of the total available monitoring time was 1.03 % and this was linked to 18 arrests, 4 police cautions, 5 penalty notices, and 24 NFAs. The time remaining was calculated as 1168 hours. The time spent monitoring recorded incidents in June expressed as a percentage of the total available monitoring time was 0.73 % and this was linked to 11 arrests, 1 police caution, 3 penalty notices, and 10 NFAs. The time remaining was calculated as 1133 hours.

Conwy - the time spent monitoring recorded incidents in January expressed as a percentage of the total available monitoring time was 10.28 %. Data indicates that 39 incidents in January involved arrests. The time remaining was calculated as 1295 hours. The time spent monitoring recorded incidents in June expressed as a percentage of the total available monitoring time was 14.55 %. Data indicates that 27 incidents in June involved arrests The time remaining was calculated as 1193 hours.

Denbighshire - the time spent monitoring recorded incidents in January expressed as a percentage of the total available monitoring time was 12 % . The time remaining was calculated as 1056 hours. The time spent monitoring recorded incidents in June expressed as a percentage of the total available monitoring time was 18.4 % . The time remaining was calculated as 945 hours. Total arrests linked to incidents for the six month period were 176, an average of 29 per month.

Flintshire - the time spent monitoring recorded incidents in January expressed as a percentage of the total available monitoring time was 6.8 % and this was linked to unknown outputs. The time remaining was calculated as 1280 hours. The time spent monitoring recorded incidents in June expressed as a percentage of the total available monitoring time was 6.3 % and this was linked to unknown outputs. The time remaining was calculated as 1245 hours.

Wrexham - the time spent monitoring recorded incidents in January expressed as a percentage of the total available monitoring time was 2.58 % and this was linked to

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140 arrests outputs. The time remaining was calculated as 954 hours. The time spent monitoring recorded incidents in June expressed as a percentage of the total available monitoring time was 3.14 % and this was linked to 120 arrest outputs. The time remaining was calculated as 917 hours.

6.23 A number of facts emerge from the above analysis. Principal amongst these is the significant deviation in the number and type of outputs amongst the five areas that are able to cite outputs from monitoring activity. One area is not able routinely to quote outputs relating to crime and anti-social behaviour monitoring. The range emanating from the twelve calculations done to compare time spent on recorded incidents with total monitoring time is 0.73 % to 18.4 %. Whilst it does need to be borne in mind that recording practice varies, even using the upper end of the range (18.4 %), it emerges with respect to all areas that not less than 80% of total available monitoring time is spent on activity which does not feature in recording - that is to say it tends to consist of information / intelligence-driven monitoring not linked to a recorded output, random monitoring, or perhaps monitoring done to build up a problem profile. One experienced operator spoken to in the issues phase of the work estimated that random monitoring accounted for 80% of total monitoring time. One Team Leader commented that the withdrawal of the open carrier access to the police Airwave radio had increased random monitoring, in essence further evidence of the same theme.

6.24 Thus, in a robust appraisal of how much value can be proved in addressing crime and anti-social behaviour, Wrexham fares best by some distance. The other areas do not fare as well in response to value for money criteria. It is noted that there is ample evidence anecdotally of quality results turned in by the operations. It is noted also that examining value-add activity, non-value-add activity and waste in this environment, is not without its problems. For example, capturing footage of traffic congestion on the spot monitor (so that it relays to the police control room) is initially value-add activity which may actually go on to produce little or no output. The premise of operating without a control strategy or tasking process, in itself, conjures up a problem when it comes to examining value. However, two outcomes are conspicuous on this subject - the first is that there is significant scope for pan-North Wales CCTV monitoring to be aligned better to the crime and anti-social behaviour profile and priorities of the region. And the second is that accountability should play a greater part in the operations.

6.25 The following table illustrates the value for money situation in respect of outputs. Here, outputs relating to arrests, fixed penalties and police cautions have been added to the number of DVDs or tapes produced and then compared to the gross expenditure for the relevant scheme to work out a gross cost per output.

1st Jan – 30th June 2011	No. of outputs (arrests/ fixed penalty / police cautions	No. of DVDs	Gross cost per output (£)
Anglesey	54	138	606
Gwynedd	124	213	543
Conwy	234	152	619

Denbighshire	176	281	408
Flintshire	No data available	29	Not calculated
Wrexham	828	126	204

As mentioned above, it can be shown that public-space CCTV has some sort of link to 9.3% of crime detections. The proportion of recorded crime occurring in camera zones is as follows: Eastern 18%, Western 13.5%, and Central 30%. In a sample of events reviewed on the police command and control system, in cases where it was possible to measure the duration between the time an event was created and the time the relevant CCTV hub was notified, a number of key points were identified. The range (0 to 633 minutes) was large and the median was 5 minutes. Whilst this is overall generally good, it was concluded that notification could have been achieved quicker in 31% of cases. For example, quicker notifications in missing person and concern for safety events would lead to savings in police time on some occasions later in the end to end process.

Technical Issues Logs

6.26 Turning to the technical issues, as has been mentioned above, a technical issues log has been prepared for each of the six operations. The information has been tabulated in a way which includes a definition, root cause, source, and overall assessment (high/medium/low). The overall assessment grading given to each issue has also been split into two scenarios according to the outcome of this project. Thus, for each area there is an assessment which relates to a project implementation plan which includes introducing a Security Management System, (SMS) and there is an assessment according to if the system remains standalone. Please note that field equipment is excluded from the summary of issues set out immediately below and is dealt with later.

6.27 For clarity, the issues which have a bearing on an implementation plan for this project have been set out according to area.

Anglesey
There is need to identify additional accommodation to cater for the additional equipment required for consolidation, (issue number 3). Currently, supporting equipment is set out on three floors. In the event of the project being implemented, it would be an option to utilize some of the existing monitoring room to cater for the additional space requirement. This would incur a cost which has been estimated at £5K.

The quality of recorded images is below the required standard, (issue number 6).

Gwynedd
Cabling in the equipment room requires remedial work, (issue number 2).

The control system equipment and in particular the time-lapse video recording system has reached the end of its lifespan and will soon be obsolete, (issue number 6).

There is need to identify additional accommodation to cater for the additional equipment required for consolidation, (issue number 8).

Conwy
Significant remedial work is required to cabling, (issue number 2).

Re-racking of equipment is required to facilitate the accommodation of additional equipment required for consolidation, (issue number 26).

Denbighshire
Remedial work required in respect of cabling, (issue number 1).

Flintshire
Remedial work to cabling required, (issue number 11 & 13).

Wrexham
Remedial work required in respect of cabling, (issue number 1 & 4).

Control system equipment is almost obsolete, (issue number 7).

Rationalisation of existing equipment is required to facilitate consolidation, (issue number 9).

6.28 There are a considerable number of issues, assessed as high or medium against the scenario of the systems remaining standalone. These are summarised below. The costs shown against the items have been prepared on the basis that they are the minimum possible.

Anglesey
Display monitors in the control room will require replacement soon. Projected costs in relation to the upgrade of the existing control room are £14,964 excluding VAT.

Gwynedd
Absence of documentation, (issue number 1).

Display monitors, control system and other control room equipment will require replacement soon. Projected costs in relation to the upgrade of the existing control room are £95,759 excluding VAT.

Conwy
There are a number of technical issues that remain outstanding since implementation of the current control system and monitors in April 2010. Liaison with the Team Leader (mid-March 2013) revealed that remedial work to the value of £8K is outstanding.

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<u>Denbighshire</u>
Absence of documentation, (issue number 1).   This issue does not carry a significant impact at the present time. It would become more of an issue in the event of a change of contract.

Display monitors in the control room will require replacement soon, (issue number 5). The projected costs associated with upgrading the existing control room are £49,363 (excluding VAT).

<u>Flintshire</u>
Cabling requirements in equipment room, (issue number 1).

Format of images is not conducive to effective monitoring, (issue number 2).

Flaws in Planned Preventative Maintenance contract, (issue number 16).

Display monitors in control room will require replacement soon, (issue number 17). The projected costs associated with upgrading the existing control room are £27,434 (excluding VAT).

<u>Wrexham</u>
Condition of equipment in equipment room, (issue number 4).

Display monitors, control system and other control room equipment will require replacement soon Projected costs associated with the upgrade of the existing control room are £89,380 excluding VAT.

6.29 This amounts to a total of not less than £276,900 for the region. The composite report relating to projected costs for upgrading the existing control rooms has been included at Appendix C. The situation with regard to upgrading costs for monitoring screens alone is that if the existing structure of six stand-alone CCTV operations remains, monitoring screens will need replacing in due course in each of the monitoring rooms – some sooner than others. The following is a reasonable assumption:

Imminent	(£)
Gwynedd	16,834.50
Wrexham	20,575.50
Subtotal	37,410
Within the next five years	
Anglesey	14,964
Flintshire	27,434
Denbighshire	49,363
Subtotal	91,761
Grand total	129,171

It should be noted that the long-term renewal of equipment in the local equipment rooms would be a financial implication which would remain local and no amount has been factored into the costings for this.

Field Equipment

6.30 Additionally, a number of technical issues have been recorded in all six Local Authority areas with regard to field equipment. The position with regard to functionality and image quality is as follows:

Area followed by total number of cameras	Functionality satisfactory	Image quality satisfactory	Both functionality AND image quality satisfactory
Anglesey (56)	41 (73%)	10 (18%)	10 (18%)
Gwynedd (75)	40 (53%)	16 (21%)	8 (11%)
Conwy (103)	50 (48%)	59 (57%)	30 (29%)
Denbighshire (75)	56 (75%)	44 (58%)	38 (50%)
Flintshire (95)	68 (71%)	54 (56%)	46 (48%)
Wrexham (92)	66 (71%)	65 (70%)	51 (55%)

6.31 Appendix D and the section entitled 'Failure of field equipment' in Part 8 of this report, given over to the subject of risk, set this information out in full.   The sum of £163,597 per annum has been factored in to the financial implications to cover renewal of field equipment. This is based on a 12-year cycle of renewal. Without this, effectively a regional operation would not be self-sufficient. Like the information set out in paragraphs 6.28 and 6.29 above, this can be viewed as a cost avoidance issue. If this were based on a 10-year cycle of renewal, it would cost an extra £33K per annum across the region.

Future Operating Model

6.32 Consideration of all the issues highlighted above along with consideration of the project objectives has led to the construction of a future operating model or requirement and this part of the report concludes with setting out a suitable model. The proposal is as follows:

6.33 The requirement within the original mandate was to create a business case utilizing a single site enabled by industry standard Security Management System (SMS) software. This has now been changed to a twin-site structure. In short, this will involve digital video recording systems 'talking' to a super layer of technology. The four digital systems in the existing operations would be utilized, suitably adapted. The two analogue systems would be replaced. Thus, the software would drive the sub-systems.

6.34 It is proposed to use the existing Fibrespeed optical fibre network, which runs alongside the A55 and A483 roads to transmit images from the six existing Public Space CCTV Control Rooms to the new control rooms. The existing control rooms

will not be utilised for monitoring purposes with operators, but will become nodes (Field Image Collection & Storage Points). Thus, some financial implications will remain locally. Under normal operating conditions, images for Wrexham and Flintshire will be transmitted to the monitoring room at Redwither Tower, Wrexham. Images for Anglesey, Gwynedd, Conwy and Denbighshire will be transmitted to the 'western' monitoring room.* The existing equipment rooms will become nodes (Field Image Collection & Storage Points). Flintshire equipment room will operate as a node to the eastern monitoring room at Wrexham. *Note - this cannot be finalised until both locations are known.

6.35 The existing transmission and camera control interfaces in the respective control rooms, whether they are BT Leased RS1000 Circuits, Local Authority Owned Optical Fibre, Radio, Microwave or Hardwired will remain. At the nodes, the analogue images at the existing transmission racks, will be digitised by encoders to enable them to be accessed via the Fibrespeed Optical Fibre Network. Whilst all the images will be digitised and will be accessible via the Network, only twenty from each node will be simultaneously transmitted to the new control rooms. Recording of all images will take place at the nodes but all the recorded images will be accessible from within the new control facility for review and downloading as required. Within the new control rooms each workstation spot viewing monitor will be recorded in real time to provide best quality images.

6.36 Within the control rooms, it is proposed that each county will have its own section of the monitor wall, comprising sixteen displayed images, thus there will be ninety-six images in total monitored across the region. The monitor walls will be fully user-definable, insofar as each operator will have the capability to select and view individual cameras for operational purposes. However, in order to aid the intelligence-led approach to monitoring in the new control facility, the processor used to manage the display of images will be pre-programmed with a number of display options which will be grouped around geographical and time-based requirements. Typical groups might include car parks, areas adjacent to automatic teller machines, areas outside night clubs, entry and egress roads to major towns etc.

6.37 Specification drawn up for the main monitoring area in both control rooms includes a monitor wall with a front row of three consoles for the Wrexham room and four consoles for the western room, supplemented by a supervisor console and one other which will satisfy a number of requirements (e.g. directed surveillance or subject access enquiries). Each of the workstations will comprise:

(a) Control System GUI (Graphical User Interface) & Keyboard with Joystick
(b) Spot viewing monitor
(c) PC Workstation (Server / Monitor / Keyboard / Mouse)
(d) DVD Writer
(e) Shopwatch Radio
(f) Police Airwave Radio

It is proposed that video-conferencing equipment is installed in both centres.

6.38 The responsibility to review and produce footage for criminal case preparation purposes will shift from the Local Authorities to the Police. The aspect of permissions will be picked up in the detailed design stage.

6.39 Transmission of the above post-incident review footage to the Police will be achieved electronically, the delivery point being the JCC. It is proposed that North Wales Police supply two full time members of staff as Police Liaison Officers. The Police Liaison Officers will co-ordinate the movement of intelligence and spontaneous requests for monitoring, ensure effective management of information between operational police officers, the police control room and the CCTV operation, and carry out reviews of footage.

6.40 A secure communication link will be established for the submission of intelligence from CCTV operators to the police at times when the police liaison desk is not staffed.

6.41 Problem profiles produced by the crime and disorder analysts will be submitted to an Operational Management Group which will meet at six-weekly intervals and from there tasked to the CCTV operation. Each package will then be performance-managed and a report produced. The Scheme Manager will represent the regional operation at the Operational Management Group along with Local Authority Officer and Police representatives.

6.42 Daily tasking will consist of the following: firstly, a direct feed of the relevant requirements emanating from daily tasking in NWP, secondly, daily contact with police intelligence staff to refresh information already held.

6.43 The third category of tasking will consist of spontaneous requirements from Local Authority sources or the police, occurring during the course of the working day.

6.44 A common standard will be worked up with Local Authority Officers and the Police for the recording and managing of incidents entering the CCTV operation. This will form part of the detailed design work.

6.45 Differing interpretations regarding which is the responsible enforcement agency will be referred in the first instance to the CCTV Supervisor and Police Liaison Officer to resolve.

6.46 Marketing the contributions made by the CCTV operation to detecting crime will be a key responsibility for the Scheme Manager in liaison with the Corporate Communications staff from the Local Authorities and the Police, the aim being to increase public confidence in partnership working and reduce the fear of crime.

6.47 Performance measures will be developed. Initially, the focus will be on putting performance measures in place with regard to intelligence-driven monitoring viz. the number of pre-planned, daily or spontaneous tasks, thereby reducing random monitoring to a minimum. Secondly, a process will be put in place to track and measure identified outputs - for example, linked arrests, fixed penalties, cautions and intelligence submissions will be recorded; actual spend versus projected spend will be

monitored; camera replacement information; the amount of post-incident review footage transmitted to the police plus the number of exceptions; the number of police and council prosecution files on which there is a public-space CCTV exhibit reference; duration between time of event creation on police ICAD system and time of notification to CCTV operation; number and proportion of crimes and antisocial behaviour occurring within the camera zones compared to the non-camera zones; compliance with minimum staffing levels. Thirdly, by plotting the ratio of concurrent evidence capture with post incident reviews, the rationale for this being that the shift to more intelligence-driven monitoring should have the effect of driving up concurrent evidence capture and reduce the requirement for post incident reviews.

6.48 In order to support the above performance management plans, a requirement will be set out for management information to support the performance management arrangements.

6.49 In terms of changes to the way policy is managed, it is proposed that the existing six codes of practice would be converted into one uniform code of practice, drawn up following the requisite liaison with each Authority. Essentially, this will contain policy statements relating to the regional monitoring suite. Underpinning the code of practice, it is envisaged that there would be one procedures manual which would set out how the policy statements are operationalized. This documentation would clearly support the drive for consistent processes.

6.50 Analysis work done on the demand profile and an appropriate shift system to support the demand profile resulted in identifying an establishment of one Scheme Manager, six Team Leaders and twenty-eight Operators to staff the future operating model. This is based on operating two centres. This strength caters for the deployment of fifteen operators per day on eight hour shifts, with the number of Operators on duty as follows: two Operators between 06:00 and 10:00, eleven Operators between 10:00 and 02:00, two Operators between 02:00 and 06:00. Put another way, two Operators would begin work at 06:00 hours, four at 10:00 hours, two at 14:00 hours, five at 18:00 hours and two at 22:00 hours. In a straight time / activity comparison, it could be argued that a smaller number of Operators would be able to deal with the amount of time spent currently on essential activity, recorded incidents and requests to view footage. However, a number of factors need to be borne in mind which add to the complexity of this point. Firstly, if the future operating model is implemented as set out above, the demand profile will change - essential activity (with the exception of RIPA) should remain steady, demand (including communication) in connection with the tasking process, recording and management of incidents and outputs will increase, whilst work in connection with footage reviews should reduce. Secondly, the capacity to cover each Local Authority area with one Operator between 10:00 hours and 02:00 hours, perhaps later at weekends, provides resilience, with ofcourse a colleague readily on hand to assist in dealing with a dynamic incident. Various pieces of analysis, including observations done within the Joint Control Centre for the North Wales Police and Fire & Rescue services at St. Asaph, have shown that there is little overlap in critical incidents across the region. Thirdly, the provision of two Operators during the low demand period satisfies a number of requirements - lone working, ability to deal with certain levels of non-CCTV responsibilities (if this pans out as being required), ability to manage a

dynamic incident, and ability to manage two incidents simultaneously. Finally, special events will require resilience.

6.51 Maintaining a grid of special or pre-planned events will be included within the management function of the operation.

6.52 Much of the non-CCTV work in the current operations could be absorbed into the future operating model due to the quantities being generally low. However, it is recommended that this will need to be achieved fairly and within the detailed design stage on the basis that these responsibilities will be reflected in contributions. Thus, in the detailed design stage, the definition of the core service will be significant as will identifying activity over and above the core service – as such activities will attract a charge. Currently, two Counties allocate responsibilities for monitoring lone workers to their CCTV operations. The GalwGofal / Telecare operation also performs this function and it would be worth considering whether it could be handled exclusively by them.

Part Seven: Comparison of Location Options and Financial Implications

7.1 A key point which backgrounds the consideration of location options is that the future operating model, being technically enabled as set out above, enables choice. There are clearly technical pre-requisites with regard to access to the Fibrespeed network and the North Wales Police network.

7.2 The costings which appear below are top-end costs and in preparation of these costs, the focus has been on presenting financial information which is as realistic as possible and covers dependencies e.g. with regard to field equipment. Following this principle, these are the best estimates available and should not be assumed to be set in stone as a number will be affected by the procurement process.

7.3 The mandate originally included reference to implementing the regional operation at a site which is currently part of Conwy County Borough Council estate. This was investigated fully via a piece of feasibility work conducted in liaison with the County Valuer's Office. Having considered the situation with regard to the structural alterations required, staff relocation requirements and resilience, the option was ruled out. As a result, it was recognized at the time that it was necessary to broaden the work on location options.

7.4 A total of six location options were worked on initially. Hence in Appendix E, five single locations were costed individually alongside a sixth, a two-centre costing provided for comparative purposes.   Following the Chief Executives' meeting on 30th November 2012, more detailed work was done on revisiting and profiling a two-centre model. This consisted of two combinations: more detailed profiling of location option 3 ie. the use of two business units (Wrexham Redwither unit and one other business unit), and the combination of Wrexham Redwither unit and the JCC which became at that point location option 7.   There follows a brief description of each:

Location option 1 : Co-location at the Joint Communications Centre (JCC), St Asaph - this location option is on the Business Park at St. Asaph. The building is leased by North Wales Police and comprises the control room operations for both the Force and North Wales Fire and Rescue Service.

Location Option 2: Wrexham, Redwither Tower - the location option here is a unit contained in a large building on Wrexham Industrial Estate, to the south-east of the town centre, off the A534 Road running between Wrexham and Nantwich. It is a former factory.

Location option 3:   two-centre option, with the ability to monitor the whole region from either centre, if necessary. The costing of this option is based on combining options two and five, with staffing increased from the levels originally proposed for a single centre approach to one Scheme Manager, six Team Leaders and twenty-eight Operators. A 20% increase in the cost of supplies and services has been factored in to the costings to reflect the larger requirement emanating from a greater number of staff.

Location option 4:   North Wales Business Park, Abergele, County of Conwy - this is an independent, new unit on a business park situated on the western outskirts of Abergele, between the A547 Road and the A55.

Location option 5: St.Asaph Business Park, Denbighshire - this location option consists of two units on the St. Asaph Business Park.

Location Option 6: Parc Menai, Bangor - this location option is Unit D2 on the Parc Menai Business Park.

Location Option 7: two-centre consisting of Wrexham Redwither and the JCC.

Considerations

7.5 The financial information with regard to each location option is set out at Appendix E.   This takes the form of an overall summary of the seven location options, a savings summary projected for six years, the financial implications of each location option on a County basis, followed in turn by information on separate budget heads - employees, premises, transport, supplies and services, capital, and existing budgets. Therefore, in revenue terms, gross cashable efficiencies, ie. savings over existing expenditure before consideration of capital costs, will be as follows:

	Gross Cost / (Saving) £ (Year one)
Location option 1 – co-location at JCC, St Asaph	(90,110)
Location option 2 - Wrexham, Redwither Tower	(185,520)

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Location option 3 - two-centre approach (two business units)	19,568
Location option 4 - NW Abergele Business Park	(172,338)
Location option 5 - St. Asaph Business Park	(166,538)
Location option 6 - Parc Menai	(178,430)
Location option 7 - Wrexham Redwither and JCC	98,912

*Note – following the CEOs' meeting in November 2012, some feasibility work was completed on another combination for a two-centre approach, namely Wrexham Redwither and the existing monitoring suite for Conwy County Borough Council. However, adapting the latter building to accommodate monitoring for four counties has been considered and ruled out.

7.6 As can be seen from the Summary at Appendix E, before capital repayment is factored in, the Wrexham option remains the most attractive financially. All of the options, with the exception of the two-centre options (ie. options 3 and 7) generate a gross saving across North Wales.

7.7 The assumption made in carrying out this piece of work is that capital expenditure will be financed either through Prudential Borrowing (over 7 years) or an Invest to Save (I2S) Loan. The former is based on one Council doing the borrowing with the other councils making the relevant contribution. Specialist advice has been sought regarding some aspects of this and this will require follow-up in the detailed design stage.

7.8 Setting aside repayment of capital expenditure, it is proposed that each Local Authority finances their own portion, Options 2, 4, 5 and 6 being similar in cost terms.

7.9 Individually, Local Authorities will have differing experiences due to the recommended cost apportionment method and the level of resource currently employed in CCTV. Isle of Anglesey and Flintshire would see increased costs, Wrexham roughly the same and Gwynedd, Conwy and Denbighshire would see savings (see individual Local Authority summaries / worksheets at Appendix E).

7.10 At the workshop held for Portfolio Holders in mid-January, the need was identified to design a transitional cost apportionment model in order to smooth the financial changes involved. This was drafted, the principles being as follows:

- No Authority facing an increase in costs (under the "destination" formula) will have a per annum increase greater than the ceiling %
- The cost of providing the ceiling is paid for from the savings of other Authorities on a pro-rata basis

- The ceiling is applied every year until all Authorities' costs are in line with the "destination" formula

7.11 The Transitional Cost Apportionment Model prepared uses the projected costs of the Two Centre (2 business units) configuration, a "destination" formula based on the number of cameras, and a cost increase ceiling of 6%, **with the £2.4m Regional Collaboration Fund bid factored in,** (referred to in 3.15). It can be seen that Flintshire's costs would steadily increase (by 6% per annum) until they are in line with the cost apportionment dictated by the Number of Cameras method (Year 6). Until then the other Authorities (notably Gwynedd, Conwy and Denbighshire) give up a proportion of their savings to pay for the discount given to Flintshire until they too are in line with the "destination" formula. This is illustrated on Appendix L. Therefore, if accepted, the transitional cost apportionment model supersedes the original costings within Appendix E which was used as a basis for consultation with the Portfolio Holders.

7.12 The cost, which would be optional, associated with establishing three remote client terminals in North Wales Police custody suites has been estimated at £45K capital with an annual recurring transmission cost of £2,550. Current costs borne by the Force associated with the transmission of images to the Joint Communications Centre at St. Asaph would reduce because the future operating model would involve a single feed. A permutation on the future operating model, if it were implemented at a location or location combination which does not involve the JCC, would be to establish the police liaison desk facility at the JCC and have the Police Liaison Officers operating from there – instead of having them working within the regional CCTV monitoring operation and instead also of establishing the three remote client terminals. Communication and joint briefings could be achieved through video conferencing in this scenario.

7.13 Some of the costs have a discretionary element (such as camera maintenance and renewal) so that Local Authorities can decide locally on the level of cost incurred. The level indicated is, however, recommended at the present time.

7.14 A 15% contingency amount has been included on all capital cost estimates.

7.15 Income has been excluded from this exercise at this stage on the basis that any income currently generated by each Local Authority will be kept by that Authority, though this approach could change at detailed design stage.

7.16 Disturbance mileage will be payable for 2 years – after this time, this element will be a saving. The Invest to Save loan (the existing revenue one) will be repayable over 5 years - on repayment, this will become a saving. Thus, as reflected in the savings summary worksheet at Appendix E, the savings increase as time passes.

7.17 Turning to operational benefits, there is arguably a distinction between option 1 (co-location in the Joint Communications Centre) and the other four single-site options, since option 1 would make early evidence capture easier. Involving the JCC in the solution would facilitate the capture of footage at an early stage as a dynamic incident unfolds – in fact, it would facilitate such evidence capture by CCTV earlier

than ever achieved in North Wales since it <u>could</u> occur whilst the incident is being recorded and pre-dispatch. There are several customer service benefits to this, for example earlier evidence capture would lead in some instances to a reduction in investigation time and the time taken for a case to proceed through the criminal justice system. In addition, quicker scanning of a location subject of an incident report would assist with police deployment decisions. It would also provide an additional dimension to managing critical incidents. However, in the event that the JCC is not involved in the solution, the 'as-is' situation could be improved by agreeing some sort of early notification system.

7.18 It is worthy of note that the building which houses the Police/Fire Joint Communications Centre at St Asaph received attention in the Estate Review 2011 completed for North Wales Police by DTZ. No decision has been made as yet on the long term future of the JCC. Various options appear in the above review document - relevant to this business case, the option at paragraph 6.18 refers to relinquishing the JCC with all staff relocating to the nearby PFI building at St Asaph on or before the expiry of the lease in 2015. However, it is estimated that exit costs, capital relocation costs and the project management timeline will be substantial factors in assessing the feasibility of such a relocation. Clearly though, the scenario of implementing a regional CCTV operation in the JCC only to have to relocate it relatively soon afterwards along with the rest of the JCC prior to 2015, must merit serious consideration.

7.19 With regard to the two-centre options, miscellaneous expenses and support services have been estimated at 20% higher due to the increased number of staff, and repayment of the Welsh Government Invest to Save loan will be lower as fewer redundancies are likely to result. The two-centre options do provide in-built resilience in that either centre would be able to monitor the whole of North Wales in the event of a disaster or major failure affecting the other room, or a short-term factor such adverse weather conditions affecting the ability of staff to get to work.

<u>Business Continuity</u>

7.20 Following on from this, it is recommended that the subject of ensuring business continuity receives attention in the detailed design stage, ie the first stage of the delivery project, and after a location option has been decided upon. In the case of the four one-centre options, this would include risk analysis and risk management aimed at reducing vulnerability to the business, and the production of IT recovery plans to support the overall Business Continuity Plan.

7.21 Considerations of this subject with regard to a single centre approach led to the conclusion that it would be worth exploring a 'gradual recovery' option, which would have included identifying an environment which could be made available at short notice and via the support and maintenance agreement, equipping the environment to a pre-determined level within 72 hours.

7.22 In the case of the two-centre options, as stated above, the aim is for one centre to take over monitoring for the region in the event of the other centre going out of action.

<u>Identification of preferred option</u>

7.23 Work to engage with the emergency services regarding the "best option", benefits and support for the cost of the service, can be summarised as follows:

- Extensive dialogue has taken place with North Wales Police. The Police position has been confirmed with Mr Ian Shannon, Deputy Chief Constable and Mr Mike Parkin, Director of Finance and Resources, who view co-location as operationally desirable, preferable and viable. They cannot envisage their revenue contribution increasing above the present level of £100K p.a. It is worth noting that the existing joint communications centre could accommodate the addition of a regional CCTV operation – but could not then accommodate Wales Ambulance Service's control requirement, should that requirement emerge at some point in the future.

- Wales Ambulance Service NHS Trust, assisted by Capita Consulting have completed a Strategic Outline Case in respect of a large tri-service control room for the region. Mr Gavin Bryce, Programme Manager i/c operational modernisation, when spoken to on 9th May 2012, outlined that their preference is for the emergency services to be co-located along with a regional CCTV operation. Mr Bryce stated that the benefits to WAST would be (a) safeguarding WAST staff treating people in for example the aftermath of public order situations – maybe before the police arrive, and (b) it would provide an extra dimension to assist with deployment decisions. The SOC was submitted to Welsh Government at the end of July 2012.

- North Wales Fire and Rescue Service have also stated a preference for co-location. Mr Paul Claydon, Assistant Chief Fire Officer (portfolio includes operational service delivery and health and safety), when spoken to on 17th May 2012, observed that a lot was timetable- dependent and that they themselves were waiting to see the outcome of the SOC then being prepared by WAST and Capita Consulting. In principle, a structure in which a regional CCTV operation is co-located with emergency services is supported. Mr Claydon gave several examples of recent incidents where there would have been benefits if CCTV had been co-located with the Fire Service control. The main benefit to the NWFRS is being able to stream footage to the incident management desk in the JCC, to provide more information for the deployment of resources and ongoing management of incidents, enable more supervision of staff health and safety, and reduce risk and cost associated with over/inappropriate resourcing. Analysis has shown that 11% of incidents attended by NWFRS during 2011/12 were within range of public-space CCTV – however factors were identified, even within the camera zones, which prevent CCTV surveillance in some cases. Thus, it could assist with resourcing and decision-making in up to 905 incidents per annum. Omni-competence may well feature in a future joint control room structure.

- A decision matrix and associated process was drawn up to enable Project Board to decide which location option to recommend to CEOs. The location options were: 1/ Co-location at the Joint Communications Centre, St Asaph; 2/ Redwither Tower, Wrexham, 3/ a twin-centre option comprising Wrexham and St Asaph Business Parks; 4/ Abergele Business Park; 5/ Unit at St Asaph Business Park; 6/ Unit at Parc Menai, Bangor. Project Board met on 14th June

2012 and scored the matrix, with the result that co-location at the JCC scored most points and is therefore the Project Board recommendation.

- The initial proposal was considered by the North Wales Regional Leadership Board in July 2012. Amongst other things, the project board recommended co-location at the JCC in St Asaph. The proposal was not supported, with Wrexham concerned about the potential loss of local knowledge and Gwynedd concerned about the potential loss of local employment. A round of one to one meetings was actioned to identify each council's deal-breakers in full, a report to detail the policing benefits was commissioned and further assurance on the costings was requested.

- The matter was subsequently reviewed by the Chief Executive Officers in November 2012 when additional work on costing a two-centre structure was commissioned. This was completed and prior to being put to the Regional Leadership Board again, consultation took place with portfolio holders in a workshop which revealed consensus that a structure using two centres was achievable.

- At the 1st February Regional Leadership Board meeting, a consensus was reached to proceed with a regional operation using two centres. This is subject to the bid which has been submitted recently to the Regional Collaboration Fund. The Regional Leadership Board requested that a covering report be submitted to each of the six councils requesting permission to proceed to preparing a full business case.

- A further Lead Member meeting took place on 19th February 2013 in an attempt to reach a consensus on the actual locations. The meeting concluded that: a report is to be produced to put to the six Cabinets / Executive Board; the report is to include reference to the Wrexham / JCC combination being the preferred option of some but not all of the Local Authorities involved; the report is to include reference to the implementation timescale; the report is to include relevant caveats; the report will ask for permission to go forward to prepare a full business case.

Affordability

7.24 The preferred location solution for establishing a single, fully-integrated regional CCTV operation is to use two sites, namely the JCC St Asaph and Redwither Tower in Wrexham. Total capital costs are estimated at £2.067m.

7.25 Options to finance this are: (a) 7 year annuity loan; (b) Invest to Save loan. Appendix E has been prepared assuming that an Invest to Save loan is in place to cover the capital set-up cost requirement.

7.26 Liaison with Welsh Government with regard to the provision of capital finance associated with set-up costs has identified the Invest to Save route as the most appropriate avenue. A bid was submitted to the Regional Collaboration Fund which was *** (update once outcome notified).

7.27 A summary of gross costs for both two-centre location options is as follows:

North Wales CCTV - Summary Gross Costs /	Option 3	Option 7

(Savings)	Redwither & St Asaph BP*	Redwither & JCC*
Description	**£**	**£**
Year 1 (as per main Summary)	**314,838**	**394,182**
Year 2	**318,188**	**397,532**
Year 3 (Disturbance mileage no longer payable)	**285,154**	**361,582**
Year 4	**285,154**	**361,582**
Year 5	**285,154**	**361,582**
Year 6 (I2S "revenue" loan fully repaid)	**187,954**	**264,382**
Year 7	**187,954**	**264,382**
Year 8 (I2S "capital" loan fully repaid)	**(107,316)**	**(30,888)**
* Premises rental costs at Redwither Tower increase from £0 in year 1 to £3,350 in year 2		
then £6,700 in year 3. These increases would also apply to Option 3 and Option 7.		

Comparison

7.28 It should be noted that current budgets do not include the following:

- Like for like provision of accommodation costs
- Support services - current budgets have no visible allocation of central support service costs. This adds £30K to the future design options in comparison to the current service.
- Camera replacement - current budgets have very limited provision for camera replacement. £1.9m over either 10 years or 12 years has been factored into the future design.

Therefore, the comparison of present expenditure and projected expenditure needs to take this into account.

7.29 With regard to the final element referred to above, it has been estimated that, over the course of the next 12 years, the camera stock will require renewing, the cost of which amounts to just under £2m. An annual figure of £163,600 per annum has been factored in to the project costings to cover renewal of field equipment. This is broken down as follows:

	Annual figure based on 12-year plan	Total
Anglesey	18,760	225,120
Gwynedd	24,690	296,280
Conwy	33,900	406,800
Denbighshire	24,690	296,280
Flintshire	31,270	375,240
Wrexham	30,280	363,360

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Regional Total	1,963,080

If the renewal and replacement programme were to be managed over a 10 year cycle instead of 12 years, it would cost an additional £33k per annum across the region.

7.30 It is also worth restating the position with regard to cost avoidance at this point.

Upgrade of existing control and equipment rooms

Projected costs for the upgrade of the existing control rooms amount to £276,900 made up as follows:

- Anglesey £14,964 (excl. VAT) for the replacement of display monitors;
- Gwynedd £95,759 (excl. VAT) for the replacement of display monitors, control system and other equipment;
- Conwy - there are a number of technical issues that remain outstanding since the implementation of the current control system and monitors in April 2010 which are likely to attract a time and cost to rectify;
- Denbighshire - £49,363 (excl. VAT) for the replacement of display monitors;
- Flintshire £27,434 (excl. VAT) for the replacement of display monitors;
- Wrexham £89,380 (excl. VAT) for the replacement of display monitors, control system and other control room equipment.

The two areas which require renewal of equipment in the short-term are Gwynedd and Wrexham.

7.31 As mentioned in paragraph 6.29 above, renewal of monitoring screens alone has been costed as follows:

Imminent	(£)
Gwynedd	16,834.50
Wrexham	20,575.50
Subtotal	37,410
Within the next five years	
Anglesey	14,964
Flintshire	27,434
Denbighshire	49,363
Subtotal	91,761
Grand total	129,171

Part Eight: Benefits

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8.1 Benefits management will need to be an inherent part of the delivery project and this will need to include mapping and profiling the benefits, identifying appropriate measures and documenting same in a Benefits Realisation Plan. Benefits which would be defined and measured throughout the life-cycle of the delivery project are envisaged as follows:

B1: <u>Recurrent annual net cashable efficiencies</u>.
  - covered in Part 7 above and Appendix E.

B2: <u>Cost avoidance in the longer term through not having to replace monitors in local monitoring rooms</u>.
  - covered in full in Part 7 above.

B3: <u>Cost avoidance through camera renewal costs being factored in</u>.
  - covered in full in Part 7 above.

B4: <u>Reduction in transmission time to the police</u>.
  -   Transmitting footage to the police electronically (the current manual process has been quantified by NWP as costing £74,181 p.a. and involves 2,150 staff hours per annum);
  -   This would be measured by monitoring the number of pieces of footage transmitted electronically to NWP and monitoring the number of exceptions;

B5: <u>Increased contribution to crime and antisocial behaviour detections</u>.
  - this would be measured by: monitoring the number of prosecution files with a public-space CCTV exhibit and comparison to detection figures; measuring the duration between ICAD event creation and notification to CCTV; measuring the number of intelligence reports from CCTV to the police; measuring the number of tasks created.

B6: <u>Increased contribution to reducing crime and antisocial behaviour</u>.
  - this would be measured by reviewing the incidence of crime and asb occurring in camera zones and comparing it to non-camera zones and previous years.

B7: <u>Increased resilience (business continuity)</u>

B8: <u>Increased resilience (minimum staffing)</u>

B9: <u>Increased ability to assist police dispatch function</u>.

8.2 Intangibles:

  -   Release of some accommodation.

- Benefits would also extend to compatibility with the CJEP requirements and 'down-the-line' benefits for other criminal justice agencies associated with early capture of footage e.g. reduced investigation time for the police, early guilty pleas ;

- the number of cameras in each County remains a local decision.

Part Nine: Risks and Issues

9.1 A Project Risk Log has been maintained whilst the feasibility study has been conducted. Individual risks which it seems logical to cover in the context of this document appear below, with the associated responses.

9.2 External funding - some local stakeholders are seeking to reduce contributions. The wider issue here is one of sustainability. There are a number of factors which pose challenges to the sustainability of the existing six operations. Sustainability for the region is a project objective and as such, it is one of the major items which will be delivered.

9.3 Loss of CCTV operators' local knowledge - this has been subject of local debates and the subject has received serious consideration. The first point to make is that, as with other risks, analysis and management are required. A traditional approach to analysis would involve evaluating the risk, identifying suitable responses and selecting which responses are going to be adopted. These are then made the subject of a formal plan which is monitored and reported upon.

9.4 The following synopsis has been done with that traditional approach or risk management cycle in mind. Let us start with identifying the risk. This has been described as loss of local knowledge on the part of CCTV Operators. Evaluation of this points to two distinct aspects to the concern - firstly, that working as part of a regional operation, Operators would not know who is of concern in particular areas and what trends require monitoring - perhaps because there is no face to face liaison with neighbourhood policing staff - secondly, that Operators would not know their way around the locations they are monitoring. Further analysis of this has had regard to the following points:

➢ CCTV Operators do not, as part of their role, come into face to face contact with offenders. In this way their role differs from that of a Police Officer or PCSO;
➢ CCTV Operators for the most part, do have highly developed observation skills in the context of monitoring screens and capturing detail;
➢ There has been more evidence submitted by CCTV Operators regarding the timeliness & quality of information / intelligence inputs to the CCTV operations than any other issue recorded. Thus, things currently are less than satisfactory.

The parts of the future operating model which will act as a response to this are:

(a) the key enabler to CCTV Operators making the most of their skills is high quality intelligence products and a structure which includes keeping

information and intelligence relevant and up to date. These are included in the future operating model;

(b) in terms of local knowledge of streets, buildings and areas immediately outside the perimeter of the scheme, this will be factored into training for the CCTV Operators;

(c) CCTV Operators will be encouraged to read local newspapers and these will be available in the monitoring suite - this was a piece of good practice identified elsewhere;

(d) CCTV Operators will have access to staff carrying out the Police Liaison desk function;

(e) Video-conferencing arrangements will be available for other liaison with North Wales Police.

9.5 Failure of field equipment - there is some debate as to whether the subject of field equipment was included in the early days of the project, the focus clearly being on how the monitoring end of each operation could be joined up. Whether it is treated in scope or as a key dependency, it is a direct contributor to effectiveness and sustainability. For that reason, and as mentioned above, the sum of £163,600 per annum has been factored in to the financial implications to cover renewal of field equipment.

9.6 The point also needs making within this section that, perhaps unusually for a project of this type, doing nothing is not an option. If a regional delivery project does not go ahead following this business case, the points highlighted in sections 6.28 to 6.31 above will still need attention, amounting to total expenditure of not less than £276,900 (excluding VAT) across the region for update of control and equipment rooms and £163,600 per annum over the next 12 years for renewal of field equipment, (£1,963,080 in total). A decision by one or more of the Local Authorities to wind up its CCTV Operation would not be achievable without cost. There would be a decommissioning cost which would have to include the removal of cameras. Accordingly, a 'do the minimum' option (in the absence of a 'do nothing' option would include the following:

	Imminent (£)	Within 5 years (£)
Control systems	179,923 (W,G)	300,000 (A,D,F)
Visualization	37,410 (W,G)	91,761 (A,D,F)
Camera renewal	196,315 p.a. across the region for ten years (in this time the type of replacement cameras may change)	

9.7 The risk versus sustainability debate has occurred more than once during the preparation of this business case. The guiding principle used throughout has been achieving sustainability.

9.8 One strand of the national Criminal Justice Efficiency Programme (CJEP) is the project 'cross-cjs digital working'. The requirement for electronic case preparation and submission will need to be supported in part by the management of digital exhibits such as CCTV footage. Liaison has taken place between the Regional CCTV

Project Board and the North Wales Police staff who have responsibility for managing the above project locally. The proposals outlined within this document support the expectation that the police will be in a position to provide material digitally. The subject is recorded as a project issue.

9.9 A report which sets out the benefits to policing in North Wales has been prepared and circulated. This was completed on a joint basis by the Project Manager and the North Wales Police Programme Manager for the Criminal Justice Efficiency Programme, Corporate Programme Office. The report is included at Appendix M.

Part Ten: Next Steps

10.1 The steps which would follow sign-off of a course of action would be project-managed within a delivery project. In order to assist with a number of existing tasks which involve projections, a Gantt chart has already been created which sets out a timescale. The project manager and technical consultant have estimated that the implementation timescale would be 13 months . The stages of a delivery project would be:

10.2 Detailed design, procurement, HR issues, training issues and corporate preparation for change - this is where design detail will be attended to. It is important to recognize that this will cover not only technical issues, but also process-related issues, HR issues, training, prudential borrowing, pension fund implications and other change management activity in the run-up to implementation.   Process-related activity will involve for example making clear the responsibilities of the CCTV Operator with regard to permitting access to footage by the police with a view to it becoming an exhibit.   Likewise, this is the stage where the new code of practice and procedures manual would be drawn up. The detailed HR requirements come within the ambit of this stage also. A fuller list appears at Appendix F.

10.3 Implementation - a full stage plan will be drawn up with regard to implementation. This will include the new governance arrangements.

10.4 Post-implementation - key metrics with regard to the running of the regional facility will be monitored and project closure will be handled as per the programme/project management framework of the lead Authority. In essence, the project will end with confirmation by the Project Board that everything expected has been delivered to the correct level of quality and in a state where it can be operated, supported and sustained. It is recommended that post project review activity is picked up by the Joint Management Board, (see Part 10 'Governance' which follows).

Part Eleven: Governance

11.1 Whilst a large part of this report has been given over to constructing a future operating model, the importance of the governance arrangements which underpin it cannot be under-estimated. Once the specification of the future operating model had been established, consideration was given to the most appropriate governance model. The options identified have been set out below together with the perceived benefits and disadvantages of each according to the following criteria:

➢ will the option deliver a cohesive workforce and a joint work ethic?
➢ will the option deliver a joint culture between the stakeholders involved, or put another way, will it enable buy-in from the participating Authorities?
➢ will the option support the requirement for a clear strategy?
➢ will the option support performance management?
➢ will the option support the requirement for sustainability?

Governance Option 1 – Lead Authority – Mix of Employment (Secondment)
In outline, this option would involve five Councils making available staff on secondment to the Lead Council. The key characteristics of the option include the fact that staff remain employed by their own Authority with their existing employment terms still honoured or they could be seconded on other terms and conditions.

Perceived benefits
➢ Operator skills from across the region would be pooled;
➢ Secondment would provide a degree of flexibility in that a local pool of staff could be made available to support the core infrastructure.

Perceived disadvantages
➢ Secondment of staff on different terms and conditions is not conducive to a cohesive workforce;
➢ In practice, it could be argued that secondment suits interim pieces of work such as projects with permanent, long-term collaborative arrangements being far less suited to the practice;
➢ Recent learning from other collaborations has highlighted the limitations of secondment.

Governance Option 2 - Lead Authority – Single Employer (Delegation Option)
In outline, this option involves one authority taking over entirely the provision of the CCTV monitoring function and part of the infrastructure. Delegation to one Authority would be achieved with, for instance, a Joint Committee structure in place. In practice, for this scenario it is suggested that this would involve establishing an Operational Management Group (OMG) consisting of Officers from each Authority and the Police primarily with the remit of operationalizing the tasking process and performance management, and a Joint Management Board (JMB) consisting of Senior Officers with Member involvement addressing policy-related matters. The Scheme Manager would represent the regional operation at both groups. Effectiveness of both the OMG and JMB would be pivotal to success.

Perceived benefits

- The Lead Authority takes over the function of running the regional operation entirely from the other five;
- Arguably, the clearest option;
- No procurement issues if it is implemented according to set guidance;
- The Committee structure, whilst not a legal entity in its own right, can help to streamline the decision-making process. Without such an arrangement in place, there would appear to be a requirement to refer back to individual authorities any decision relating to the unit's function.
- Through the committee structure, the six Authorities can take ownership of a set, regional operation.
- This option has the potential benefit of being able to offer a culture from scratch.

Perceived disadvantages:
- One risk is that it could create a sense of disenfranchisement by staff perceiving it as one Authority displacing another.

Governance Option 3 - Contract for Services – Commercial Option
In this model, the Lead Authority provides services for reward to the other public sector bodies under the Local Authority Goods and Services Act. Such provision of services to other public bodies would include the following:
- Five Authorities buy services from the Lead Authority on a contractual basis in the same way as a Council would procure services from the private sector;
- The commercial contracts and Service Level Agreements would set out obligations e.g. monitoring, performance, payment terms, length of contract.

Perceived benefits
No perceived benefits have been identified relative to the criteria.

Perceived disadvantages
- Option 3 would be subject to the EU procurement requirement and consequently there would be some risk that a private sector provider may mount a challenge against a purchasing Council.
- This option may work counter to achieving buy-in from each Authority and the proposed model for prioritising work.

Governance Option 4 - A new organisation (Corporate Option)
This arrangement involves the setting up of a corporate 'vehicle' to deliver the service. There are many different types e.g. a company limited by shares (for profit), a company limited by guarantee (not for profit), a limited liability partnership, a co-operative etc. All Councils involved would need a contract with this corporate vehicle in whatever form. Staff would be employed by the new organisation, it being a separate entity from all authorities and staff would transfer to it. All Councils would buy services from this new corporate entity via a contract. A Board of Directors, a Managing Director and Company Secretary would be appointed – possibly with Officers and Members being executive / non-executive directors. It has been pointed out that Councils would need to be controlling shareholders to take advantage of the 'Teckal' exemption and avoid procurement implications as this would be an in-house company.

Perceived benefits
Option 4 has the potential of being able to offer a culture from scratch by the staff engagement in building something new. However, it is submitted that other aspects of the future operating model will bring about change on a radical scale.

Perceived disadvantages
- There is room for conflict for directors on the subject of priorities.
- Directors can have personal liabilities to the company and to trade lawfully.
- Legal advice obtained has included reference to the fact that legal services would not normally implement a not for profit company as a method of governance for an agreement of this nature.
- Furthermore, it has been put to the project manager that any work required in connection with the setting up of a not for profit company would have to be outsourced due to the specialism required – thus adding significantly to the cost implications.

Governance Option 5 - A mix of employment between Councils (Collaborative Option)
An important pre-requisite for this option is genuine collaborative effort. Pursuant to the case of Commission v Germany, formal tendering would not be required. The arrangement would involve a robust contract between the participating councils and some staff may still be seconded or transferred to the Lead Council.

Perceived benefits
- A contract between Authorities is involved but no particular legal form is necessary for such joint arrangements;
- Secondment and transfer opportunities for staff;
- Back-office services continue to be delivered within Council.

Perceived disadvantages
- Secondment of staff on different terms and conditions is not conducive to a cohesive workforce;
- Again, in practice, it could be argued that secondment suits interim pieces of work such as projects with permanent, long-term collaborative arrangements being far less suited to the practice;

Recommendation
It is submitted that Governance Option 2 would be the most appropriate, implemented via a Section 101 agreement covering, amongst other things:

- Parties involved;
- Relevant background;
- Definitions and interpretations;
- Aims, benefits and outcomes;
- Duration;
- General principles and functions;
- The service
- Governance arrangements;

> Operational management of the service;
> Staffing;
> Finance and resources;
> Information sharing;
> Confidentiality;
> Freedom of Information;
> Changes in Legislation;
> Disputes.

Part Twelve: Sustainability and Environment

12.1 The proposals will have a negligible effect on climate change.

12.2 Cycling to work - all the location options contain access to showering facilities which could be utilized by employees for whom it is practical to cycle to work.

12.3 Location option 4, in terms of utilities, is electric-only.

Part Thirteen: Equality Implications

13.1 Accessibility featured in the Equalities Impact Assessment. All the location options meet the need for providing disabled access and have disabled toilets.

13.2 The proposal itself includes benefits with regard to protecting vulnerable persons in public places covered by CCTV.

Part Fourteen: HR Implications

14.1 The proposed future operating model, which uses two monitoring suites, will reduce the workforce of CCTV Operators by 21.15 FTE, there will be no change to the number of Team Leaders / Managers, and it will create one post of Scheme Manager.

14.2 A project-managed transition to the operating model outlined will involve:

> Identifying staff who are engaged in CCTV monitoring duties and consequently "at risk";
> Undertaking detailed and statutory consultation with regard to TUPE, redeployment and voluntary redundancy.

14.3 TUPE will apply and all staff affected will need to be treated equally and given the opportunity to apply for jobs in the new service.

14.4 Advice from HR Officers and a Project Manager who has dealt with a similar requirement, led to the estimate that redundancy costs could be mitigated by up to

40% if certain dependencies and planning takes place. Provision for 60% redundancies (as opposed to 100%) have therefore been calculated and included in the financial appendix.

14.5 The Regional CCTV Project Board takes the HR implications of the proposals very seriously, and will brief Trade Union representatives on the proposals accordingly.   Once a decision has been taken to proceed in a certain way, staff affected will be approached formally and the situation outlined to them. Communications updates have been provided.

14.6 As mentioned above, if a proposal emanating from the feasibility study project is signed off, a delivery project will be started up and the HR requirements will be included in the first stage. It is confirmed that the HR workstream will be appropriately resourced.

Part Fifteen: Recommendations

15.1 The review process, design of the future operating model, associated costings and affordability are set out above as too is the method by which the preferred location was determined.

15.2 It is recommended that:

1. The six Councils endorse the creation of a Regional CCTV monitoring service.
2. The future operating model, as set out above, is endorsed.
3. The governance model, recommended within Part 10 of this report is endorsed.
4. The North Wales Police / North Wales Fire and Rescue Service Joint Communications Centre at St. Asaph and Redwither Tower, Wrexham are adopted as the two locations.
5. Conwy County Borough Council acts as the Lead Authority with respect to the delivery project.
6. Subject to recommendation 3 (governance) being endorsed and recommendation 4 (location) being progressed, it is recommended that a decision is made with regard to Lead Authority for the CCTV service in-life.
7. Authority is given to Peter Brown (Conwy County Borough Council), Project Executive, and Julian Sandham, Project Manager, to establish a delivery project in consultation with Project Board representatives from each Authority. Directors of Finance, Heads of HR and Legal Officers will be consulted to protect the interests of their Authorities and the employment rights of their employees. Reporting from Project Board will take place to the Chief Executives' forum and the Delivery Project will be run according to recognized project management methodology.
8. Consideration is given to GalwGofal / Telecare assuming responsibility for lone worker monitoring duties presently undertaken by CCTV staff in two Counties.
9. The transitional cost apportionment model, as set out at paragraphs 7.10 and 7.11 and Appendix L is adopted.

Appendix A

Article by Anita Pati, Guardian Professional, 16th December 2011.

http://www.guardian.co.uk/local-government-network/2011/dec/16/community-safety-risk-councils-cctv?newsfeed=true

Is community safety at risk as cash-strapped councils cut CCTV?

Local authorities are responsible for 80% of city centre CCTV, but slashed budgets mean councils are taking tough decisions

- Anita Pati
- Guardian Professional, Friday 16 December 2011 09.17 GMT
- Article history

About this article

Close

Is community safety at risk as cash-strapped councils cut CCTV?

This article was published on guardian.co.uk at 09.17 GMT on Friday 16 December 2011. It was last modified at 12.29 GMT on Friday 16 December 2011.

Bank of CCTV monitors. Photograph: Graeme Robertson

Summer's disturbances showed how town centre CCTV can be instrumental in identifying troublemakers to the police. Speaking at a recent conference, Rose Fitzpatrick, deputy assistant commissioner of central operations at the Metropolitan police, said tthey needed, "to work more effectively with local authorities to use imagery such as CCTV systems".

There are an estimated 30,000 publicly-owned CCTV cameras in England and Wales, according to joint research carried out this year by the CCTV User Group and Graeme Gerrard, deputy chief constable of Cheshire constabulary.

But 80% of these town and city centre cameras are run and paid for by councils, whose budget cuts are now affecting CCTV monitoring, according to the user group. And while the remainder may be located in police stations, it is still mainly councils that pay.

"In general terms, the police pay virtually nothing to the authorities' costs in running the public area CCTV systems," says Peter Fry, director of the CCTV User Group, whose membership includes CCTV managers and police liaison officers.

Fry is concerned that crime may go undetected if cuts continue to be made to monitoring services, especially as providing CCTV is not a statutory duty. While he believes that "less than a handful" of local authority cameras have actually been switched off, "a great many authorities seeking cuts have adopted reduced monitoring hours, ie the cameras are not monitored during non-peak times. This means that while images are recorded, there is no one there to zoom in or track a suspect."

Fry also fears councils are losing many experienced CCTV managers through early retirement, redundancy and the appointment of non-specialists. He says councils "always feel the police should pay more" towards cameras.

Council cuts

In October, Devon and Cornwall police withdrew all its CCTV liaison officers – a role which includes reviewing and downloading CCTV – leaving four police posts redundant. A police spokesman said officers would carry out the function on an ad-hoc basis, working closely with councils. But Fry says Devon and Cornwall's decision is a "drastic false economy". "This is not a lone instance but occurring in several areas," he says.

Cornwall council cut its CCTV budget by £350,000 from April 2011. It operates 143 public CCTV cameras at a cost of £260,000 per year, with a further 43 run by individual town councils with their own budgets. Most of the cameras were inherited 15 years ago when money was made available for CCTV by the Labour government through crime and disorder reduction partnerships and all are in town centres.

All cameras were monitored around the clock until April 2011 when cuts reduced monitoring to peak times only – mainly evenings and late nights– in consultation with the police. While crime in Cornwall is relatively low, there are hotspots in town centres such as Newquay.

David George, Cornwall's crime and disorder reduction officer, says the main users of images are the police who act either when a crime is reported to them in an area covered by a camera or when people monitoring spot crimes occurring.

George has regular meetings with the police CCTV liaison officer to ensure close working but says, "the police don't contribute anything financially. What they do is provide two of the monitoring premises where cameras are situated and allow us to use them rent-free." Cornwall's elected members would like a financial contribution.

Before monitoring was reduced in April, police requested council footage approximately 40 times a month, but this has now dropped to 24 times a month. "Local opinion is that police officers, being aware that monitoring had ceased, felt that the system was less effective and incidents/crimes were less likely to have been recorded," George says.

"My opinion – and I cannot qualify this without requesting further analysis – is that where recorded crime has fallen, it corresponds with reduced monitoring and that is due to there being no CCTV operators to witness the crime and therefore generate a crime record."

Despite reduced CCTV services, Fry believes that corresponding financial pressures on the police mean "partnership between the CCTV operation and the police is absolutely critical to the effectiveness of any public area CCTV system".

Working in partnership

Bristol city council has a strong partnership with its local police. It owns around 200 CCTV cameras, footage from which the police can instantly download from their control rooms. Police also work from council control rooms during peak times.

During summer's riots, the cameras proved very useful: 127 individuals were caught on camera, leading to 88 charges. But the police does not fund the CCTV; the service is largely funded by contracting out CCTV support to other councils.

Peter Anderson, crime and substance misuse services manager at Bristol, says the CCTV footage has proved vital in deterring or helping convict criminals: "In the last month, it's been central in gaining convictions in a murder trial and against a group of people tampering with ATM machines," he explains.

Deputy chief constable Graeme Gerrard, CCTV lead for the Association of Chief Police Officers, says CCTV plays a major part in the way the force investigates crime. But he does not believe the police should fund the service.

"We have our own expenses associated with CCTV," he says – these include recovery, viewing and formatting of images, including those collected from private CCTV and pursuing offenders – "my budget is being reduced as well as theirs."

However, Gerrard agrees both parties could work more closely. "The police service needs to improve the feedback it gives CCTV control rooms," he says. CCTV operators who have witnessed assaults, for instance, would benefit on both personal and professional levels if they could see how helpful the footage had been, he says.

This, he believes, would also help councils build business cases to fund CCTV which may be a way forward in the current economic climate.

Appendix B

GLOSSARY OF TERMS - Technical

CCTV system   Closed Circuit Television – a system that uses video cameras to transmit a signal to a specific place

DVR   Digital Video Recorder – An electronic device that records video signals in a digital format on a computer hard disc drive. The device allows the replay of recorded images.

Encoder   A device that captures, compresses and converts analogue video signals to digital video signals thereby allowing transmission and control of video (camera) signals over a computer network.

Equipment Room   Room specifically designed to accommodate electrical control equipment.

Ergonomic Furniture   Ergonomics is the study of designing equipment and devices that fit the human body, its movements and its cognitive abilities.

Ergonomic Furniture is furniture that is designed to be aesthetically pleasing and comfortable. Its use in control room environments is essential in helping to prevent repetitive strain injuries. Properly designed, the furniture provides an effective interface between the human operator of the systems and the system being operated.

FibreSpeed   FibreSpeed is a communications network connecting Wales. The network was commissioned by the Welsh Government, and part-funded by the European Regional Development Fund with additional investment from Geo.

It is an 'open access' network that allows service providers and telecommunications companies to buy into its capacity at wholesale rates and deliver their own unique retail products to the Welsh market.

Fibrespeed optical fibre network, runs alongside the A55 and A483 Roads.

Field Equipment   Cameras, columns and street cabinets used to accommodate equipment.

| Image Distribution | The method by which cameras signal/transmit from their field positions to the control room where they are monitored, or another location where the images are required to be viewed. |

| Image Visualisation | The method by which the camera images from a system are displayed within the control room environment both on the monitor wall and throughout operator workstations. |

| IP | Internet Protocol – the principle communications protocol used for relaying video and data across a computer network. It is the primary protocol that establishes the Internet. |

| Matrix | An electronic device which allows control of cameras and the display of camera images onto monitors. |

| M & E | Mechanical and electrical |

| Monitor Wall | A monitor wall - also referred to as a Video Wall, consists of multiple computer monitors, video projectors or television sets tiled together contiguously or overlapped in order to form one large screen. Typical display technologies include LCD (Liquid Crystal Display) panels, LED (Light Emitting Diode) arrays, DLP (Digital Light Processing) tiles and rear projection screens. |

GLOSSARY OF TERMS - Non-technical

HR	Human Resources
FTE	Full time equivalent
TUPE	The Transfer of Undertakings (Protection of Employment) Regulations 2006
Brought to justice	This relates to disposals within the criminal justice system. Convictions, cautions and offences taken into consideration come within the ambit of the category 'brought to justice'

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Appendix C - Composite report re projected costs for upgrading existing operations

Saved separately.

Appendix D - Assessment of field equipment

Summary contained at paragraph 6.30. Document saved separately.

Appendix E - Financial Information

Spreadsheet saved separately.

Appendix F - High level description of the detailed design, procurement, HR issues, training and other change management work

1. Governance – the full requirement with regard to the governance arrangements signed off will need setting out ready for implementation.

2. Operational Requirement, to include:

   (a) continued liaison with police regarding digital criminal justice requirements for video distribution over the network and detailed design of processes;
   (b) further documentation of management and operations philosophy;
   (c) developing operational policies and procedures (to take account of National CCTV Strategy, forthcoming regulation, current regulation and best practice), to include preparation of desk top manuals;
   (d) developing the relevant Service Level Agreements
   (e) further documentation of future scheme monitoring and evaluation processes;
   (f) disaster recovery planning;
   (g) non-CCTV responsibilities – to include local authority use beyond crime and disorder (to maximise outputs and achieve greater cost effectiveness) and this will include liaison and negotiation with other related functions e.g. Telecare / GalwGofal.

3. Detailed Technical Operational Requirement, to include:

(a) camera profiling;

(b) determining precise image distribution requirements, including identifying compatibility issues;

(c) determining image visualisation requirements;

(d) communications issues (other); and

(e) technical issues (other)

4. Procurement, to include:

(a) establishing procurement workstream and team;

(b) identifying appropriate procurement model;

(c) documenting procurement procedure;

(d) consultation with partner procurement departments;

(e) preparation of documentation to include, pre-tender qualification questionnaire, tender documents and statement of requirements; and

(f) tender period.

Note – Work Packages to include:

Structural alterations (main building works);
Control room fit out – mechanical and electrical works;
Control room fit out - ergonomic furniture;
Control room – installation of hardware;
Control room – installation of software (SMS);
Adapt existing control rooms into field collection points (nodes). To include upgrade of Wrexham and Gwynedd control and recording systems;
Encoding analogue signals in the field to internet protocol;
Other enabling field works
Transmission of images from field collection points to new control room and investigate approved service provider status.

5. Human resources, to include:

(a) consultation with union representatives;

(b) confirmation of draft Job Descriptions and Person Specifications;

(c) engaging with operators re: detailed system design and operation;

(d) identifying training requirements (operators and others for example police, management etc);

(e) developing training packages;

(f) delivering training;

(g) detailed team and shift profiling; and

(h) preparing for change

(j) Co-ordination of the HR requirement via a HR sub-group reporting to the Project Board with an assigned part of the project plan.

6. Management of change would include using the Communications Plan maintained as part of the project arrangements to its full potential to keep people updated, preparing a readiness assessment for the seven organisations involved and project managing deliverables designed to support the changes.

7.   Project management in accordance with the framework of the Lead Authority and documentary requirements for 'daunting' category project, to include:

(a) identifying and managing key dependencies, project risks and project issues;
(b) managing via a project plan the relevant sequence of deliverables and project milestones - this is to include the HR deliverables managed at the HR sub-group;
(c) continued reporting to Project Board, and highlight reporting to other relevant forums;
(d) managing the Communications Plan.

Appendix G - Version control

Stored separately.

Appendix H - Concise reports

Prepared as requested for various meetings. Stored separately.

Appendix J - Camera Utilization work

Saved separately and being managed separately.

Appendix K - Specification and Operating Model for two centres

Saved separately.

Appendix L - Transitional Cost Apportionment Model

Spreadsheet saved separately.

Appendix M - Report re benefits to policing in North Wales

Saved separately.

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North Wales CCTV - Summary Costs		Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8
		Co-Location at JCC	Redwither Tower	Two Centre	Abergele BP	St Asaph BP	Parc Menai BP	Redwither & JCC	Redwither & (Conwy CBC centre)
	Description	£	£	£	£	£	£	£	£
Employees									
	Salary Costs (inc oncosts) - Operators	698,352	698,352	782,154	698,352	698,352	698,352	782,154	782,154
	Salary Costs (inc oncosts) - Supervisors	129,816	129,816	194,724	129,816	129,816	129,816	194,724	194,724
	Salary Costs (inc oncosts) - Manager	42,702	42,702	42,702	42,702	42,702	42,702	42,702	42,702
	Salary Costs (inc oncosts) - Admin Support	0	0	0	0	0	0	0	0
	Miscellaneous Non-Pay Expenses (e.g. Training)	0	0	0	0	0	0	0	0
		870,870	870,870	1,019,580	870,870	870,870	870,870	1,019,580	1,019,580
Premises									
	Accommodation Rental	130,000	0	21,040	21,030	21,040	19,000	130,000	0
	Utilities / NNDR	0	30,000	62,532	26,742	32,532	23,904	30,000	42,000
		130,000	30,000	83,572	47,772	53,572	42,904	160,000	42,000
Transport									
	Disturbance Mileage Costs	34,788	39,378	36,384	34,788	34,788	33,564	39,300	29,754
	Other Casual Mileage Costs	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
		39,788	44,378	41,384	39,788	39,788	38,564	44,300	34,754
Supplies & Services									
	Equipment Maintenance & Support (Control Room)	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
	Existing Transmission Costs	327,284	327,284	327,284	327,284	327,284	327,284	327,284	327,284
	FibreSpeed Transmission	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000
	Miscellaneous (consumables, subscriptions, etc.)	20,000	20,000	24,000	20,000	20,000	20,000	24,000	24,000
	Support Services (Finance, HR, IT, Legal, etc.)	30,000	30,000	36,000	30,000	30,000	30,000	36,000	36,000
	Repayment of WG Invest to Save Loan	101,400	101,400	97,200	101,400	101,400	101,400	97,200	97,200
	Discretionary Costs:								
	Camera Service & Maintenance	173,950	173,950	173,950	173,950	173,950	173,950	173,950	173,950
	Camera Renewal & Replacement	163,597	163,597	163,597	163,597	163,597	163,597	163,597	163,597
		998,231	998,231	1,004,031	998,231	998,231	998,231	1,004,031	1,004,031
Gross Expenditure	New Control Room	2,038,889	1,943,479	2,148,567	1,956,661	1,962,461	1,950,569	2,227,911	2,100,365
Gross Expenditure	Exisiting Control Rooms	2,128,999	2,128,999	2,128,999	2,128,999	2,128,999	2,128,999	2,128,999	2,128,999
Gross Cost / (Saving)		(90,110)	(185,520)	19,568	(172,338)	(166,538)	(178,430)	98,912	(28,634)
Capital Repayment	Invest to Save Loan Repayments - Capital	204,952	225,327	295,270	290,218	265,205	269,541	295,270	295,270
TOTAL COST / (SAVING)		114,842	39,807	314,838	117,880	98,667	91,111	394,182	266,636

North Wales CCTV - Summary Net Cash Outflows	Option 1 Co-Location at JCC	Option 2 Redwither Tower*	Option 3 Two Centre*	Option 4 Abergele BP	Option 5 St Asaph BP	Option 6 Parc Menai BP
Description	£	£	£	£	£	£
Year 1 (as per main Summary)	1,733,570	1,658,535	1,933,566	1,736,608	1,717,395	1,709,839
Year 2	1,733,570	1,661,885	1,936,916	1,736,608	1,717,395	1,709,839
Year 3 (Disturbance mileage no longer payable)	1,698,782	1,625,857	1,903,882	1,701,820	1,682,607	1,676,275
Year 4	1,698,782	1,625,857	1,903,882	1,701,820	1,682,607	1,676,275
Year 5	1,698,782	1,625,857	1,903,882	1,701,820	1,682,607	1,676,275
Year 6 (I2S loan fully repaid)	1,597,382	1,524,457	1,806,682	1,600,420	1,581,207	1,574,875
Year 7	1,597,382	1,524,457	1,806,682	1,600,420	1,581,207	1,574,875
Year 8 (Prudential Borrowing repaid)	1,392,430	1,299,130	1,511,412	1,310,202	1,316,002	1,305,334
Year 9	1,392,430	1,299,130	1,511,412	1,310,202	1,316,002	1,305,334
Year 10	1,392,430	1,299,130	1,511,412	1,310,202	1,316,002	1,305,334
Year 11	1,392,430	1,299,130	1,511,412	1,310,202	1,316,002	1,305,334
Year 12	1,392,430	1,299,130	1,511,412	1,310,202	1,316,002	1,305,334
Year 13	1,392,430	1,299,130	1,511,412	1,310,202	1,316,002	1,305,334
Year 14	1,392,430	1,299,130	1,511,412	1,310,202	1,316,002	1,305,334
Year 15	1,392,430	1,299,130	1,511,412	1,310,202	1,316,002	1,305,334
NPV of Net Cash Outflows	**18,437,789**	**17,453,637**	**20,401,273**	**17,997,198**	**17,908,041**	**17,805,908**

Weighted Score	189	200	171	194	195	196
Weighting of Financial Benefits	40%					

North Wales CCTV - Summary Gross Costs / (Savings)	Option 1 Co-Location at JCC £	Option 2 Redwither Tower* £	Option 3 Two Centre* £	Option 4 Abergele BP £	Option 5 St Asaph BP £
Description					
Year 1 (as per main Summary)	(90,110)	(185,520)	19,568	(172,338)	(166,538)
Year 2	(90,110)	(182,170)	22,918	(172,338)	(166,538)
Year 3 (Disturbance mileage no longer payable)	(124,898)	(218,198)	(10,116)	(207,126)	(201,326)
Year 4	(124,898)	(218,198)	(10,116)	(207,126)	(201,326)
Year 5	(124,898)	(218,198)	(10,116)	(207,126)	(201,326)
Year 6 (I2S loan fully repaid)	(226,298)	(319,598)	(107,316)	(308,526)	(302,726)

* Premises rental costs at Redwither Tower increase from £0 in year 1 to £3,350 in year 2 then £6,700 in year 3. These increases would also apply to Option 3 (Two Centre).

North Wales CCTV - Isle of Anglesey Costs	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8
	Co-Location at JCC	Redwither Tower	Two Centre	Abergele BP	St Asaph BP	Parc Menai BP	Redwither & JCC	Redwither & Conwy CBC
Description	£	£	£	£	£	£	£	£
Employees								
Salary Costs (inc oncosts) - Operators	116,392	116,392	130,359	116,392	116,392	116,392	130,359	130,359
Salary Costs (inc oncosts) - Supervisors	21,636	21,636	32,454	21,636	21,636	21,636	32,454	32,454
Salary Costs (inc oncosts) - Manager	7,117	7,117	7,117	7,117	7,117	7,117	7,117	7,117
Salary Costs (inc oncosts) - Admin Support	0	0	0	0	0	0	0	0
Miscellaneous Non-Pay Expenses (e.g. Training)								
	145,145	145,145	169,930	145,145	145,145	145,145	169,930	169,930
Premises								
Accommodation Rental	21,667	0	3,506	3,505	3,506	3,167	21,667	0
Utilities / NNDR	0	5,000	10,422	4,457	5,422	3,984	5,000	7,000
	21,667	5,000	13,928	7,962	8,928	7,151	26,667	7,000
Transport								
Disturbance Mileage Costs	5,798	6,563	6,064	5,798	5,798	5,594	6,550	4,959
Other Casual Mileage Costs	833	833	833	833	833	833	833	833
	6,631	7,396	6,897	6,631	6,631	6,427	7,383	5,792
Supplies & Services								
Equipment Maintenance & Support (Control Room)	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333
Existing Transmission Costs	40,132	40,132	40,132	40,132	40,132	40,132	40,132	40,132
FibreSpeed Transmission	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Miscellaneous (consumables, subscriptions, etc.)	3,333	3,333	4,000	3,333	3,333	3,333	4,000	4,000
Support Services (Finance, HR, IT, Legal, etc.)	5,000	5,000	6,000	5,000	5,000	5,000	6,000	6,000
Repayment of WG Invest to Save Loan	16,900	16,900	16,200	16,900	16,900	16,900	16,200	16,200
Discretionary Costs:								
Camera Service & Maintenance	19,950	19,950	19,950	19,950	19,950	19,950	19,950	19,950
Camera Renewal & Replacement	18,763	18,763	18,763	18,763	18,763	18,763	18,763	18,763
	134,411	134,411	135,378	134,411	134,411	134,411	135,378	135,378
Gross Expenditure New Control Room	307,854	291,952	326,133	294,149	295,115	293,134	339,358	318,100
Gross Expenditure Exisiting Control Rooms	232,765	232,765	232,765	232,765	232,765	232,765	232,765	232,765
Gross Cost / (Saving)	75,089	59,187	93,368	61,384	62,350	60,369	106,593	85,335
Capital Repayment Invest to Save Loan Repayments - Capital	28,599	31,995	43,652	42,810	38,641	39,364	43,652	43,652
TOTAL COST / (SAVING)	103,688	91,182	137,020	104,194	100,991	99,733	150,245	128,987

	North Wales CCTV - Gwynedd Costs	Option 1 Co-Location at JCC £	Option 2 Redwither Tower £	Option 3 Two Centre £	Option 4 Abergele BP £	Option 5 St Asaph BP £	Option 6 Parc Menai BP £	Option 7 Redwither & JCC £	Option 8 Redwither & Conwy CBC centre £
Employees	Salary Costs (inc oncosts) - Operators	116,392	116,392	130,359	116,392	116,392	116,392	130,359	130,359
	Salary Costs (inc oncosts) - Supervisors	21,636	21,636	32,454	21,636	21,636	21,636	32,454	32,454
	Salary Costs (inc oncosts) - Manager	7,117	7,117	7,117	7,117	7,117	7,117	7,117	7,117
	Salary Costs (inc oncosts) - Admin Support	0	0	0	0	0	0	0	0
	Miscellaneous Non-Pay Expenses (e.g. Training)								
		145,145	145,145	169,930	145,145	145,145	145,145	169,930	169,930
Premises	Accommodation Rental	21,667	0	3,506	3,505	3,506	3,167	21,667	0
	Utilities / NNDR	0	5,000	10,422	4,457	5,422	3,984	5,000	7,000
		21,667	5,000	13,928	7,962	8,928	7,151	26,667	7,000
Transport	Disturbance Mileage Costs	5,798	6,563	6,064	5,798	5,798	5,594	6,550	4,959
	Other Casual Mileage Costs	833	833	833	833	833	833	833	833
		6,631	7,396	6,897	6,631	6,631	6,427	7,383	5,792
Supplies & Services	Equipment Maintenance & Support (Control Room)	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333
	Existing Transmission Costs	47,862	47,862	47,862	47,862	47,862	47,862	47,862	47,862
	FibreSpeed Transmission	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
	Miscellaneous (consumables, subscriptions, etc.)	3,333	3,333	4,000	3,333	3,333	3,333	4,000	4,000
	Support Services (Finance, HR, IT, Legal, etc.)	5,000	5,000	6,000	5,000	5,000	5,000	6,000	6,000
	Repayment of WG Invest to Save Loan	16,900	16,900	16,200	16,900	16,900	16,900	16,200	16,200
	Discretionary Costs:								
	Camera Service & Maintenance	26,250	26,250	26,250	26,250	26,250	26,250	26,250	26,250
	Camera Renewal & Replacement	24,688	24,688	24,688	24,688	24,688	24,688	24,688	24,688
		154,366	154,366	155,333	154,366	154,366	154,366	155,333	155,333
Gross Expenditure	New Control Room	327,809	311,907	346,088	314,104	315,070	313,089	359,313	338,055
Gross Expenditure	Exisiting Control Rooms	366,290	366,290	366,290	366,290	366,290	366,290	366,290	366,290
Gross Cost / (Saving)		(38,481)	(54,383)	(20,202)	(52,186)	(51,220)	(53,201)	(6,977)	(28,235)
Capital Repayment	Invest to Save Loan Repayments - Capital	40,653	44,049	55,706	54,864	50,695	51,418	55,706	55,706
TOTAL COST / (SAVING)		2,172	(10,334)	35,504	2,678	(525)	(1,783)	48,729	27,471

North Wales CCTV - Conwy Costs	Option 1 Co-Location at JCC	Option 2 Redwither Tower	Option 3 Two Centre	Option 4 Abergele BP	Option 5 St Asaph BP	Option 6 Parc Menai BP	Option 7 Redwither & JCC	Option 8 Redwither & Conwy CBC centre
Description	£	£	£	£	£	£	£	£
Employees								
Salary Costs (inc oncosts) - Operators	116,392	116,392	130,359	116,392	116,392	116,392	130,359	130,359
Salary Costs (inc oncosts) - Supervisors	21,636	21,636	32,454	21,636	21,636	21,636	32,454	32,454
Salary Costs (inc oncosts) - Manager	7,117	7,117	7,117	7,117	7,117	7,117	7,117	7,117
Salary Costs (inc oncosts) - Admin Support	0	0	0	0	0	0	0	0
Miscellaneous Non-Pay Expenses (e.g. Training)								
	145,145	**145,145**	**169,930**	**145,145**	**145,145**	**145,145**	**169,930**	**169,930**
Premises								
Accommodation Rental	21,667	0	3,506	3,505	3,506	3,167	21,667	0
Utilities / NNDR	0	5,000	10,422	4,457	5,422	3,984	5,000	7,000
	21,667	**5,000**	**13,928**	**7,962**	**8,928**	**7,151**	**26,667**	**7,000**
Transport								
Disturbance Mileage Costs	5,798	6,563	6,064	5,798	5,798	5,594	6,550	4,959
Other Casual Mileage Costs	833	833	833	833	833	833	833	833
	6,631	**7,396**	**6,897**	**6,631**	**6,631**	**6,427**	**7,383**	**5,792**
Supplies & Services								
Equipment Maintenance & Support (Control Room)	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333
Existing Transmission Costs	90,465	90,465	90,465	90,465	90,465	90,465	90,465	90,465
FibreSpeed Transmission	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Miscellaneous (consumables, subscriptions, etc.)	3,333	3,333	4,000	3,333	3,333	3,333	4,000	4,000
Support Services (Finance, HR, IT, Legal, etc.)	5,000	5,000	6,000	5,000	5,000	5,000	6,000	6,000
Repayment of WG Invest to Save Loan	16,900	16,900	16,200	16,900	16,900	16,900	16,200	16,200
Discretionary Costs:								
Camera Service & Maintenance	36,050	36,050	36,050	36,050	36,050	36,050	36,050	36,050
Camera Renewal & Replacement	33,904	33,904	33,904	33,904	33,904	33,904	33,904	33,904
	215,985	**215,985**	**216,952**	**215,985**	**215,985**	**215,985**	**216,952**	**216,952**
Gross Expenditure New Control Room	**389,428**	**373,526**	**407,707**	**375,723**	**376,689**	**374,708**	**420,932**	**399,674**
Gross Expenditure Exisiting Control Rooms	**491,717**	**491,717**	**491,717**	**491,717**	**491,717**	**491,717**	**491,717**	**491,717**
Gross Cost / (Saving)	**(102,289)**	**(118,191)**	**(84,010)**	**(115,994)**	**(115,028)**	**(117,009)**	**(70,785)**	**(92,043)**
Capital Repayment Invest to Save Loan Repayments - Capital	30,911	34,307	45,964	45,122	40,953	41,676	45,964	45,964
TOTAL COST / (SAVING)	**(71,378)**	**(83,884)**	**(38,046)**	**(70,872)**	**(74,075)**	**(75,333)**	**(24,821)**	**(46,079)**

North Wales CCTV - Denbighshire Costs	Option 1 Co-Location at JCC £	Option 2 Redwither Tower £	Option 3 Two Centre £	Option 4 Abergele BP £	Option 5 St Asaph BP £	Option 6 Parc Menai BP £	Option 7 Redwither & JCC £	Option 8 Redwither & Conwy CBC centre £
Employees								
Salary Costs (inc oncosts) - Operators	116,392	116,392	130,359	116,392	116,392	116,392	130,359	130,359
Salary Costs (inc oncosts) - Supervisors	21,636	21,636	32,454	21,636	21,636	21,636	32,454	32,454
Salary Costs (inc oncosts) - Manager	7,117	7,117	7,117	7,117	7,117	7,117	7,117	7,117
Salary Costs (inc oncosts) - Admin Support	0	0	0	0	0	0	0	0
Miscellaneous Non-Pay Expenses (e.g. Training)								
	145,145	145,145	169,930	145,145	145,145	145,145	169,930	169,930
Premises								
Accommodation Rental	21,667	0	3,506	3,505	3,506	3,167	21,667	0
Utilities / NNDR	0	5,000	10,422	4,457	5,422	3,984	5,000	7,000
	21,667	5,000	13,928	7,962	8,928	7,151	26,667	7,000
Transport								
Disturbance Mileage Costs	5,798	6,563	6,064	5,798	5,798	5,594	6,550	4,959
Other Casual Mileage Costs	833	833	833	833	833	833	833	833
	6,631	7,396	6,897	6,631	6,631	6,427	7,383	5,792
Supplies & Services								
Equipment Maintenance & Support (Control Room)	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333
Existing Transmission Costs	4,614	4,614	4,614	4,614	4,614	4,614	4,614	4,614
FibreSpeed Transmission	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Miscellaneous (consumables, subscriptions, etc.)	3,333	3,333	4,000	3,333	3,333	3,333	4,000	4,000
Support Services (Finance, HR, IT, Legal, etc.)	5,000	5,000	6,000	5,000	5,000	5,000	6,000	6,000
Repayment of WG Invest to Save Loan	16,900	16,900	16,200	16,900	16,900	16,900	16,200	16,200
Discretionary Costs:								
Camera Service & Maintenance	26,250	26,250	26,250	26,250	26,250	26,250	26,250	26,250
Camera Renewal & Replacement	24,688	24,688	24,688	24,688	24,688	24,688	24,688	24,688
	111,118	111,118	112,085	111,118	111,118	111,118	112,085	112,085
Gross Expenditure New Control Room	**284,561**	**268,659**	**302,840**	**270,856**	**271,822**	**269,841**	**316,065**	**294,807**
Gross Expenditure Exisiting Control Rooms	**373,331**	**373,331**	**373,331**	**373,331**	**373,331**	**373,331**	**373,331**	**373,331**
Gross Cost / (Saving)	**(88,770)**	**(104,672)**	**(70,491)**	**(102,475)**	**(101,509)**	**(103,490)**	**(57,266)**	**(78,524)**
Capital Repayment Invest to Save Loan Repayments - Capital	29,349	32,745	44,402	43,560	39,392	40,114	44,402	44,402
TOTAL COST / (SAVING)	**(59,421)**	**(71,927)**	**(26,089)**	**(58,915)**	**(62,118)**	**(63,376)**	**(12,864)**	**(34,122)**

North Wales CCTV - Flintshire Costs		Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8
		Co-Location at JCC	Redwither Tower	Two Centre	Abergele BP	St Asaph BP	Parc Menai BP	Redwither & JCC	Redwither & Conwy CBC centre
Description		£	£	£	£	£	£	£	£
Employees	Salary Costs (inc oncosts) - Operators	116,392	116,392	130,359	116,392	116,392	116,392	130,359	130,359
	Salary Costs (inc oncosts) - Supervisors	21,636	21,636	32,454	21,636	21,636	21,636	32,454	32,454
	Salary Costs (inc oncosts) - Manager	7,117	7,117	7,117	7,117	7,117	7,117	7,117	7,117
	Salary Costs (inc oncosts) - Admin Support	0	0	0	0	0	0	0	0
	Miscellaneous Non-Pay Expenses (e.g. Training)								
		145,145	145,145	169,930	145,145	145,145	145,145	169,930	169,930
Premises	Accommodation Rental	21,667	0	3,506	3,505	3,506	3,167	21,667	0
	Utilities / NNDR	0	5,000	10,422	4,457	5,422	3,984	5,000	7,000
		21,667	5,000	13,928	7,962	8,928	7,151	26,667	7,000
Transport	Disturbance Mileage Costs	5,798	6,563	6,064	5,798	5,798	5,594	6,550	4,959
	Other Casual Mileage Costs	833	833	833	833	833	833	833	833
		6,631	7,396	6,897	6,631	6,631	6,427	7,383	5,792
Supplies & Services	Equipment Maintenance & Support (Control Room)	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333
	Existing Transmission Costs	64,654	64,654	64,654	64,654	64,654	64,654	64,654	64,654
	FibreSpeed Transmission	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
	Miscellaneous (consumables, subscriptions, etc.)	3,333	3,333	4,000	3,333	3,333	3,333	4,000	4,000
	Support Services (Finance, HR, IT, Legal, etc.)	5,000	5,000	6,000	5,000	5,000	5,000	6,000	6,000
	Repayment of WG Invest to Save Loan	16,900	16,900	16,200	16,900	16,900	16,900	16,200	16,200
	Discretionary Costs:								
	Camera Service & Maintenance	33,250	33,250	33,250	33,250	33,250	33,250	33,250	33,250
	Camera Renewal & Replacement	31,271	31,271	31,271	31,271	31,271	31,271	31,271	31,271
		184,741	184,741	185,708	184,741	184,741	184,741	185,708	185,708
Gross Expenditure	New Control Room	358,184	342,282	376,463	344,479	345,445	343,464	389,688	368,430
Gross Expenditure	Exisiting Control Rooms	275,954	275,954	275,954	275,954	275,954	275,954	275,954	275,954
Gross Cost / (Saving)		82,230	66,328	100,509	68,525	69,491	67,510	113,734	92,476
Capital Repayment	Invest to Save Loan Repayments - Capital	30,532	33,927	45,585	44,743	40,574	41,296	45,585	45,585
TOTAL COST / (SAVING)		112,762	100,255	146,094	113,268	110,065	108,806	159,319	138,061

	North Wales CCTV - Wrexham Costs	Option 1 Co-Location at JCC £	Option 2 Redwither Tower £	Option 3 Two Centre £	Option 4 Abergele BP £	Option 5 St Asaph BP £	Option 6 Parc Menai BP £	Option 7 Redwither & JCC £	Option 8 Redwither & Conwy CBC centre £
Employees	Salary Costs (inc oncosts) - Operators	116,392	116,392	130,359	116,392	116,392	116,392	130,359	130,359
	Salary Costs (inc oncosts) - Supervisors	21,636	21,636	32,454	21,636	21,636	21,636	32,454	32,454
	Salary Costs (inc oncosts) - Manager	7,117	7,117	7,117	7,117	7,117	7,117	7,117	7,117
	Salary Costs (inc oncosts) - Admin Support	0	0	0	0	0	0	0	0
	Miscellaneous Non-Pay Expenses (e.g. Training)								
		145,145	145,145	169,930	145,145	145,145	145,145	169,930	169,930
Premises	Accommodation Rental	21,667	0	3,506	3,505	3,506	3,167	21,667	0
	Utilities / NNDR	0	5,000	10,422	4,457	5,422	3,984	5,000	7,000
		21,667	5,000	13,928	7,962	8,928	7,151	26,667	7,000
Transport	Disturbance Mileage Costs	5,798	6,563	6,064	5,798	5,798	5,594	6,550	4,959
	Other Casual Mileage Costs	833	833	833	833	833	833	833	833
		6,631	7,396	6,897	6,631	6,631	6,427	7,383	5,792
Supplies & Services	Equipment Maintenance & Support (Control Room)	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333
	Existing Transmission Costs	79,557	79,557	79,557	79,557	79,557	79,557	79,557	79,557
	FibreSpeed Transmission	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
	Miscellaneous (consumables, subscriptions, etc.)	3,333	3,333	4,000	3,333	3,333	3,333	4,000	4,000
	Support Services (Finance, HR, IT, Legal, etc.)	5,000	5,000	6,000	5,000	5,000	5,000	6,000	6,000
	Repayment of WG Invest to Save Loan	16,900	16,900	16,200	16,900	16,900	16,900	16,200	16,200
	Discretionary Costs:								
	Camera Service & Maintenance	32,200	32,200	32,200	32,200	32,200	32,200	32,200	32,200
	Camera Renewal & Replacement	30,283	30,283	30,283	30,283	30,283	30,283	30,283	30,283
		197,606	197,606	198,573	197,606	197,606	197,606	198,573	198,573
Gross Expenditure	New Control Room	371,049	355,147	389,328	357,344	358,310	356,329	402,553	381,295
Gross Expenditure	Exisiting Control Rooms	388,942	388,942	388,942	388,942	388,942	388,942	388,942	388,942
Gross Cost / (Saving)		(17,893)	(33,795)	386	(31,598)	(30,632)	(32,613)	13,611	(7,647)
Capital Repayment	Invest to Save Loan Repayments - Capital	44,908	48,304	59,961	59,119	54,950	55,673	59,961	59,961
TOTAL COST / (SAVING)		27,015	14,509	60,347	27,521	24,318	23,060	73,572	52,314

Employee Costs

Option 1 - Co-Location at JCC

Employee Costs	Basic Salary	Shift Allowance (15%)	Oncosts (27%)	Total	Number	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
CCTV Operators	19,126	2,869	5,939	27,934	25	698,350	116,392	116,392	116,392	116,392	116,392	116,392	NJC Spinal point 21
Shift Supervisors	22,221	3,333	6,900	32,454	4	129,816	21,636	21,636	21,636	21,636	21,636	21,636	NJC Spinal point 26
Manager	29,236	4,385	9,078	42,699	1	42,699	7,117	7,117	7,117	7,117	7,117	7,117	NJC Spinal point 35
Admin Support	19,126	0	5,164	24,290	0	0	0	0	0	0	0	0	NJC Spinal point 21

Option 2 - Redwither Tower

Employee Costs	Basic Salary	Shift Allowance (15%)	Oncosts (27%)	Total	Number	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
CCTV Operators	19,126	2,869	5,939	27,934	25	698,350	116,392	116,392	116,392	116,392	116,392	116,392	NJC Spinal point 21
Shift Supervisors	22,221	3,333	6,900	32,454	4	129,816	21,636	21,636	21,636	21,636	21,636	21,636	NJC Spinal point 26
Manager	29,236	4,385	9,078	42,699	1	42,699	7,117	7,117	7,117	7,117	7,117	7,117	NJC Spinal point 35
Admin Support	19,126	0	5,164	24,290	0	0	0	0	0	0	0	0	NJC Spinal point 21

Option 3 - Two Centre

Employee Costs	Basic Salary	Shift Allowance (15%)	Oncosts (27%)	Total	Number	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
CCTV Operators	19,126	2,869	5,939	27,934	28	782,152	130,359	130,359	130,359	130,359	130,359	130,359	NJC Spinal point 21
Shift Supervisors	22,221	3,333	6,900	32,454	6	194,724	32,454	32,454	32,454	32,454	32,454	32,454	NJC Spinal point 26
Manager	29,236	4,385	9,078	42,699	1	42,699	7,117	7,117	7,117	7,117	7,117	7,117	NJC Spinal point 35
Admin Support	19,126	0	5,164	24,290	0	0	0	0	0	0	0	0	NJC Spinal point 21

Option 4 - Abergele BP

Employee Costs	Basic Salary	Shift Allowance (15%)	Oncosts (27%)	Total	Number	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
CCTV Operators	19,126	2,869	5,939	27,934	25	698,350	116,392	116,392	116,392	116,392	116,392	116,392	NJC Spinal point 21
Shift Supervisors	22,221	3,333	6,900	32,454	4	129,816	21,636	21,636	21,636	21,636	21,636	21,636	NJC Spinal point 26
Manager	29,236	4,385	9,078	42,699	1	42,699	7,117	7,117	7,117	7,117	7,117	7,117	NJC Spinal point 35
Admin Support	19,126	0	5,164	24,290	0	0	0	0	0	0	0	0	NJC Spinal point 21

Option 5 - St Asaph BP

Employee Costs	Basic Salary	Shift Allowance (15%)	Oncosts (27%)	Total	Number	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
CCTV Operators	19,126	2,869	5,939	27,934	25	698,350	116,392	116,392	116,392	116,392	116,392	116,392	NJC Spinal point 21
Shift Supervisors	22,221	3,333	6,900	32,454	4	129,816	21,636	21,636	21,636	21,636	21,636	21,636	NJC Spinal point 26
Manager	29,236	4,385	9,078	42,699	1	42,699	7,117	7,117	7,117	7,117	7,117	7,117	NJC Spinal point 35
Admin Support	19,126	0	5,164	24,290	0	0	0	0	0	0	0	0	NJC Spinal point 21

Option 6 - Parc Menai

Employee Costs	Basic Salary	Shift Allowance (15%)	Oncosts (27%)	Total	Number	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
CCTV Operators	19,126	2,869	5,939	27,934	28	782,152	130,359	130,359	130,359	130,359	130,359	130,359	NJC Spinal point 21
Shift Supervisors	22,221	3,333	6,900	32,454	6	194,724	32,454	32,454	32,454	32,454	32,454	32,454	NJC Spinal point 26
Manager	29,236	4,385	9,078	42,699	1	42,699	7,117	7,117	7,117	7,117	7,117	7,117	NJC Spinal point 35
Admin Support	19,126	0	5,164	24,290	0	0	0	0	0	0	0	0	NJC Spinal point 21

Option 7 - Redwither & JCC

Employee Costs	Basic Salary	Shift Allowance (15%)	Oncosts (27%)	Total	Number	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
CCTV Operators	19,126	2,869	5,939	27,934	28	782,152	130,359	130,359	130,359	130,359	130,359	130,359	NJC Spinal point 21
Shift Supervisors	22,221	3,333	6,900	32,454	6	194,724	32,454	32,454	32,454	32,454	32,454	32,454	NJC Spinal point 26
Manager	29,236	4,385	9,078	42,699	1	42,699	7,117	7,117	7,117	7,117	7,117	7,117	NJC Spinal point 35
Admin Support	19,126	0	5,164	24,290	0	0	0	0	0	0	0	0	NJC Spinal point 21

Option 8 - Redwither & Conwy CBC centre

Employee Costs	Basic Salary	Shift Allowance (15%)	Oncosts (27%)	Total	Number	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
CCTV Operators	19,126	2,869	5,939	27,934	28	782,152	130,359	130,359	130,359	130,359	130,359	130,359	NJC Spinal point 21
Shift Supervisors	22,221	3,333	6,900	32,454	6	194,724	32,454	32,454	32,454	32,454	32,454	32,454	NJC Spinal point 26
Manager	29,236	4,385	9,078	42,699	1	42,699	7,117	7,117	7,117	7,117	7,117	7,117	NJC Spinal point 35
Admin Support	19,126	0	5,164	24,290	0	0	0	0	0	0	0	0	NJC Spinal point 21

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Premises Costs

Option 1 - Co-Location at JCC

Premises Costs	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Accommodation Rental	130,000	21,667	21,667	21,667	21,667	21,667	21,667	
Utilities / NNDR	0	0	0	0	0	0	0	Utilities included in rental

Option 2 - Redwither Tower

Premises Costs	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Accommodation Rental	0	0	0	0	0	0	0	£0 yr1, £3.35k yr 2, £6.7k yr 3 onwards
Utilities / NNDR	30,000	5,000	5,000	5,000	5,000	5,000	5,000	Approximate to options 4 & 5

Option 3 - Two Centre

Premises Costs	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Accommodation Rental	21,036	3,506	3,506	3,506	3,506	3,506	3,506	Assumed to be the sum of locations 2 and 5.
Utilities / NNDR	62,534	10,422	10,422	10,422	10,422	10,422	10,422	Assumed to be the sum of locations 2 and 5.

Option 4 - Abergele BP

Premises Costs	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Accommodation Rental	21,028	3,505	3,505	3,505	3,505	3,505	3,505	
Utilities / NNDR	26,741	4,457	4,457	4,457	4,457	4,457	4,457	Additional £2k for Service Charge

Option 5 - St Asaph BP

Premises Costs	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Accommodation Rental	21,036	3,506	3,506	3,506	3,506	3,506	3,506	
Utilities / NNDR	32,534	5,422	5,422	5,422	5,422	5,422	5,422	Additional £2k for Service Charge

Option 6 - Parc Menai

Premises Costs	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Accommodation Rental	19,000	3,167	3,167	3,167	3,167	3,167	3,167	
Utilities / NNDR	23,905	3,984	3,984	3,984	3,984	3,984	3,984	

Option 7 - Redwither & JCC

Premises Costs	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Accommodation Rental	130,000	21,667	21,667	21,667	21,667	21,667	21,667	Assumed to be the sum of locations 1 and 2.
Utilities / NNDR	30,000	5,000	5,000	5,000	5,000	5,000	5,000	Assumed to be the sum of locations 1 and 2.

Option 8 - Redwither & CCBC base

Premises Costs	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Accommodation Rental	0	0	0	0	0	0	0	
Utilities / NNDR	42,000	7,000	7,000	7,000	7,000	7,000	7,000	

Transport Costs

Option 1 - Co-Location at JCC

Transport Costs	No of Miles	No of Trips per annum	Mileage Rate	Supervisors	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Disturbance Mileage Costs	294	1,020	0.10	4,800	34,788	5,798	5,798	5,798	5,798	5,798	5,798	
Other Casual Mileage Costs					5,000	833	833	833	833	833	833	Incidental travel

Option 2 - Redwither Tower

Transport Costs	No of Miles	No of Trips per annum	Mileage Rate	Supervisors	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Disturbance Mileage Costs	339	1,020	0.10	4,800	39,378	6,563	6,563	6,563	6,563	6,563	6,563	
Other Casual Mileage Costs					5,000	833	833	833	833	833	833	Incidental travel

Option 3 - Two Centre

Transport Costs	No of Miles	No of Trips per annum	Mileage Rate	Supervisors	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Disturbance Mileage Costs	202	1,326	0.10	9,600	36,385	6,064	6,064	6,064	6,064	6,064	6,064	
Other Casual Mileage Costs					5,000	833	833	833	833	833	833	Incidental travel

Option 4 - Abergele BP

Transport Costs	No of Miles	No of Trips per annum	Mileage Rate	Supervisors	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Disturbance Mileage Costs	294	1,020	0.10	4,800	34,788	5,798	5,798	5,798	5,798	5,798	5,798	
Other Casual Mileage Costs					5,000	833	833	833	833	833	833	Incidental travel

Option 5 - St Asaph BP

Transport Costs	No of Miles	No of Trips per annum	Mileage Rate	Supervisors	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Disturbance Mileage Costs	294	1,020	0.10	4,800	34,788	5,798	5,798	5,798	5,798	5,798	5,798	
Other Casual Mileage Costs					5,000	833	833	833	833	833	833	Incidental travel

Option 6 - Parc Menai

Transport Costs	No of Miles	No of Trips per annum	Mileage Rate	Supervisors	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Disturbance Mileage Costs	282	1,020	0.10	4,800	33,564	5,594	5,594	5,594	5,594	5,594	5,594	
Other Casual Mileage Costs					5,000	833	833	833	833	833	833	Incidental travel

Option 7 - Redwither & JCC

Transport Costs	No of Miles	No of Trips per annum	Mileage Rate	Supervisors	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Disturbance Mileage Costs	224	1,326	0.10	9,600	39,302	6,550	6,550	6,550	6,550	6,550	6,550	
Other Casual Mileage Costs					5,000	833	833	833	833	833	833	Incidental travel

Option 8 - Redwither & CCBC base

Transport Costs	No of Miles	No of Trips per annum	Mileage Rate	Supervisors	Total	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Disturbance Mileage Costs	152	1,326	0.10	9,600	29,755	4,959	4,959	4,959	4,959	4,959	4,959	
Other Casual Mileage Costs					5,000	833	833	833	833	833	833	Incidental travel

Option 1 - Co-Location at JCC

Supplies & Services	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Equipment Maintenance & Support	80,000	13,333	13,333	13,333	13,333	13,333	13,333	
Existing Transmission Costs		40,132	47,862	90,465	4,614	64,654	79,557	
Fibrespeed Transmission	102,000	17,000	17,000	17,000	17,000	17,000	17,000	
Miscellaneous Expenses	20,000	3,333	3,333	3,333	3,333	3,333	3,333	
Support Services	30,000	5,000	5,000	5,000	5,000	5,000	5,000	
Repayment of WG Invest to Save Loan	507,000							Repayment over 5 years
Camera Service & Maintenance	101,400	16,900	16,900	16,900	16,900	16,900	16,900	
Camera Renewal & Replacement	173,950	19,950	26,250	36,050	26,250	33,250	32,200	
	163,596	18,763	24,688	33,904	24,688	31,271	30,283	Previously 10 yr cycle, now 12 yrs

Option 2 - Redwither Tower

Supplies & Services	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Equipment Maintenance & Support	80,000	13,333	13,333	13,333	13,333	13,333	13,333	
Existing Transmission Costs		40,132	47,862	90,465	4,614	64,654	79,557	
Fibrespeed Transmission	102,000	17,000	17,000	17,000	17,000	17,000	17,000	
Miscellaneous Expenses	20,000	3,333	3,333	3,333	3,333	3,333	3,333	
Support Services	30,000	5,000	5,000	5,000	5,000	5,000	5,000	
Repayment of WG Invest to Save Loan	507,000							Repayment over 5 years
Camera Service & Maintenance	101,400	16,900	16,900	16,900	16,900	16,900	16,900	
Camera Renewal & Replacement	173,950	19,950	26,250	36,050	26,250	33,250	32,200	
	163,596	18,763	24,688	33,904	24,688	31,271	30,283	Previously 10 yr cycle, now 12 yrs

Option 3 - Two Centre

Supplies & Services	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Equipment Maintenance & Support	80,000	13,333	13,333	13,333	13,333	13,333	13,333	
Existing Transmission Costs		40,132	47,862	90,465	4,614	64,654	79,557	
Fibrespeed Transmission	102,000	17,000	17,000	17,000	17,000	17,000	17,000	
Miscellaneous Expenses	24,000	4,000	4,000	4,000	4,000	4,000	4,000	+20% to reflect staffing and 2 locations
Support Services	36,000	6,000	6,000	6,000	6,000	6,000	6,000	+20% to reflect staffing and 2 locations
Repayment of WG Invest to Save Loan	486,000							Repayment over 5 years
Camera Service & Maintenance	97,200	16,200	16,200	16,200	16,200	16,200	16,200	
Camera Renewal & Replacement	173,950	19,950	26,250	36,050	26,250	33,250	32,200	
	163,596	18,763	24,688	33,904	24,688	31,271	30,283	Previously 10 yr cycle, now 12 yrs

Option 4 - Abergele BP

Supplies & Services	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Equipment Maintenance & Support	80,000	13,333	13,333	13,333	13,333	13,333	13,333	
Existing Transmission Costs		40,132	47,862	90,465	4,614	64,654	79,557	
Fibrespeed Transmission	102,000	17,000	17,000	17,000	17,000	17,000	17,000	
Miscellaneous Expenses	24,000	4,000	4,000	4,000	4,000	4,000	4,000	+20% to reflect staffing and 2 locations
Support Services	36,000	6,000	6,000	6,000	6,000	6,000	6,000	+20% to reflect staffing and 2 locations
Repayment of WG Invest to Save Loan	507,000							Repayment over 5 years
Camera Service & Maintenance	101,400	16,900	16,900	16,900	16,900	16,900	16,900	
Camera Renewal & Replacement	173,950	19,950	26,250	36,050	26,250	33,250	32,200	
	163,596	18,763	24,688	33,904	24,688	31,271	30,283	Previously 10 yr cycle, now 12 yrs

Option 5 - St Asaph BP

Supplies & Services	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Equipment Maintenance & Support	80,000	13,333	13,333	13,333	13,333	13,333	13,333	
Existing Transmission Costs		40,132	47,862	90,465	4,614	64,654	79,557	
Fibrespeed Transmission	102,000	17,000	17,000	17,000	17,000	17,000	17,000	
Miscellaneous Expenses	24,000	4,000	4,000	4,000	4,000	4,000	4,000	+20% to reflect staffing and 2 locations
Support Services	36,000	6,000	6,000	6,000	6,000	6,000	6,000	+20% to reflect staffing and 2 locations
Repayment of WG Invest to Save Loan	507,000							Repayment over 5 years
Camera Service & Maintenance	101,400	16,900	16,900	16,900	16,900	16,900	16,900	
Camera Renewal & Replacement	173,950	19,950	26,250	36,050	26,250	33,250	32,200	
	163,596	18,763	24,688	33,904	24,688	31,271	30,283	Previously 10 yr cycle, now 12 yrs

Option 6 - Parc Menai

Supplies & Services	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Equipment Maintenance & Support	80,000	13,333	13,333	13,333	13,333	13,333	13,333	
Existing Transmission Costs		40,132	47,862	90,465	4,614	64,654	79,557	
Fibrespeed Transmission	102,000	17,000	17,000	17,000	17,000	17,000	17,000	
Miscellaneous Expenses	24,000	4,000	4,000	4,000	4,000	4,000	4,000	
Support Services	36,000	6,000	6,000	6,000	6,000	6,000	6,000	
Repayment of WG Invest to Save Loan	507,000							Repayment over 5 years
Camera Service & Maintenance	101,400	16,900	16,900	16,900	16,900	16,900	16,900	
Camera Renewal & Replacement	173,950	19,950	26,250	36,050	26,250	33,250	32,200	
	163,596	18,763	24,688	33,904	24,688	31,271	30,283	Previously 10 yr cycle, now 12 yrs

Option 7 - Redwither & JCC

Supplies & Services	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Equipment Maintenance & Support	80,000	13,333	13,333	13,333	13,333	13,333	13,333	
Existing Transmission Costs		40,132	47,862	90,465	4,614	64,654	79,557	
Fibrespeed Transmission	102,000	17,000	17,000	17,000	17,000	17,000	17,000	
Miscellaneous Expenses	20,000	3,333	3,333	3,333	3,333	3,333	3,333	
Support Services	30,000	5,000	5,000	5,000	5,000	5,000	5,000	
Repayment of WG Invest to Save Loan	507,000							Repayment over 5 years
Camera Service & Maintenance	101,400	16,900	16,900	16,900	16,900	16,900	16,900	
Camera Renewal & Replacement	173,950	19,950	26,250	36,050	26,250	33,250	32,200	
	163,596	18,763	24,688	33,904	24,688	31,271	30,283	Previously 10 yr cycle, now 12 yrs

Option 8 - Redwither & CCBC base

Supplies & Services	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Equipment Maintenance & Support	80,000	13,333	13,333	13,333	13,333	13,333	13,333	
Existing Transmission Costs		40,132	47,862	90,465	4,614	64,654	79,557	
Fibrespeed Transmission	102,000	17,000	17,000	17,000	17,000	17,000	17,000	
Miscellaneous Expenses	24,000	4,000	4,000	4,000	4,000	4,000	4,000	+20% to reflect staffing and 2 locations
Support Services	36,000	6,000	6,000	6,000	6,000	6,000	6,000	+20% to reflect staffing and 2 locations
Repayment of WG Invest to Save Loan	486,000							Repayment over 5 years
Camera Service & Maintenance	97,200	16,200	16,200	16,200	16,200	16,200	16,200	
Camera Renewal & Replacement	173,950	19,950	26,250	36,050	26,250	33,250	32,200	
	163,596	18,763	24,688	33,904	24,688	31,271	30,283	Previously 10 yr cycle, now 12 yrs

	£	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham
No of Cameras	497	57	75	103	75	95	92

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Capital Costs

Option 1 - Co-Location at JCC

Supplies & Services	Capital Cost (£)	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Control Room Furniture	185,555	30,926	30,926	30,926	30,926	30,926	30,926	Includes contingency @ 15%
Image Visualisation	565,200	94,200	94,200	94,200	94,200	94,200	94,200	Includes contingency @ 15%
SMS	275,786	45,964	45,964	45,964	45,964	45,964	45,964	Includes contingency @ 15%
FibreSpeed Install	27,600	4,600	4,600	4,600	4,600	4,600	4,600	Includes contingency @ 15%
Encoders	200,601	24,503	29,756	40,686	29,756	38,031	37,870	Includes contingency @ 15%
Other	179,923	79,126	79,126				100,798	Includes contingency @ 15%
Total Capital Cost	1,434,665	200,193	284,572	216,376	205,446	213,721	314,357	Assumed to be financed by I2S loan from WG
Invest to Save Repayments – Capital	204,952	28,599	40,653	30,911	29,349	30,532	44,908	Annual repayments based on 7 year life

Option 2 - Redwither Tower

Supplies & Services	Capital Cost (£)	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Control Room Fit Out	328,184	54,697	54,697	54,697	54,697	54,697	54,697	Includes contingency @ 15%
Image Visualisation	565,200	94,200	94,200	94,200	94,200	94,200	94,200	Includes contingency @ 15%
SMS	275,786	45,964	45,964	45,964	45,964	45,964	45,964	Includes contingency @ 15%
FibreSpeed Install	27,600	4,600	4,600	4,600	4,600	4,600	4,600	Includes contingency @ 15%
Encoders	200,601	24,503	29,756	40,686	29,756	38,031	37,870	Includes contingency @ 15%
Other	179,923	79,126	79,126				100,798	Includes contingency @ 15%
Total Capital Cost	1,577,294	223,964	308,343	240,147	229,217	237,492	338,128	Assumed to be financed by I2S loan from WG
Invest to Save Repayments – Capital	225,328	31,995	44,049	34,307	32,745	33,927	48,304	Annual repayments based on 7 year life

Option 3 - Two Centre

Supplies & Services	Capital Cost (£)	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Control Room Fit Out	692,444	115,407	115,407	115,407	115,407	115,407	115,407	Includes contingency @ 15%
Image Visualisation	565,200	94,200	94,200	94,200	94,200	94,200	94,200	Includes contingency @ 15%
SMS	401,127	66,854	66,854	66,854	66,854	66,854	66,854	Includes contingency @ 15%
FibreSpeed Install	27,600	4,600	4,600	4,600	4,600	4,600	4,600	Includes contingency @ 15%
Encoders	200,601	24,503	29,756	40,686	29,756	38,031	37,870	Includes contingency @ 15%
Other	179,923	79,126	79,126				100,798	Includes contingency @ 15%
Total Capital Cost	2,066,895	305,564	389,943	321,747	310,817	319,092	419,728	Assumed to be financed by I2S loan from WG
Invest to Save Repayments – Capital	295,271	43,652	55,706	45,964	44,402	45,585	59,961	Annual repayments based on 7 year life

Option 4 - Abergele BP

Supplies & Services	Capital Cost (£)	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Control Room Fit Out	782,415	130,403	130,403	130,403	130,403	130,403	130,403	Includes contingency @ 15%
Image Visualisation	565,200	94,200	94,200	94,200	94,200	94,200	94,200	Includes contingency @ 15%
SMS	275,786	45,964	45,964	45,964	45,964	45,964	45,964	Includes contingency @ 15%
FibreSpeed Install	27,600	4,600	4,600	4,600	4,600	4,600	4,600	Includes contingency @ 15%
Encoders	200,601	24,503	29,756	40,686	29,756	38,031	37,870	Includes contingency @ 15%
Other	179,923	79,126	79,126				100,798	Includes contingency @ 15%
Total Capital Cost	2,031,526	299,670	384,049	315,853	304,923	313,198	413,834	Assumed to be financed by I2S loan from WG
Invest to Save Repayments – Capital	290,218	42,810	54,864	45,122	43,560	44,743	59,119	Annual repayments based on 7 year life

Option 5 - St Asaph BP

Supplies & Services	Capital Cost (£)	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Control Room Fit Out	607,323	101,221	101,221	101,221	101,221	101,221	101,221	Includes contingency @ 15%
Image Visualisation	565,200	94,200	94,200	94,200	94,200	94,200	94,200	Includes contingency @ 15%
SMS	275,786	45,964	45,964	45,964	45,964	45,964	45,964	Includes contingency @ 15%
FibreSpeed Install	27,600	4,600	4,600	4,600	4,600	4,600	4,600	Includes contingency @ 15%
Encoders	200,601	24,503	29,756	40,686	29,756	38,031	37,870	Includes contingency @ 15%
Other	179,923	79,126	79,126				100,798	Includes contingency @ 15%
Total Capital Cost	1,856,434	270,488	354,867	286,671	275,741	284,016	384,652	Assumed to be financed by I2S loan from WG
Invest to Save Repayments – Capital	265,205	38,641	50,695	40,953	39,392	40,574	54,950	Annual repayments based on 7 year life

Option 6 - Parc Menai

Supplies & Services	Capital Cost (£)	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Control Room Fit Out	637,682	106,280	106,280	106,280	106,280	106,280	106,280	Includes contingency @ 15%
Image Visualisation	565,200	94,200	94,200	94,200	94,200	94,200	94,200	Includes contingency @ 15%
SMS	275,786	45,964	45,964	45,964	45,964	45,964	45,964	Includes contingency @ 15%
FibreSpeed Install	27,600	4,600	4,600	4,600	4,600	4,600	4,600	Includes contingency @ 15%
Encoders	200,601	24,503	29,756	40,686	29,756	38,031	37,870	Includes contingency @ 15%
Other	179,923	79,126	79,126				100,798	Includes contingency @ 15%
Total Capital Cost	1,886,792	275,547	359,926	291,730	280,800	289,075	389,711	Assumed to be financed by I2S loan from WG
Invest to Save Repayments – Capital	269,542	39,364	51,418	41,676	40,114	41,296	55,673	Annual repayments based on 7 year life

Option 7 - Redwither & JCC

Supplies & Services	Capital Cost (£)	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Control Room Fit Out	692,444	115,407	115,407	115,407	115,407	115,407	115,407	Includes contingency @ 15%
Image Visualisation	565,200	94,200	94,200	94,200	94,200	94,200	94,200	Includes contingency @ 15%
SMS	401,127	66,854	66,854	66,854	66,854	66,854	66,854	Includes contingency @ 15%
FibreSpeed Install	27,600	4,600	4,600	4,600	4,600	4,600	4,600	Includes contingency @ 15%
Encoders	200,601	24,503	29,756	40,686	29,756	38,031	37,870	Includes contingency @ 15%
Other	179,923	79,126	79,126				100,798	Includes contingency @ 15%
Total Capital Cost	2,066,895	305,564	389,943	321,747	310,817	319,092	419,728	Assumed to be financed by I2S loan from WG
Invest to Save Repayments – Capital	295,271	43,652	55,706	45,964	44,402	45,585	59,961	Annual repayments based on 7 year life

Option 8 - Redwither & CCBC base

Supplies & Services	Capital Cost (£)	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham	Notes
Control Room Fit Out	692,444	115,407	115,407	115,407	115,407	115,407	115,407	Includes contingency @ 15%
Image Visualisation	565,200	94,200	94,200	94,200	94,200	94,200	94,200	Includes contingency @ 15%
SMS	401,127	66,854	66,854	66,854	66,854	66,854	66,854	Includes contingency @ 15%
FibreSpeed Install	27,600	4,600	4,600	4,600	4,600	4,600	4,600	Includes contingency @ 15%
Encoders	200,601	24,503	29,756	40,686	29,756	38,031	37,870	Includes contingency @ 15%
Other	179,923	79,126	79,126				100,798	Includes contingency @ 15%
Total Capital Cost	2,066,895	305,564	389,943	321,747	310,817	319,092	419,728	Assumed to be financed by I2S loan from WG
Invest to Save Repayments – Capital	295,271	43,652	55,706	45,964	44,402	45,585	59,961	Annual repayments based on 7 year life

No of Cameras	497	57	75	103	75	95	92	

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Existing Budgets

CCTV Description	Anglesey Budget 2011/12 £	Gwynedd Budget 2011/12 £	Conwy Budget 2011/12 £	Denbighshire Budget 2011/12 £	Flintshire Budget 2011/12 £	Wrexham Budget 2011/12 £	Total Budget 2011/12 £
Employees							
Pay Costs (including oncosts)	172,781	276,920	373,747	268,764		251,923	1,344,135
Non-Pay Costs (including staff training)	1,224	0	570	1,670		0	3,464
	174,005	**276,920**	**374,317**	**270,434**	**0**	**251,923**	**1,347,599**
Premises							
Direct Premises/Facilities Costs (including heat, light, rent, etc.)		2,110	850	20,276		7,830	31,066
Indirect Premises/Facilities Costs (central support recharge)				N/A		0	0
	0	**2,110**	**850**	**20,276**	**0**	**7,830**	**31,066**
Transport							
Transport Costs (including mileage, use of public transport, etc.)			250	3,274		0	3,524
	0	**0**	**250**	**3,274**	**0**	**0**	**3,524**
Supplies & Services							
Equipment and Transmission related costs	9,000	83,560	108,870	70,588	111,445	128,952	512,415
Other Supplies & Support Services costs	49,760	3,700	7,430	8,759	4,685	237	74,571
Third Party Payments					159,824		159,824
	58,760	**87,260**	**116,300**	**79,347**	**275,954**	**129,189**	**746,810**
Gross Expenditure	**232,765**	**366,290**	**491,717**	**373,331**	**275,954**	**388,942**	**2,128,999**
Income							
Charges for Services (inc NW Police contribution, Comm Councils, etc.)		(143,750)	(40,710)	(47,573)	(108,325)	(167,790)	(508,148)
Other Income				(2,123)		0	(2,123)
	0	**(143,750)**	**(40,710)**	**(49,696)**	**(108,325)**	**(167,790)**	**(510,271)**
TOTAL	**232,765**	**222,540**	**451,007**	**323,635**	**167,629**	**221,152**	**1,618,728**

Concise Report -
Regional CCTV Project
Proposed Regional Service for Public
Space Closed Circuit Television

Submitted on behalf of North Wales Regional CCTV Project Board to:

Isle of Anglesey County Council
Gwynedd Council
Conwy County Borough Council
Denbighshire County Council
Flintshire County Council
Wrexham County Borough Council

For decision.

Part One: Purpose of this report

The purpose of this paper is to:

- Seek political consensus to a regional scheme with regard to CCTV monitoring;
- Identify which configuration (one-centre or two-centre) is preferred;
- Confirm the situation regarding the bid made to the Regional Collaboration Fund.

Part Two: Current Situation

CCTV monitoring in North Wales takes place currently through six separate operations - one in each Local Authority area. Each county has one control room which has no connectivity to any of the other five and no disaster recovery back-up.

The total number of staff involved in the six operations is 55.15 (FTE).

The total number of public-space CCTV cameras in use across north Wales totals 496. This is not out of kilter with other similar areas. Visualisation and control system equipment varies considerably, the biggest issue being the fact that two of the six rooms operate with analogue equipment.

It is estimated that public space CCTV footage is involved in some way with 9.3% of crime detections in the region.

The service is costed at £2,128,999 in current budgets provided to the CCTV project.

Part Three: Background to the project

In the September 2009 Business Dossier 'Transforming CCTV North Wales', all the Local Authority Chief Executive Officers and Leaders signed up to the collaborative working project, recognising that the concept afforded an opportunity 'to work together to tackle instances of crime and disorder and reduce fear of crime' in communities across the region.

A loan of £805K was secured from the Welsh Government, Invest to Save Fund (I2S), for the project. Expenditure up to 31/3/2012 was £109,495. Expenditure from 1/4/2012 to 8/1/2013 was £38,406. The I2S loan is intended to finance the revenue costs of running the project, including project management costs, feasibility studies and costs of potential redundancies associated with the project.

Part Four: Result of the project work and the future design

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The existing six operations have been reviewed and the issues emanating from the review work informed the future design. The design sets out a single, fully-integrated regional service and incorporates the technical join-up of the existing six equipment rooms. The proposal is for 16 images to be displayed at any one time per county and for the responsibility for post incident review work to shift to the police. It also includes electronic transmission of post-incident review footage to the police and tasking on four levels ie. spontaneous, daily, longer-term and Local Authority requirements. The proposal allows for existing levels of non-core activity being absorbed into the regional operation with the exception of lone worker monitoring. Further non-core activities may be included in the development of the Business Case – operational and financial issues would need to be dealt with and agreed.

Part Five: The Police position

The view of North Wales Police is that CCTV is key to policing the region. Within a joint piece of work completed with regard to benefits to policing, the following NWP request for optimisation of CCTV for the benefit of community safety in the region was articulated:

- The purpose of operating CCTV across the region needs to be restated, namely to prevent and detect crime and anti-social behaviour (asb). The background to this specific point being the Crime and Disorder Act 1998 which requires each Local Authority to have regard to preventing crime and disorder in the exercise of its functions.
- CCTV monitoring needs to take place 24 hours per day, seven days per week, 365 days per year.
- Transmission of post-incident CCTV footage from point of capture to the Force needs to be achieved far quicker.
- The opportunity needs to be created for NWP to routinely request CCTV monitoring based on predictive demand and give intelligence packages to CCTV Operators in order to gather evidence or build up intelligence.
- There would be a benefit in making use of the existing public-space CCTV link with ANPR technology.
- The future design of CCTV in the region must be compatible with the requirements of the Criminal Justice Efficiency Programme (CJEP).

<u>**Affordability**</u>

Part Six: Configuration options

(a) One centre profile and costs - the one centre option has been identified at the Police / Fire and Rescue Service Joint Communications Centre (JCC) at St Asaph. This would reduce the staffing requirement from 55.15 to 30 (FTE). Revenue savings would amount to £192K in year one rising to £226K by year 6.

(b) Two centre profile and costs (Wrexham Redwither and another business unit) - this would involve a staffing requirement of 35. There would be a revenue saving of £47K in year one which by year six would become a £107K saving.

(c) Two centre profile and costs (Wrexham Redwither and JCC) - like (b), this involves a staffing requirement of 35. There would be a revenue outlay of £32K in year one which by year six would become a £31K saving.

[The above figures include the £2.4m RCF bid, part of which covers a proportion of the Invest to Save costs – please see part seven below].

Part Seven: Capital

Capital set-up costs for the above one centre model (a) are £1.435m. Capital requirement for (b) above is £2.067m and is the same for (c).

A bid for £2.4m has been prepared and submitted to the Regional Collaboration Fund. If the bid is successful, the funds would cover the capital costs of the project and a significant proportion of the Invest to Save costs. The effect of this bid on each option is as follows:

(a) An initial annual **cost** of £114k would become an initial annual **saving** of £192k
(b) An initial annual **cost** of £315k would become an initial annual **saving** of £47k
(c) An initial annual **cost** of £394k would become an initial annual **cost** of £32k

Should the bid be unsuccessful the higher costs would be payable.

Part Eight: Review of outline business case

The outline business case was reviewed in the run-up to the Chief Executive Officers' meeting in November. The main conclusions of the review were:

- The figure work is not disputed and is correct. This conclusion is based on an independent review of the financial calculations by an experienced police accountant.
- The key issue in considering the business case is that the costs of the future service options are not comparable to current budgets.

Current budgets do not include:

- Like for like provision of accommodation costs
- Support services - current budgets have no visible allocation of central support service costs. This adds £30K to the future design options in comparison to the current service.
- Camera replacement - current budgets have very limited provision for camera replacement. £1.9m over either 10 years or 12 years has been factored into the future design.

In terms of cost avoidance, monitor upgrades over the course of the next 5 years in existing control rooms are estimated at £129K

The equipment in the six local equipment rooms will remain the responsibility of the host Authority. It will be an integral part of the technical infrastructure - effectively, the six local equipment rooms would be joined up using a super layer of technology which would relay footage to the regional monitoring room(s). However, it is the intention to future-proof this as much as possible.

Current levels of income have been noted but not included in the comparisons and have therefore been assumed to be constant. It is foreseen that there will be an opportunity to increase income based on the present experience of some Authorities.

Part Nine: Cost apportionment

At the workshop held for Portfolio Holders, the need was identified to design a transitional cost apportionment model in order to smooth the financial changes involved. This was drafted and circulated on 23rd January, the principles being as follows:

- No Authority facing an increase in costs (under the "destination" formula) will have a per annum increase greater than the ceiling %
- The cost of providing the ceiling is paid for from the savings of other Authorities on a pro-rata basis
- The ceiling is applied every year until all Authorities' costs are in line with the "destination" formula

The attached spreadsheet ('Transitional Cost Apportionment Model') uses, as an **example**, the projected costs of the Two Centre (2 business units) configuration, a "destination" formula based on the number of cameras, and a cost increase ceiling of 6%. This example, as mentioned above, uses the 2 Centre option 3 - please note - **with the £2.4m Regional Collaboration Fund** factored in. It can be seen that Flintshire's costs would steadily increase (by 6% per annum) until they are in line with the cost apportionment dictated by the Number of Cameras method (Year 6). Until then the other Authorities (notably Gwynedd, Conwy and Denbighshire) give up a proportion of their savings to pay for the discount given to Flintshire until they too are in line with the "destination" formula.

Part Ten: Benefits

Sustainability -

- Camera renewal and replacement is factored in;
- As much upgrading of local equipment rooms as possible will be done in order to support 'future-proofing';
- The ability to monitor 24/7 across the region will be maintained

Cashable Efficiencies - these are as per the illustration contained in Part Six above. As can be seen, the two-centre options are more costly then the one-centre.

Operational benefits - there is potential, through the tasking process proposed, to align CCTV monitoring more closely to crime and anti-social behaviour trends and predictive analysis. In addition, though better communication, there will be the ability to capture footage of dynamic incidents earlier. An option which involves collocation at the JCC, either as the single centre or one of two centres, has a cutting edge in this regard. Electronic transmission of post incident footage to the police would create the opportunity to make several efficiencies - it removes the need for the police to collect the footage physically and it enables earlier access to the footage. Another operational benefit associated with a two centre approach is that it will make some aspects of local knowledge management easier than with a single centre model.

Resilience - a key benefit of a two-centre approach is that, in the event of one centre becoming temporarily unserviceable, the other room could take over critical monitoring immediately.

Retained local decision-making - the number of cameras in each County remains a local decision.

Income generation - the future design outlined above enables future growth in income generation activity. There would be a resource factor associated with this but the overall benefit could be considerable.

Part Eleven: Risk

Loss of local knowledge is recorded as a risk on the project risk log and has been discussed more than any other risk, the assertion having been made that a move from 'local' to 'regional' will produce a proportionate reduction in CCTV Operators' local knowledge. The response to this risk if written up fully. However, the local knowledge risk is arguably reduced with a two-centre option.

The change in monitoring philosophy (ie. the shift from six monitor walls with multi images to sixteen per county) will be perceived by some as a risk. It should be noted that, although the arrangement involves the display of 96 images in total, all cameras are recording and monitoring can be switched immediately.

The change in staff numbers will mean that actual monitoring hours are reduced.

Part Twelve: Portfolio Holders' workshop

As has been touched upon above, a workshop was held for Portfolio Holders on 16th January 2013. In summary, delegates reached the conclusion that a consensus on a fully-integrated regional operation utilizing two centres was achievable subject to a transitional cost apportionment model being put in place to smooth the financial changes involved.

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Appendix L

CCTV Transitional Cost Apportionment Final Charges to be Applied	Existing Budgets 2012/13 £	Cost to be Charged 2013/14 £	Cost to be Charged 2014/15 £	Cost to be Charged 2015/16 £	Cost to be Charged 2016/17 £	Cost to be Charged 2017/18 £	Cost to be Charged 2018/19 £
Isle of Anglesey	232,765	238,775	239,159	235,370	235,370	235,370	231,863
Gwynedd	366,290	345,566	341,133	328,097	322,394	316,348	305,083
Conwy	491,717	467,758	462,687	446,906	440,214	433,121	418,981
Denbighshire	373,331	349,807	344,742	330,387	323,974	317,176	305,083
Flintshire	275,954	292,511	310,062	328,666	348,386	369,289	386,438
Wrexham	388,942	387,530	387,513	382,837	381,925	380,959	374,235
	2,128,999	2,081,947	2,085,297	2,052,263	2,052,263	2,052,263	2,021,683

CCTV Transitional Cost Apportionment Costs / (Savings) (against current budgets)	Cost / (Saving) 2012/13 £	Cost / (Saving) 2013/14 £	Cost / (Saving) 2014/15 £	Cost / (Saving) 2015/16 £	Cost / (Saving) 2016/17 £	Cost / (Saving) 2017/18 £	Cost / (Saving) 2018/19 £
Isle of Anglesey	0	6,010	6,394	2,605	2,605	2,605	(902)
Gwynedd	0	(20,724)	(25,157)	(38,193)	(43,896)	(49,942)	(61,207)
Conwy	0	(23,959)	(29,030)	(44,811)	(51,503)	(58,596)	(72,736)
Denbighshire	0	(23,524)	(28,589)	(42,944)	(49,357)	(56,155)	(68,248)
Flintshire	0	16,557	34,108	52,712	72,432	93,335	110,484
Wrexham	0	(1,412)	(1,429)	(6,105)	(7,017)	(7,983)	(14,707)
	0	(47,052)	(43,702)	(76,736)	(76,736)	(76,736)	(107,316)

Appendix L

CCTV Transitional Cost Apportionment Final Charges to be Applied	Cost to be Charged 2019/20 £
Isle of Anglesey	231,863
Gwynedd	305,083
Conwy	418,981
Denbighshire	305,083
Flintshire	386,438
Wrexham	374,235
	2,021,683

CCTV Transitional Cost Apportionment Costs / (Savings) (against current budgets)	Cost / (Saving) 2019/20 £
Isle of Anglesey	(902)
Gwynedd	(61,207)
Conwy	(72,736)
Denbighshire	(68,248)
Flintshire	110,484
Wrexham	(14,707)
	(107,316)

Appendix M

HEDDLU GOGLEDD CYMRU | NORTH WALES POLICE
Gogledd Cymru **diogelach** | A **safer** North Wales

NORTH WALES REGIONAL CCTV PROJECT

PART 1: PURPOSE

1.1 The 6th July Regional Leadership Board tasked three actions to the Regional CCTV Project, one of which related to the benefits which would assist policing in North Wales, should the future design for the service be implemented.

1.2 The purpose of this document is to set out the benefits to the North Wales Police (NWP), with the aim of adding new information to that within the existing business case.

PART 2: BACKGROUND

2.1 In the September 2009 Business Dossier 'Transforming CCTV North Wales', all the Local Authority Chief Executive Officers and Leaders signed up to the collaborative working project, recognising that the concept afforded an opportunity 'to work together to tackle instances of crime and disorder and reduce fear of crime' in communities across the region. The full 12-page dossier is included at Appendix A to this report. Within it, there is clear reference to a single regional CCTV operation not only being a sustainable solution for the Local Authorities but also enabling enhanced service provision to customers - and this of course includes NWP, other emergency services and ultimately the public.

2.2 There are currently six CCTV stand-alone operations located throughout North Wales, one in each local authority area. The technology used varies considerably, and the procedures and processes also differ. Two of the Local Authorities, Gwynedd and Wrexham, have equipment which is analogue. When the Force requires footage for investigative or prosecution purposes, it has to be physically collected from the relevant CCTV monitoring room - this is a feature common to all six Authorities.

PART 3: OVERVIEW OF CURRENT POSITION WITH THE PROJECT

3.1 The business case was formulated following a study of the present six operations and redesign of the service as a single regional entity. It is proposed that the regional operation will function to the same model or set of processes, regardless of the chosen location(s). With regard to location, six options were submitted to the Regional Leadership Board on 6th July 2012.

This included five single location options for housing a CCTV regional hub, and the remaining option was a hub operating over two locations.

3.2 Previous to the matter being tabled at the Regional Leadership Board, the unanimous recommendation which had been arrived at through liaison with each of the emergency services and a structured decision matrix process at project board includes the future state design being implemented at the Joint Communications Centre (JCC) in St. Asaph. This would involve a regional CCTV operation being collocated with the NWP and North Wales Fire and Rescue Service (NWFRS).

PART 4: NORTH WALES POLICE CUSTOMER REQUIREMENT

4.1 It could be argued that the start-up stage of the project was flawed in that insufficient coverage was given to defining the NWP customer requirement and demand in respect of CCTV.

4.2 Consideration of this point was a useful pre-cursor to the discussion on benefits to NWP. The following emerged as the customer requirement which the Force has in relation to the service it receives from public-space CCTV operations:

- The purpose of operating CCTV across the region needs to be restated, namely to prevent and detect crime and anti-social behaviour (asb). There needs to be sign-up or reaffirmation to this by all partners, the background to this specific point being the Crime and Disorder Act 1998 which requires each Local Authority to have regard to preventing crime and disorder in the exercise of its functions.
- CCTV staff need to be available 24 hours per day, seven days per week, 365 days per year.
- Transmission of post-incident CCTV footage from point of capture to the Force needs to be achieved far quicker.
- The opportunity needs to be created for NWP to routinely request CCTV monitoring based on predictive demand and give intelligence packages to CCTV Operators in order to gather evidence or build up intelligence.
- There is a need to make use of the existing public-space CCTV link with ANPR technology.
- The future design of CCTV in the region must be compatible with the requirements of the Criminal Justice Efficiency Programme (CJEP).

4.3 This is over and above the continuing requirement for CCTV staff to deal with spontaneous incidents tasked to them by the police.

PART 5: BENEFITS

CRIME PREVENTION

5.1   During 2010, three pieces of analysis were commissioned relating to the impact of CCTV cameras on crime and disorder - one for Anglesey and Gwynedd, one for Conwy and Denbighshire, and one for Flintshire and Wrexham. The review period was four years, 2006 to 2010. In all areas, there was an overall reduction in recorded crime (albeit slight in the west of the region) with a larger reduction in the camera zones than in the non-camera zones. In all three areas, the violence against the person crime category showed a significantly greater reduction in the camera zones than in non-camera zones. Naturally, it cannot be claimed that CCTV was the sole factor in achieving these outcomes as other tactics have also clearly contributed such as better door supervision, focused policing operations etc. The three reports commented on the apparent propensity for CCTV cameras to be more effective at certain times of day than others with general agreement that deterrent value tends to be at its lowest during 'clubbing' hours.

	Western	Central	Eastern
Overall reduction in crime	- 16.5%	- 18.2%	- 9.8%
Reduction in crime in camera zones	- 16.8%	- 23.6%	- 14.5%
Reduction in crime in non-camera zones	- 16.5%	- 15.6%	- 8.7%

Fig 1: Reductions in crime over 4-year period from 2006/7 to 2009/10

5.2   There is further potential for the use of CCTV to contribute to crime reduction through monitoring being linked to predictive demand.

INCIDENT RESPONSE AND MANAGEMENT

5.3   During the period 23/7/2012 to 30/7/2012, the amount of active public-space CCTV involvement in police Intergraph Command and Dispatch (ICAD) events expressed as a percentage of the total number of ICAD events for the period was 5.9%.

5.4   Capturing CCTV incident footage at the earliest point possible tends to have benefits in later parts of the end to end process. It is submitted that co-location would be a contributory factor in achieving this. In the review of ICAD events referred to above, where it was possible to measure the duration between the time the event was created and the time the relevant CCTV hub was notified, a number of key points were identified. The range was large – 0 to 633 minutes, and the median was 5 minutes. Whilst this is overall generally good, it was concluded that notification could have been achieved quicker in 31% of cases. For example, quicker notifications in missing person and concern for safety events would lead to savings in police time on some occasions later in the end to end process.

5.5   In the context of assisting the dispatch function in the JCC, quicker access to CCTV footage would aid decision-making in the control room and help prevent over-deployment of resources. In the longer term, further efficiencies may be realizable through skilling staff to perform a number of functions.

5.6   CCTV Operators do not routinely have access to Airwave due to issues concerning vetting, availability of kit, and contractual issues. They are 'patched-in' to specific incidents, however, in some circumstances, the patching-in occurs a considerable time after the police have begun to manage an incident. This links to the above point on early footage capture.

5.7   CCTV is already available in the Strategic Command Centre (SCC) in Colwyn Bay but is on a localised basis. If the major incident involves more than one local authority, it would be beneficial to have CCTV operatives working together to provide the best possible service.

CRIME DETECTION

5.8   There would be significant benefits to NWP in allowing a 'self service' approach to the retrieval of CCTV, this being achieved by electronic transmission of the post-incident footage required by the Force. It is estimated that 2,150 hours are spent by officers collecting CCTV footage annually and that the total cost of this activity to NWP is £74,181. The creation of a single point of delivery for CCTV footage to the Force, for post-incident review purposes, would link to the flexibility the Force already has to forward the footage through its IT network.

5.9   During the period 1/1/2012 to 31/3/2012, research on the police Record Management System (RMS) has shown that the amount of NWP detected occurrences which included a link to CCTV footage was 458, of which a figure of 305 can be extrapolated in respect of public-space footage. When compared to the figure for detections for the same period (3248), it can be shown that public-space CCTV has some sort of link to 9.3% of detections. When compared to the proportion of recorded crime occurring in camera zones (Eastern 18%, Western 13.5%, Central 30%), the ability to close this gap through linking CCTV monitoring to predictive demand is evident. *Note – the RMS search revealed 458 detected occurrences and these included CCTV footage being referenced on the file in the recognised way. There will be a small percentage error as some files will contain a CCTV footage reference in other than the common way.

5.10   There are opportunities to look at the functionality of CCTV cameras as Automatic Number Plate Recognition (ANPR) cameras in certain circumstances in order to capture vehicle related evidence. This capability is already in place in the Denbighshire CCTV suite and proactive intelligence gathering could be factored into the role of the CCTV operators. The Sergeant in charge of ANPR operations has estimated that this type of intelligence analysis could lead to Level 2 investigations being reduced by months.

5.11 The Regulation of Investigatory Powers Act 2000 (RIPA) makes, amongst other things provision for the carrying out of surveillance. Every request for CCTV Operators to monitor individuals must be in accordance with RIPA and this would be in place prior to any such request. Urgent authorisations could be processed more efficiently in a co-located environment.

5.12 There are several opportunities to further involve CCTV in the NWP tasking process when specific intelligence and evidence is to be gathered in order to support intelligence-led and pre-planned operations. It is understood that CCTV Operators are currently tasked with gathering evidence and intelligence in relation to localised issues but there are opportunities to expand this to include higher level criminality. One of the complexities here is that some of the tasking on localised issues is verbal. A recent review of communication activity across the region revealed that messages received in CCTV rooms from the JCC regarding spontaneous incidents were the most common demand.

ECONOMIES OF SCALE

5.13 The CJEP Programme involves modernising the Criminal Justice System and digital working is part of this programme, with the aim of delivering an efficient process for the preparation and use of a single digital file that will be jointly used and owned by the police, Crown Prosecution Service (CPS), Her Majesty's Courts & Tribunals Service (HMCTS) and defence. As part of this Programme, NWP will be introducing a digital repository to which all digital evidence will be deposited, so that it will support file submission to CPS and in time, access by other agencies. As part of this programme, the future state design includes the electronic transmission of footage from the CCTV operation to the Force. Coupled with narrowing the time it takes to capture footage on some incidents which are reported to the police, this represents one of the major benefits to the Force. It will enable a reduction in investigation time, reduce the number of detained persons bailed by enabling CCTV evidence to be viewed by defendants/defence solicitors during initial interview, and generate efficiencies elsewhere in the end to end criminal justice process.

5.14 Within the review of ICAD referred to above, a number of events were identified where attempts to contact the relevant CCTV room had failed. The ratio was 1:100. This was followed up by liaison with the CCTV Team Leaders and this did reveal single-staffing and closure at times in one area. There is an economies of scale issue present regarding this point in that such restrictions would not feature in a regional operation.

5.15   The co-location would allow for the requirements of the police CCTV liaison function to be met by intelligence staff in the JCC.

5.16   The introduction of a single regional CCTV operation would ensure that all CCTV footage was captured in an identical file format. This would eliminate the need to reformat any footage for viewing and therefore preserving the original footage. This will therefore meet the needs of the CJS Efficiency Programme.

Other business benefits to the Force

5.17   NWP currently makes a £100K per annum revenue contribution to the six Local Authorities. The JCC co-location option includes a rental payment of £130K annually to the Force, which can possibly be negotiated. This option would also involve release of some accommodation at Rhyl Police Station currently occupied by the Denbighshire CCTV monitoring suite.

5.18   The cost of consumables could be greatly reduced whereas there would not be a need for DVDs as the transfer of footage would be made electronically.

5.19   At present, there are a number of standalone laptops available throughout the Force where CCTV footage can be viewed from a DVD. The inclusion of CCTV footage into the digital repository as part of the CJEP would end this practice, removing the risk which surrounds the security of such standalone equipment, reducing the need for replacement equipment, and the constant need to update software in order to view CCTV footage, which is currently carried out by the Imaging Department.

5.20   The security implications of physically conveying evidential material from one location to another by officers places both the local authorities and NWP at risk in relation to information security.

5.21   The Management of Police Information (MoPI) is a framework governing the way in which the police service manages its information. This includes the collection, recording, evaluation, review, sharing, retention and destruction of such information and therefore any CCTV footage in the Force's possession will be governed by the MoPI framework.

5.22   There is currently no fallback system or process in place in any of the local authorities and the JCC business continuity plans would incorporate the CCTV operation located within that building. The specific configuration of such fallback will depend upon the technical solution put in place but there are options to locate at either police or local authority accommodation.

5.23　NWP is currently exploring a systems thinking approach to deal with the increasing demand on its resources by moving away from its current command and control thinking. This approach is heavily focused on customer requirements, examines demand, whether predictable or unpredictable, and ways in which to deal more efficiently and effectively with that demand. As with any process, there will be room for improvement, and looking at ways in which to deal more effectively with predictable demand, such as repeat victimisation will have an impact on NWP as well as partner agencies. This approach, coupled with a more effective CCTV tasking process could be hugely beneficial in order to tackle crime and anti-social behaviour, and CCTV plays a vital part in this process.

LOCAL KNOWLEDGE

5.24　Local knowledge and the interaction between CCTV operators and local officers on specific local issues cannot be underestimated. However, close interaction can be by way of telephone or Airwave, or alternatively video conferencing. Local knowledge is a key factor in the systems thinking approach and is vital in dealing more effectively with incidents. Therefore it would be hugely beneficial for CCTV operators to work side by side with call takers and others dealing with incidents at the JCC.

5.25　NWP is currently implementing the recommendations as agreed in the Estates Strategy 2012-2016 and are therefore undertaking a full options appraisal on whether to renew the lease on the JCC in 2015 or to vacate and re-provide this function elsewhere.

5.26　From November 2012 Police and Crime Commissioners (PCCs) will be elected and replace the existing police authorities. It is not known at this time what if any impact this will have on the Force.

Links to benefits for other agencies

5.27　The co-location will also assist the NWFRS and Wales Ambulance Service Trust (WAST), if co-located at a future point. The main benefit to the NWFRS is being able to stream footage to the incident management desk in the JCC, to provide more information for the deployment of resources and ongoing management of incidents, enable more supervision of staff health and safety, and reduce risk and cost associated with over/inappropriate resourcing. [analysis has shown that 11% of incidents attended by NWFRS during 2011/12 were within range of public-space CCTV – however factors were identified, even within the camera zones, which prevent CCTV surveillance in some cases. Thus, it could assist with resourcing and decision-making in up to, but no more than 905 incidents per annum.]

PART 6: WHAT BENEFITS COULD BE ACHIEVED WITHOUT ESTABLISHING A SINGLE MONITORING CENTRE?

A number of the benefits quoted above and in the draft business case could be achieved whilst retaining the current structure of six stand-alone monitoring rooms.

6.1 Intelligence packages - should the Force wish to pass an intelligence package to CCTV, could be prepared and circulated six ways.

6.2 Limited Airwave access - the extent to which CCTV Operators have access to Airwave transmissions could be resolved. Inspector D. Ashworth has been sent the relevant NPIA guidance document and he has met with CCTV Team Leaders.

6.3 Electronic transmission of post-incident review footage to the police - this is possible but it has not yet been costed.

6.4 Communication channel for intelligence to the police - it would be an option to include this with the ability to transmit footage electronically.

6.5 Camera utilisation - the ability to increase or reduce the number of cameras exists completely independent of the project.

6.6 CCTV Operators' understanding of the NWP customer demand (what is valuable to the customer) - it would be possible to deliver this benefit irrespective of structure. There is a possible overhead for the Force dealing with six CCTV operations as opposed to one.

6.7 Resolving disputes - for example whose responsibility it is to enforce certain traffic offences. An arbitration process could be put in place where agreement cannot be reached.

6.8 Using the technology to best advantage - linked to (6.6) above, crime/asb pattern analysis could be used to identify predictive demand in camera zones and routinely notified to CCTV Operators. More live capture should reduce the requirement for post-incident footage reviews.

6.9 Marketing - a higher profile of the contribution made by CCTV to preventing and detecting crime could be achieved in some areas, which in turn could reinforce the safer North Wales message.

6.10 Management of information - a number of measures are possible. For example, updating CCTV Operators daily on the status of missing persons enquiries (again there is a possible small NWP overhead associated with communicating with six separate CCTV operations as opposed to one), passing spontaneous jobs to CCTV with set, as opposed to minimal information, earlier notification of spontaneous jobs to CCTV could be achieved.

6.11 Compliance could be achieved with the CJEP separately by each individual Authority – again the requirements have not been fully costed, (see also paragraph 8.2 below).

PART 7: WHAT WOULD NOT BE POSSIBLE IF THE SIX CENTRE STAND-ALONE STRUCTURE REMAINS?

7.1 Economies of scale - all of the efficiencies associated with economies of scale would not feature if the existing standalone structure remained. CCTV staff numbers in certain counties have started to reduce and it appears likely that reductions will continue. Collaboration would offset the effect of this. Single-staffing has an impact on how dynamic incidents can be dealt with, as does obviously room closure. In practice, this can lead to delays in notifying information to the police (e.g. about an offender who has made off from the scene), and the capture of detail which would assist in detecting offences (e.g. close-up facial information, clothing, footwear, registration numbers etc.). Room closures, if they became public knowledge, would not be a good thing. Cash savings achieved by economies of scale, through less human resource, would be greater with a single operation.

7.2 Sustainability - long-term sustainability is present in the single operation business model with net savings achieved from the six year point onwards.

PART 8: LINKS TO ANY ON-GOING OR PLANNED WORK

NWP is currently involved in other work which has links to this project:

8.1 **Tri Service Control Room**

The WAST is currently undertaking a review of the options available to them on the relocation of their control room and this work is being conducted with partner agencies including NWP and NWFRS. One possible option under consideration is the colocation of all three emergency services in one communication centre.

8.2 **Digital North Wales**

CCTV that is captured as evidence for court will be stored on a NWP digital repository for onward submission to courts. This data must be accessible 24/7 and in the correct format.

8.3 **Estates Rationalisation Programme**

As previously stated, there will be a feasibility assessment of the JCC undertaken as part of the Estates Rationalisation Programme.

8.4 **North Wales Police and Welsh Government ANPR projects**

NWP has allocated £307,000 to extend the current systems (including local authority IP based ANPR cameras) and the Welsh Government is providing an All Wales £3.1million project that may bring up to 22 additional ANPR cameras to North Wales.

APPENDIX A

Transforming CCTV North Wales – Business Dossier September 2009

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CAMERAS MONITORED THROUGH THE FLINTSHIRE COUNTY COUNCIL CCTV CONTROL ROOM

TOWN COUNCIL SCHEMES

TOWN COUNCIL SCHEMES	CAMERA NUMBERS																		TOTAL NO. OF CAMERAS
BUCKLEY	1	2	3	4	5	6	7	8	92	93	94	95	96						13
MOLD	41	42	43	44	45	46	47	48	49	50	51	52							12
FLINT	9	10	11	12	13	14	15	16	17	18	19								11
HOLYWELL	80	81	82	83	84	85	86	87	88	89	90								11
BROUGHTON	53	54																	2
CONNAH'S QUAY	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115		118	119	14
TOTAL																			**63**

MISC. SCHEMES

MISC. SCHEMES	CAMERA NUMBERS						TOTAL NO. OF CAMERAS
CASTLE PARK	20	21	22	23			4
WEPRE PARK	116	117					2
ALLTAMI DEPOT	120	121	122	123	124	125	6
SHOTTON (railway regeneration)	26	27	28				
HOLWAY (communities first project)	29	30	31	32	33		
TOTAL							**12**

COUNTY HALL CAMPUS

COUNTY HALL CAMPUS	CAMERA NUMBERS												TOTAL NO. OF CAMERAS
INTERNAL CAMERAS	63	64	65	66	67	68	69	70	71	72	73	78	12
EXTERNAL CAMERAS	57	58	59	60	61	62	74	75	76	77			10
TOTAL													**22**

SCHOOLS PILOT SCHEME

SCHOOLS PILOT SCHEME	CAMERA NUMBERS							TOTAL NO. OF CAMERAS
ELFED H.S.	201	202	203	204	205	206	207	7
GREENFIELD C.P.	213	214	215	216				4
ARGOED H.S.	217	218	219	220	221			5
HOLYWELL H.S.	231	232	233	234	235	236	237	7
TOTAL								**23**

KEY:

63	Camera maintenance and BT rental costs (where applicable) funded by Town & Community Councils
12	Camera maintenance and BT rental costs funded by Clients - S.L.A.'s
22	Camera maintenance costs funded internally
23	Camera maintenance costs funded by Schools
5	Costs no longer funded by Communities First. Wef 2012 fibre rental and maintenance costs will be funded internally
6	Decommissioned Cameras
125	Total Number of Cameras monitored through the Central CCTV Control Room

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **HOME TO SCHOOL TRANSPORT POLICY CHANGES - POST-16**

1.00   PURPOSE OF REPORT

1.01   To consider the outcome of the consultation on proposed changes to the discretionary post 16 home to school transport policy.

2.00   BACKGROUND

2.01   The Council recognises the value and role of post 16 providers. The policy review has identified changes intended to produce a fair, equitable and sustainable transport policy. There is potential through changed policy, to encourage more young people to choose local providers promoting the sustainability of local post 16 educational provision.

2.02   In November 2012, Cabinet agreed to commission consultation to renew the discretionary school transport policy. The consultation was carried out from 1 March to 12 April 2013. A copy of all the responses received has been placed in the Members' Library.

2.03   The completed consultation related to both post 16 and denominational transport changes. This report considers the outcome of the consultation in relation to post 16 transport only.

3.00   CONSIDERATIONS

3.01   Proposed changes

Free transport for post 16 students is provided under the existing policy to the nearest educational sites offering the combination of courses that the student wishes to follow, and this has resulted in recent years in the provision of transport to sites in Cheshire and Lancashire. The proposals for changing the post 16 transport policy relate to reducing the number of sites to which free transport would be provided. No other changes are being proposed. The wording proposed for the revised policy is:

To provide free transport to post 16 students living in Flintshire attending a first course of full time study at a school or college, subject to meeting the 3 mile distance criteria and providing the student is attending the nearest educational establishment offering the courses they wish to study. Free transport will be provided to specified sites only.   These sites are:

- All Secondary School sites within Flintshire offering post-16 courses
- Chester Catholic High School, Coleg Cambria sites at Connah's Quay, Northop, Wrexham and Llysfasi (for land based courses only), Prestatyn High School, Rhyl 6, St Brigid's School, Ysgol Glan Clwyd, St Asaph.

This would result in free transport no longer being provided for new students from September 2013 to any sites not listed above, such as any sites in Conwy, Chester and Cheshire West and Cheshire East, Lancashire, etc. Transport currently being provided to these sites for any Flintshire students in Year 12 would continue for Year 13.

3.02   Consultation

Following the Cabinet decision in November 2012 a range of strategies were implemented to maximise participation in the consultation exercise. This included extensive advertising on the Council's web site and the use of paper and electronic questionnaires as well as individual letters targeted at those stakeholders likely to be affected. Letters were sent to parents of Year 11 pupils, as this is the cohort likely to be affected first by any discretionary policy changes. Consultation was also targeted at all headteachers and colleges including those out of county.

A total of 194 responses were received during the consultation period on the proposed changes to post 16 transport. The responses to the questionnaire were as follows:

How strongly do you agree with the proposed changes to post 16 transport

Strongly Agree	24 responses -12.4%
Tend to Agree	3 responses -1.5%
Neither Agree or Disagree	14 responses – 7.2%
Tend to Disagree	11 responses – 5.7%
Strongly Disagree	122 responses – 62.9%

Out of those who strongly disagree, a number of the comments showed either a misunderstanding of the proposal or a need for re-assurance or clarification. Issues raised included:

- The proposals will adversely affect choice

Response: Whilst it is recognised that in a small number of cases the proposed change to the provision of free transport may determine whether a student chooses to study a course at an out of county site, it is considered that given the wide range of courses offered at educational sites within Flintshire that students will be able to access an extensive range of courses. In a time of demographic change, it is important that the local authority supports the sustainability of local provision.

- Cost of travel to access chosen courses

Response: It is the responsibility of families to ensure that young people are able to access education. The local authority supports access to post 16 education by providing transport to the nearest suitable provider of a course if it is above three miles. It is not a current or proposed requirement for the local authority to transport to alternative providers. Additionally, the Education Maintenance Allowance (EMA) is available to help with education costs for families on low income. Students can be awarded up to £30 per week, depending on household income (£23,078 or less per annum) and the number of dependent children.

- A query has also been raised as to whether any spare seats on a school contract arising following the implementation of the proposed policy would be sold on a termly basis to non-entitled students. Under the Transport Policy, spare seats can be sold on a termly basis to non-entitled pupils on a school transport contract subject to payment of a fee (currently £55 per term).

Response: It is not intended to operate this scheme for post 16 students as this would incur administrative and enforcement costs and may prevent officers reducing the number of vehicles on a route when passenger numbers fall.

In order to clarify these and other queries raised, the Frequently Asked Questions (FAQ) produced alongside the consultation has been updated and is available on the Council's website. A copy has also been placed in the Members' Library.

3.03   Comments received from Deeside College:

- "The College has worked successfully with Flintshire County Council over many years to provide students with an extensive, flexible and cost effective network of transport. This approach has supported many young people across Flintshire entering or continuing with Post 16 education. Particular aspects that should be considered as part of the review are detailed below:

- The College recognises the considerable pressure to make savings on public spending and to provide services that can be delivered more efficiently and cost effectively. The provision of free transport to students aged 16 and under 19 attending full time study at the College, is essential to encourage participation and prevent transport being a barrier to young learners.

- The review should also consider maintaining free transport for students for the length of their full time study, up to and including courses at level 3, even after the age of 19. This is particularly important for students who commence full time study before the age of 19 and progress to the second year of a course or to a higher level course from an Entry, Level 1 or Level 2 programme.

Response: - At present transport continues if a student is in the last year of study and has reached the age of 19. If free transport was to be extended to all students beyond their 19th birthday, this would incur additional costs.

- The proposed changes suggest that free transport is limited to students attending a first course of full time study at a school or college. At the age of 16, students often do not have the maturity or necessary information, guidance and advice to make an informed decision regarding their future studies. Students should not be disadvantaged if they subsequently change their study pathway, particularly if this is due to inconsistencies in course/career information and the lack of consistent impartial advice, particularly in Year 11.

Response: Whilst it is recognised that some students may wish to change their study pathway and begin a second course of study, under the present policy there is no obligation for transport costs to be met by the Council. If the Council was to extend entitlement it would incur additional costs.

- In assessing which educational establishment to provide free transport to, it is important to continue to assess the range of courses suitable to the abilities, aptitudes and requirements of an individual student, not merely the closest educational establishment. The quality of the provision and responding to the Welsh Government's policies, initiatives and targets, including the Transformation agenda, are also important considerations to ensure the best learning experience possible."

Response: under the current policy, transport is provided to the nearest educational establishment offering the courses a student

wishes to study. If the policy was amended to provide transport to a site which is not necessarily the nearest to a student's home address, this could incur significant additional costs.

- Some respondents commented that it would be unfair to stop free transport for students who have already started their post 16 courses at the sites under consideration for discontinuing free transport.

  Response: The consultation paper confirmed that provision for such students will continue until the end of their course in Year 13.

3.04   <u>Proposed changes to the proposals as a result of the consultation feedback</u>

As a result of the feedback the implications of no longer providing free transport to the current Yale College site in Wrexham were reviewed. Given the location of Yale College and accessibility of courses for many Flintshire students, it is felt that transport to this site should continue where it is the nearest provider. This proposed amendment would reduce the efficiency savings originally estimated. However, monitoring of student numbers throughout the year will take place to ensure efficient use of vehicles.

Yale College will be subject to a merger with Deeside College to form Coleg Cambria, which may result in more flexible provision of the curriculum.

4.00   RECOMMENDATIONS

4.01   That the proposed changes to the Home to School post 16 transport policy as detailed in paragraph 3.1 of the report be approved.

5.00   FINANCIAL IMPLICATIONS

5.01   Savings relating to changes to the post 16 transport policy were originally estimated at £30k part year and £51k in a full year. These figures were based on no longer providing post 16 transport to out of county sites including Yale College. Any proposed change to this situation would reduce the level of estimated savings.

6.00   ANTI POVERTY IMPACT

6.01   To help with education costs, the Education Maintenance Allowance is available to support families on low income.

7.00   ENVIRONMENTAL IMPACT

7.01   The proposals are likely to result in a small reduction in school contract vehicles.

8.00   EQUALITIES IMPACT

8.01   An Equality Impact Assessment (EIA) has been completed in respect of the proposed changes to the transport policy. This has been updated to reflect the results of the consultation exercise. A copy is in the Members' Library.

9.00   PERSONNEL IMPLICATIONS

9.01   No direct implications.

10.00   CONSULTATION REQUIRED

10.01   Full consultation must be carried out prior to any changes in policy being agreed, to involve all stakeholders likely to be affected by any change.

11.00   CONSULTATION UNDERTAKEN

11.01   Consultation was carried out from 1 March to 12 April 2013. A copy of all responses received has been placed in the Members' Library.

12.00   APPENDICES

12.01   None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: Ian Budd
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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 23 APRIL 2013

REPORT BY: DIRECTOR OF ENVIRONMENT

SUBJECT: REVIEW OF SUBSIDISED BUS SERVICES

1.00   PURPOSE OF REPORT

1.01   To outline proposals for a review of the County's subsidised bus and related services.

2.00   BACKGROUND

2.01   Bus services within Flintshire, as in the rest of Wales (with the exception of municipally owned companies operated in Cardiff, Newport and Islwyn) are predominantly provided by the private sector. However, public funding still plays a significant role in the provision of bus services and related infrastructure.

2.02   Passenger numbers have been steadily increasing since Welsh Government (WG) introduced the all-Wales concessionary travel scheme in 2002, allowing free bus travel to people aged over 60 (and those with certain disabilities). Together with Local Authority and WG funding over recent years, this has facilitated improvements in modern, accessible and more fuel efficient vehicles, as well as improvements in service frequency and associated infrastructure. Concessionary travel has also helped to safeguard or even extend the number of services on routes that, although socially desirable, might not otherwise have been commercially viable for the private operator.

2.03   The Council has no mandatory obligation to fund any public transport services. However, it does have powers under the Transport Acts 1985 and 2000 and Local Transport Act 2008 to enter into agreements with public transport operators to provide subsidies for services which are not available commercially. These are usually rural, early morning, evening Sunday and Bank Holiday and some school services. It does this to support national and regional transport objectives, and also support our own corporate objectives around the environment, employment, education, health and supporting the economy.

2.04   The budget for the Councils subsidised bus services is currently

£1.703m; however, this will reduce to £1.526m in 2013/14.

3.00   CONSIDERATIONS

3.01   Bus services in Wales (as elsewhere other than in London & Northern Ireland) fall into three categories:

3.01.1   Commercial Services
Under the Transport Act (1985), bus companies are free to operate services which they consider to be commercially viable. This means that the bus company's costs of running the service are covered by the fares they collect from passengers on the route or by free concessionary travel reimbursement in lieu of fares (people over 60 or with certain disabilities). A number of services within Flintshire operate commercially during the day time and the County Council provides no direct financial support and has no direct control over this type of service. An example is Arriva's service 11 between Rhyl-Holywell-Chester which runs during the daytime.

3.01.2   Subsidised Services
These are socially necessary bus services that are subsidised by the Local Authority where an operator is not prepared to operate and run a service commercially. Funding comes from a variety of sources including WG grant monies, concessionary travel reimbursement and the County Council's own Revenue Settlement Grant (RSG), as well as any fares revenue taken. Much of the network in rural parts of the County is contracted to bus companies for services that might not otherwise run. Other subsidised bus services tend to be for early mornings, evenings and on Sundays and Public Holidays, as they are socially necessary routes that are not considered commercially viable by the bus companies. An example is the Townlynx service 14 between Mold-Caerwys-Bodfari-Denbigh.

3.01.3   Other Services
These tend to be a hybrid of services that operate commercially under some form of agreement commonly referred to as 'De Minimis' rules/exceptions, under which Local Authorities are in some cases exempted from the requirement to let bus subsidy contracts through competitive tender. These agreements allow additional funding on commercial bus services from the Local Authority for extending journeys to certain villages or extra journeys in the evenings, early mornings or on Sundays, which might not otherwise run. An example is P&O Lloyd's services 18/19 between Flint-Holywell-Prestatyn-Rhyl via Penyffordd, Gwaenysgor, Trelogan and Llanasa. A number of services operating in Flintshire are provided commercially with some form of an agreement to maintain journeys that would not otherwise run.

3.02   A full list of all the current subsidised services and other bus services

in Flintshire and details of the type of services provided are summarised in **Appendix 1**.

3.03   The role of Community Transport
Community and voluntary transport covers all transport outside the conventional public transport network. This sector exists to meet the travel and social needs of people who have no bus service where they live or for severely disabled or infirm people who are unable to use conventional bus services.   Trips provided are for essential journeys such as medical appointments.

3.03.1 In recent years, WG funding has been provided to support the provision of community transport and Local Authorities are required to spend at least 10% of their WG grant allocation in support of community transport.   Currently, approximately 20% (£104k) of WG grant monies is used to support the two Flintshire based Community Transport providers: Estuary Cars (Greenfield) and Welsh Border Community Transport (Buckley).   Other funding sources include the Community Transport Concessionary Fares Initiative (CTCFI), a pilot funding initiative administered by the Community Transport Association (CTA Wales) aimed to allow members to travel for free on the same basis as they would have been able to use a conventional bus service.

3.04   Although the local bus service network has improved year on year since the deregulation of bus services in 1986, operating costs per passenger journey have increased, making the provision of bus services more expensive and ultimately less sustainable.

3.05   From the 1st April 2013, WG have announced that they will be making changes to the way it subsidises bus services and community transport in Wales.   In relation to North Wales this will mean a reduction from £33m to £25m for next financial year.   WG has driven the reform through engagement with representatives of the industry, the Regional Transport Consortia and other bodies.

3.06   The first major change is the Local Transport Services Grant (LTSG) paid to Local Authorities by WG to finance a range of transport initiatives. The grant can be used to enhance existing transport schemes, introduce new services, support community transport services, fund capital works such as improvement to bus shelters or passenger transport information and enhance accessibility through the purchase of low floor buses. In addition Bus Services Operators Grant (BSOG) is currently provided directly to bus operators by the Department for Transport and takes the form of a subsidy for fuel usage.

3.07   Subsequent to the announcement (3.05), a transitional funding period was agreed by the Minister, subject to a Review of the future funding of bus services across Wales. It was finally confirmed for the

remainder of the 2012-13 financial year that a cut of approximately 9.5% would apply, from 1st October 2012, which equates to a 19% reduction in bus funding for the second half of the financial year.

3.08   The Review was led by a Steering Group comprising the Welsh Government and the Regional Transport Consortia (RTCs), with significant input from the Confederation of Passenger Transport (CPT).

3.09   Driven by the Welsh Government's Case for Change, difficult decisions were embraced by the Steering Group and a report was sent to the Minister by the agreed date. The report was approved by the Minister in December 2012 and a new scheme called Regional Transport Services Grant (RTSG) will be in place from 1st April 2013. The key principles of the new arrangements are to be:

- Regional Transport Consortia will be responsible for administering the new Regional Transport Services Grant (RTSG) scheme, which will take over from BSOG and LTSG, from 1st April 2013;

- Consortia will develop a Regional Bus and Community Transport Network Strategy in 2013/14, setting out outcomes consistent with national and regional transport priorities;

- Consortia will monitor performance against outcomes, and publish results in their Annual Progress Report;

Consortia will be responsible for administering the reimbursement paid to operators under the concessionary bus travel scheme in their area from 1st April 2013.

3.10   Substantial work needed to be undertaken to ensure that the Regional Transport Consortia, local authorities and operators were ready to operate the new system by 1st April. Plans for managing and resourcing these new responsibilities were developed by a Task and Finish Group of the North Wales Local Authority Transport Managers. Arrangements to second a small number of staff into TAITH to develop the implementation work, using additional funding allocated by the WG were also put in place.

3.11   The new scheme across Wales has a total budget of £25m for the 2013-14 financial year. It is anticipated that this will reduce the grant paid to Flintshire County Council by £224k pa. As a result of this the Council committed to undertake a fundamental review of its services outlined in 3.01.2 during 2012/13 financial year. It was not possible to start the review until the new scheme had been announced, so the timescale for completion has been delayed until the summer of 2013.

3.12   It is important that a set of criteria is developed to help shape the

review in order that it can be used consistently, to determine and prioritise the level of Council intervention. Accordingly, a draft Policy was considered by the Environment Overview and Scrutiny Committee on 6th February 2013. Members' comments have been incorporated into the revised Policy set out in **Appendix 2** which, subject to Cabinet approval, will be used as the basis for the review of subsidised bus services.

3.13   As part of the Rural Development Plan bid, and in conjunction with Cadwyn Clwyd, the Council has received approval to appoint a Rural Transport Project Officer on a 12 month fixed term basis. This post will report to the Transportation Manager. The role will assist in identifying the transport needs of people living in rural communities and to develop strategies to assist people accessing work, training and other opportunities.

3.14   It is anticipated that work in relation to the assessment and review of subsidised services is likely to take 8 weeks to complete. Following this a further update report will be prepared for consideration.

4.00   RECOMMENDATIONS

4.01   That Members: -

   a)   Note the changes to bus funding from 1st April 2013

   b)   Approve the Policy at Appendix 2

   c)   Note that a review will undertaken in accordance with the Policy and that a further report will be brought to a future Cabinet on it's conclusion.

5.00   FINANCIAL IMPLICATIONS

5.01   In monetary terms, the reduction in LTSG is anticipated to reduce our revenue budget by £148k pa.

6.00   ANTI POVERTY IMPACT

6.01   The funding reductions may have an effect on older and younger people (who are most reliant on public transport).

7.00   ENVIRONMENTAL IMPACT

7.01   Higher bus fares and fewer services, may indirectly discourage bus use and increase car use.

8.00   EQUALITIES IMPACT

8.01   May have an impact on the Wales National Transport Priorities of sustainability, supporting economic growth and social inclusion.

9.00   PERSONNEL IMPLICATIONS

9.01   Not as a direct result of this report.

10.00   CONSULTATION REQUIRED

10.01   Key stakeholder and service user groups, bus companies, Town and Community Councils and Members of the County Council.

11.00   CONSULTATION UNDERTAKEN

11.01   This is an initial paper that considers the need for wider consultation and engagement from key stakeholder groups.

11.02   A report was presented to Environment Overview and Scrutiny Committee on the 6th February 2013.

12.00   APPENDICES

12.01   Appendix 1 – Flintshire Bus Services (Summary of Current Services)
Appendix 2 – Draft Policy

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Regional Transport Plan

Contact Officer: Katie Wilby
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Service	Route Description	Type of Service	Weekdays (Monday to Friday)				Saturdays	Sundays (& Public Holidays)
			Early morning (before 0800)	Peak (0800-0900) / 1500-1700)	Off-peak (0900-1500 / 1700-1800)	Evening (after 1830)		
1	Mold - Loggerheads - Llanarmon-yn-Ial - Ruthin	Subsidised	Contract	Contract	Contract	No Service	Contract	No Service
2	Mold - Eryrys - Llanarmon-yn-Ial - Ruthin	Subsidised	No Service	Contract	Contract	No Service	Contract	No Service
X1	Ruthin - Mold - Chester	Subsidised	No Service	Contract	Contract	No Service	Contract	No Service
3, 3A	Mold - Buckley - Penyffordd - Broughton - Chester	Commercial	Commercial	Commercial	Commercial	Agreement	Commercial	No Service
4, 4S	Mold - Buckley - Drury - Hawarden - Broughton - Chester	Commercial	Commercial	Commercial	Commercial	Agreement	Commercial	Commercial
4B	Mold - New Brighton - Buckley - Hawarden - Chester EARLY BIRD	Commercial	Commercial	No Service	No Service	No Service	Commercial	No Service
6	Chester - ASDA - Shotton - Connah's Quay - Mold - Pantymwyn	De-minimis Agreement	Agreement	Agreement	Commercial	No Service	Agreement	No Service
7, 7X	Mold - Buckley - Ewloe - Queensferry - Shotton - Deeside College	Subsidised	Contract	Contract	No Service	No Service	No Service	No Service
9, X9	Mold - Connah's Quay - Queensferry - Chester	Commercial	Commercial	Commercial	Commercial	No Service	Commercial	No Service
10	Chester - Shotton - Connah's Quay	De-minimis Agreement	Commercial	Commercial	Commercial	Agreement	Commercial	Agreement
11	Holywell - Flint - Connah's Quay - Hawarden - Broughton - Chester	Subsidised	Commercial	Commercial	Commercial	Contract	Commercial	No Service
11F, 11G, 11M, 11X	Rhyl - Holywell	Subsidised	Commercial	Commercial	Commercial	Contract	Commercial	No Service
12	Chester - Broughton - Mancot - Deeside Hospital - Connah's Quay	De-minimis Agreement	Agreement	Agreement	Agreement	Agreement	Agreement	No Service
13	Loggerheads - Mold - Penyffordd - Chester	Subsidised	No Service	No Service	No Service	No Service	No Service	Contract
14	Mold - Caerwys - Bodfari - Denbigh	Subsidised	Contract	Contract	Contract	Contract	Contract	No Service
14A	Holywell - Carmel - Gorsedd - Babell - Caerwys - Afonwen - Denbigh	Commercial	No Service	Commercial	Commercial	No Service	No Service	No Service
14C	Holywell - Lixwm - Cilcain - Mold - RURALrider	Commercial	No Service	Contract	Commercial	No Service	Commercial	No Service
16	Chester - Lache - Saltney	Commercial	Commercial	Commercial	Commercial	Commercial	Commercial	Commercial
18	Flint Corist - Holywell - Penyffordd - Prestatyn - Rhyl	De-minimis Agreement	Agreement	Agreement	Agreement	No Service	Agreement	No Service
X15	Mold - Flint - Greenfield - (Rhewl)	Commercial	No Service	Commercial	Commercial	No Service	Commercial	No Service
19	Flint Corist - Holywell - Berthengam - Prestatyn - Rhyl	De-minimis Agreement	No Service	Agreement	Agreement	No Service	Agreement	No Service
20	Holywell - Greenfield - Flint - Shotton - Deeside Ind. Park	De-minimis Agreement	Agreement	No Service	Agreement	No Service	No Service	No Service
22, 22	Holway - Pen-y-Maes / Brynford - Holway	De-minimis Agreement	Agreement	Commercial	Commercial	No Service	Commercial	No Service
23	Greenfield - Holywell Hospital	De-minimis Agreement	No Service	No Service	Contract	No Service	No Service	No Service
23, 24, 25	Penyffordd - Castell Alun High School, Hope & Connah's Quay - Flint - Buckley to Yale College	Subsidised	No Service	Contract	No Service	No Service	No Service	No Service
26, 27	Mold - Leeswood - Caergwrle - Maelor Hospital - Wrexham	Commercial	Agreement	Commercial	Commercial	Commercial	Commercial	No Service
28	Wrexham - Penyffordd - Buckley - Mold - Northop - Flint	De-minimis Agreement	Agreement	Commercial	Commercial	No Service	Commercial	No Service
28X	Holywell - Flint - Northop - Mold	Subsidised	Contract	Commercial	Commercial	No Service	Commercial	No Service
40	Mold - Nercwys - Treuddyn - Llanfynydd - Ffrith - Cymau - Wrexham	De-minimis Agreement	Agreement	Commercial	Commercial	Commercial	Commercial	No Service
99	Sandycroft - Connah's Quay - Mold	Subsidised	Contract	Contract	No Service	No Service	No Service	No Service
110	Aston - Ewloe - Northop Hall - Northop - Sychdyn - Mold	De-minimis Agreement	No Service	Agreement	No Service	No Service	No Service	No Service
124	Holywell - Rhosesmor - Lixwm - Brynford - Holywell (Circular)	Subsidised	No Service	Contract	Contract	No Service	No Service	No Service
126	Holywell - Pentre Halkyn - Rhosesmor - Mold	De-minimis Agreement	No Service	Agreement	Agreement	No Service	Agreement	No Service
127	Mold - Rhosesmor - Lixwm - Brynford - Pantasaph - Holway	De-minimis Agreement	Agreement	Agreement	No Service	No Service	No Service	No Service
389	Sandycroft - Mancot - Garden City - Queensferry - Venerable Edward Morgan School, Shotton	Subsidised	No Service	Contract	No Service	No Service	No Service	No Service
811	Leasowe / Arrowe Park - Deeside Ind. Park - Broughton	Subsidised	Contract	Contract	Contract	Contract	Contract	No Service
A	Buckley Station - Precinct Way - Southdown	Subsidised	No Service	Contract	Contract	No Service	Contract	No Service
DB1	Mold - Treuddyn / Leeswood - Higher Kinnerton - Chester - Blacon	Subsidised	Contract	Contract	Contract	No Service	Contract	No Service
DB2	Chester - Curzon Park - Saltney Ferry	Subsidised	No Service	Contract	Contract	No Service	Contract	No Service
D42	Mold - Caergwrle - Wrexham RURALrider	Subsidised	No Service	No Service	No Service	Contract	Contract	Contract
SP1/SP2	Mold - Buckley - Queensferry - Deeside Industrial Park - Ellesmere Port	De-minimis Agreement	Agreement	Agreement	Agreement	No Service	Agreement	No Service
X44	Mold - Buckley - Hawarden - Chester Business Park - Chester	De-minimis Agreement	Agreement	Agreement	Commercial	No Service	Agreement	No Service
X55	Mold - Buckley - Hawarden - Chester Business Park - Chester	De-minimis Agreement	Agreement	Agreement	Commercial	No Service	Agreement	No Service

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Appendix 2

A POLICY FOR SUBSIDISED BUS SERVICES IN FLINTSHIRE

APRIL 2013

DRAFT

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1.00   Introduction

1.01   This area of Policy covers public transport that the Council directly funds i.e. its subsidised bus network; Community Transport is currently not in scope. The Policy sets out the Council's criteria for supporting public transport; and does not cover the provision of concessionary bus fares.

1.02   The Policy recognises the ongoing need for our residents to access important services, supports the local economy, and also contributes to carbon reduction. Crucially, it recognises the very challenging economic climate. The Policy therefore seeks to ensure that the Council prioritise its financial support where it is most needed.

2.00   Legislative Background

2.01   Some of the bus services in Flintshire are operated commercially, by a variety of bus operators. This means that services are "registered" by the operator with the Traffic Commissioner, and the company receives no subsidy at all. In essence, commercial services have to be self funding i.e. income from fares exceeds the cost of operating them. These will tend to be daytime services on busy traffic corridors.

2.02   The remainder of services are known as "socially necessary" services. These can be in two forms – either providing a bus service in an area where no commercial service exists, or alternatively, operating over daytime commercial routes at times when they would generally not be viable (such as early morning, evening and Sundays), or where there is insufficient capacity on existing services.

2.03   There is no statutory duty upon the Council to provide local bus services or any other form of public transport but the authority does have a statutory duty under the 1985 Transport Act to keep the bus network under review, and intervene where it feels appropriate. This basically means that all subsidised services are provided on a discretionary basis.

3.00   National and Regional Context

3.01   Welsh Transport Policy Context

3.01.1   The Welsh Government published the Wales Transport Strategy in 2008. The strategic priorities are as follows;

- Reducing greenhouse gas emissions and other environmental impacts

- Integrating local transport

- Improving access between key settlements and sites

- Enhancing international connectivity; and

- Increasing safety and security

3.02   In practical terms, the council's subsidised bus network contributes to all of the Welsh Government strategic priorities. There is no specific guidance as to the level of support an authority should give to its bus network.

3.03   Regional Transport Policy

3.03.1 The North Wales Regional Transport Plan was published by Taith in September 2009, as a requirement of the Wales Transport Act 2006. Taith is the joint board of the six North Wales Local Authorities working together to deliver improvements in transport provision across the region. Taith policies and objectives generally follow those of Welsh Government, with the addition of a number of relevant objectives such as:

3.03.2 - Seeking "Network Stability" agreements with bus operators to define levels and relative pricing of commercial and subsidised bus services to be provided through the Plan period

          - Developing innovative services such as community transport and Demand Responsive Transport

          - Promoting integration through consistent standards and ticketing

3.03.3 The Council will work collaboratively with transport operators to achieve stability wherever possible, and move to longer term contracts so services can be aligned more to commercial routes and quality further enhanced.

3.03.4 The Council will closely monitor the performance of subsidised services to ensure reliability of services and connections to other bus and rail routes, taking remedial action where necessary. As multi-operator go anywhere type tickets develop, the Council will ensure that these tickets are valid on our subsidised services, subject to appropriate reimbursement mechanisms and controls.

4.00   Support for Bus Services

4.01   Continuation of subsidised local bus services is crucial to ensure access to services, a healthier environment, and to support economic growth. The framework for provision of bus services, as set out in the 1985 Transport Act, is that the Council has no control over a large proportion of the bus network. Public transport is a business, and operators will only provide services where they can make a return on investment. Flintshire has a relatively good commercial day time service, but without support from the Council, there would be very little service beyond that core daytime service. With this in mind, the following are our main drivers for intervention:-

4.02   - Supporting bus services to improve accessibility to key services, sustainability and promote economic growth

          - Supporting bus services to contribute to the viability of the core commercial transport network

- Supporting bus services to fill significant gaps in the network, within the agreed criteria, and within agreed budget.

5.00   What type of services do we support?

5.01   The following are the types of bus services the council will support, where value for money can be achieved, funding is available, and there are no viable alternatives:-

5.02   - Early morning services, usually provided before the normal morning rush hour, for those working early shifts.

- Evening services, usually provided after the afternoon rush hour, through to late at night.

- Sunday and Bank Holiday, traditionally on the same routes as weekday services

- Services linking rural communities with each other and local town centre.(s)

- Daytime services, in and around our local town centres, where no commercial bus services exist

- Experimental bus services to support economic growth, promote tourism, or meet other identified unmet demand.

6.00   Framework for Reviewing Bus Services

6.01   It is suggested that the framework below is used to determine which services should continue to be supported: -

6.02   Use Red/Amber/Green analysis of cost per passenger to identify low performing services in first instance as shown in **8.00** below.

6.03   Generally, the best barometer of effectiveness is subsidy per passenger. This is calculated by dividing the annual cost to the public purse by the total number of passengers. Most authorities do monitor subsidy per passenger, and many have withdrawn services over a certain level of subsidy. The key principle of intervention would be that for services where the subsidy per trip exceeds a specific level a detailed review would be undertaken and remedial action taken. It should be recognised that in exceptional cases, cost per passenger will not necessarily determine whether a service should be subsidised (see 6.07)

6.04   Analyse those services against the passenger travel needs outlined below: -

a. **Accessibility** – Bus service provides access to key essential services e.g. healthcare, education, shopping and reduces social exclusion

b. **Economic Regeneration** – Bus Service provides access to main employment areas and supports economic regeneration by providing a

way for business to access the workforce they need

    c. **Integration** - Integration with other modes of transport and connections with other main bus services

    d. **Sustainability** – Consider whether bus service is providing an attractive alternative to the private car and whether it has contributed towards reducing the numbers of cars on the road and reducing carbon dioxide emissions

    e. **Safety and Security** – Bus service provides a safer mode of transport than the private car, both for passengers and for other road users and pedestrians e.g. some school journeys

6.05   Where the cost per passenger is low / passenger numbers are high and the passenger travel needs are justified, re tender the service periodically.

6.06   Where the cost per passenger is low / passenger numbers are high, but the passenger travel needs are not justified, work with bus operators to deliver efficiencies and/or seek to commercialise

6.07   Where the cost per passenger is high / passenger numbers are low, but the passenger travel needs are justified, seek alternative transport solutions and/or re-tender to ascertain whether cost per passenger can be reduced

6.08   Where the cost per passenger is high / passenger numbers are low, but the passenger travel needs are not justified, withdraw services

7.00   **Aims and Objectives:**

As budgets come under increasing pressure it is essential that such a decision making framework is used consistently in order to:

- To monitor the effectiveness of existing services
- To decide which services should be withdrawn/reviewed, where there is a risk of budget overspend
- To determine what to do in the case of:-
  - Local bus contracts which are terminated early (perhaps due to rising costs)
  - Important commercial services are de-registered by operators (this is an ever increasing scenario as bus operators strive to control costs whilst faced with reduced passenger numbers)
- To test identified unmet demand

8.00 Red-Amber-Green Analysis

8.01 The following are examples where the Red-Amber-Green analysis would be used to determine the level of council intervention:

Subsidy per passenger		Action
Green	Services are ranked green where subsidy per passenger trip is £2.00 or less	Service is considered good value for money and continues, performance is monitored, contract is proactively managed to continue to identify opportunities for improvement
Amber	Services are ranked amber where subsidy per passenger is between £2.01 and £5.00.	Service is placed under review, and remains under review whilst in amber category. This involves proactive work with operator to improve patronage or reduce costs, alternatives are examined, journey purpose is understood, services are integrated with other bus services, affected community and users are made aware of status in order to raise awareness and enlist support.
Red	Services are ranked red where subsidy per passenger trip exceeds £5.00.	Action required. Services will not be allowed to continue long term at this level of subsidy. Actions may include one or combination of; withdrawal of the service, curtailment of the route, reduction in frequency or number of journeys, or integrating it with another route. This is after on vehicle checks to confirm passenger numbers, appropriate notice is given to affected users, and alternatives (such as Community Transport) communicated

9.00 Managing the subsidised network

9.01 Financial pressures and increasing demand, means that it is more important than ever to manage the subsidised bus network, to ensure the Policy is followed and value for money is achieved. Management of the network will include:-

- Collation of up to date electronic passenger information data

-Regular 'on bus' surveys to validate reported passenger levels, and also monitor quality of service and contract compliance.

-Producing subsidy per passenger league tables.

-Constantly Reviewing subsidised services to determine where better alternatives may exist on commercial services

-Encouraging operators to register to operate subsidised services on a commercial basis, where subsidy per passenger is very low.

-Working with local communities and operators to promote services to encourage greater patronage.

9.02 Specifically, where services are in the red category, the following actions will be taken:-

- All affected journeys will be surveyed in detail to validate patronage levels, evaluate options for passengers and understand journey purpose.
- Officers will examine options to reduce costs through curtailment of the service, reductions in frequency and reductions in total number of journeys, exploring alternative transport solutions.
- Consultation on options will be undertaken with affected Members and Town and Community Councils.
- Giving notice on final course of action to passengers and stakeholders

9.03 In order to allow thorough scrutiny of performance of the network, and actions taken, the following actions will be followed.

- Environment Overview and Scrutiny Committee will review service performance tables annually, including the actions taken by officers to improve the performance of services.

10.00 Fares on subsidised services

10.01 The Council has no control over fares on commercial services. However it has the power to set fares on subsidised services. Council officers will analyse commercial fare levels on a quarterly basis, and ensure subsidised fare levels on each service are closely aligned. This applies for Adult and Child fares. Holders of Welsh Concessionary Travel Passes (over 60's and those who qualify as a result of a disability) are afforded free travel within the current All Wales Concessionary Travel Scheme.

10.02 The Council supports the development of multi modal, go anywhere type ticketing, and will ensure that as these are introduced, they are available for use on Council subsidised services.

11.00 Marketing Strategy for Contracted Bus Services

11.01   Aims and objectives: -

- To increase patronage
- To raise awareness of travel choices
- To promote public transport as a viable alternative to the private car
- To change common misconceptions

11.02   The SWOT analysis below considers internal (strengths and weaknesses) and external (opportunities and threats), which will need to be taken into account when marketing / promoting bus services

Strengths	**Weaknesses**
• Biggest change to public transport in Flintshire for many years • Strong commercial network with improved service frequencies and reliability/punctuality • Vehicle quality and design - newer, modern accessible low-floor vehicles on most routes • Concessionary travel has increased patronage (over-60s and disabled passengers) • Infrastructure improvements – bus stops, shelters, bus stations etc. • Partnership working e.g. externally with neighbouring Local Authorities, bus companies, Health Board and internally with planning, regeneration, education, tourism	• Lack of awareness of where to access information about bus services • Historically, public transport has a poor image e.g. fear of crime, security, anti-social behaviour • Continuous monitoring and review of services • Changes to timetables by commercial bus companies do not always coincide with Council's production of publicity for services • Real Time Information system reliability • Integrated public transport information and ticketing (between modes of transport)
Opportunities	**Threats**
• New technology e.g. internet, social networking sites (Twitter, Facebook), radio/TV/newspaper • Current review will raise the profile of bus services generally • Commercial operators have strong branding and marketing e.g. Arriva • Change of perception – positive experience and socially more responsible in terms of effects on environment • New ticketing initiatives e.g. GoCymru • Advertise on bus backs, radio drive time (e.g. sponsor traffic bulletins) • Integration of modes of transport	• No control over commercial bus fares • Funding cuts • Hospital closures could affect some services • Car use – most people aspire to owning and driving a car and see it as more convenient and quicker • Social exclusion in more remote, rural areas

11.03   Target Audience to include the following: -

- Existing passengers
- Concessionary travel pass holders (over-60 & some categories of disabled)
- Businesses and large employers located along bus routes
- Colleges/Schools & Young people – aim to encourage bus use at an early age so that they continue
- Shopping Centres/Business Parks/large supermarkets
- Car users e.g. commuters/students who have access to a car on a daily

basis
- Leisure Users i.e. occasional users for shopping/leisure trips
- Tourists and Visitors

11.04   The above market to be targeted by way of: -

- Research & Consultation – questionnaires, bus users' surgeries, map of where large employers, schools, colleges and hospitals are located, on-bus surveys, data gathering from ticket machine reports
- Promotional material that includes timetable booklets, leaflets for large employers, posters, flyers to residents along certain corridors, newsletters to user groups etc.
- Internet – FCC website, Traveline Cymru, social networking sites (E.g. Twitter, Facebook)
- Other technology – radio/TV marketing campaigns
- Branding – vehicle livery, single design for promotional material
- Ticketing – place, price, promotion

<u>FLINTSHIRE COUNTY COUNCIL</u>

<u>REPORT TO:</u>   <u>CABINET</u>

<u>DATE:</u>   <u>TUESDAY, 23 APRIL 2013</u>

<u>REPORT BY:</u>   <u>CHIEF EXECUTIVE</u>

<u>SUBJECT:</u>   <u>REVIEW OF THE RESPONSE TO THE RECENT SEVERE WEATHER</u>

1.00   PURPOSE OF REPORT

1.01   To summarise the operational response of the Council and its partners to the recent severe late winter weather (21 March onwards), to outline the measures and costs of recovery and repair, and to invite member comment to complete a local debrief and learning exercise.

2.00   BACKGROUND

2.01   North East Wales was affected by heavy late winter snowfall and freezing temperatures for a spell starting, overnight, on Thursday 21 March. The snowfall was the heaviest and most prolonged for around 30 years according to records. The prolonged and repeated snowfall, coupled with freezing temperatures, caused severe disruption and considerable damage to roads, boundaries, trees and buildings.

3.00   CONSIDERATIONS

3.01   The Council responded by enacting its business continuity plans for critical services and worked with its partners, including Health and the emergency services, to prevent and manage incidents, and to ensure safe passage for emergency vehicles. The key business continuity plans were for the Streetscene and highways services, social services, housing repair and maintenance services, and supporting services such as ICT and communications. Council services and resources were stretched with considerable demands, and such was the risk and the widespread disruption that a regional Silver Command was called and overseen by North Wales Police to manage the situation and co-ordinate activities in response.

3.02   A full debrief of the operational phase (during the snowfall) and recovery phase (returning to normality once the snowfall had ended) is being completed with an assessment of how well we performed corporately in preparing and in co-ordinating our response; how effective we were in implementing our specific service business continuity plans; how our partners organisations responded with the Council e.g. the emergency services; the effectiveness of national weather forecasting and information; the timeliness and effectiveness of regional emergency command and co-ordination; the timeliness

and effectiveness of public and workforce communications; advice to the public for community and individual preparation for future winters given weather volatility and expectations for responsive community action possibly in liaison with town and community councils. Business continuity plans will be reviewed and learning applied.

3.03 Overall, the response of the Council was effective in exceptional climatic conditions, a fuller verbal report will be made at the meeting of the Cabinet. A number of operational teams performed exceptionally with dedication to maintain critical services.

3.04 The costs of the operational period were considerable and will exceed budget provision and will need to be met corporately as a special incident. The costs of the recovery period will equally be considerable, notably in road carriageway repair, boundary fence reinstatement and tree repair and clearance, and council housing repairs and will need to be met corporately as a special incident. Contact has been made with Welsh Government for possible financial assistance under the national emergencies scheme.

4.00   RECOMMENDATIONS

4.01 That the debrief report be noted.

4.02 That elected members and town and community councils be sent a copy of a debrief report with the options for structured feedback to share experiences and possible future solutions to support the business continuity plans.

4.03 That the Chief Executive in consultation with the Leader be given delegated authority to authorise additional expenditure, within overall available resources, for the emergency costs of the operational and recovery phases.

5.00   FINANCIAL IMPLICATIONS

5.01 There are considerable financial implications, which are still being costed, as set out above.

6.00   ANTI POVERTY IMPACT

None

7.00   ENVIRONMENTAL IMPACT

As per the report.

8.00   EQUALITIES IMPACT

None

9.00   PERSONNEL IMPLICATIONS

The full debrief will include communication with the workforce and its preparedness for future severe weather incidents.

10.00 <u>**CONSULTATION REQUIRED**</u>
None
11.00 <u>**CONSULTATION UNDERTAKEN**</u>

None
12.00 <u>**APPENDICES**</u>

None

<u>**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985**</u>
<u>**BACKGROUND DOCUMENTS**</u>

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **SETTING PERFORMANCE TARGETS FOR 2013/14**

1.00   PURPOSE OF REPORT

1.01   To endorse the review of targets by: -

- reclassifying targets to reset our Improvement Targets;

- endorsing the targets set for 2013/14;

- endorsing the aspirational targets.

1.02   To incorporate the new set of Improvement Targets within service plans for 2013/14.

1.03   To note the changes to the national performance data sets for 2013/14.

1.04   To note that further in-year challenge will be undertaken.

2.00   BACKGROUND

2.01   The performance targets referred to in this report (Appendices 1 and 2) comprise: -

- Local indicators set by the council as meaningful to monitor performance over and above the prescribed measures;

- National strategic indicators (NSI) as prescribed by the Welsh Government (WG); and

- The national performance management framework (PMF) as prescribed by the Welsh Local Government Association (WLGA). As reported to the Executive 12 April 2011, this has effectively been split in two; a small set of outcome focussed public accountability measures (PAM); and the remainder retained, as appropriate and where valued by authorities and professional groups, as service improvement data (SID).

2.02   The established system of categorising targets (described below) has been applied to these indicators: -

- **improvement target** - where performance is currently unsatisfactory;

- **incremental target** - where a marginal improvement in performance is sought as a business objective where performance is currently satisfactory;

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

- **management information** - targets that the authority may have little or no control over but the information is useful to know (proxy indicators) or the inability to determine or compare performance trends.

3.00   CONSIDERATIONS

3.01   To reflect the approach to reviewing targets as endorsed by Executive 16 November 2010: -

- targets are set once each year and included in service plans;

- the review and categorisation of targets is undertaken annually by Cabinet, with advice by Overview and Scrutiny, with no alterations made to classifications outside of this time without specific reporting and explanation;

- consistent referencing is used in all reports (i.e. the national references supplemented by a separate referencing system for local measures);

- all improvement targets set will be supported by an action plan;

- all quarterly performance reports will include progress against the 'Improvement' Targets as well as listing those that are only reported annually; and

- any changes to national data sets to be reported to Cabinet as soon as practicable after WG/WLGA have published the sets, (usually undertaken on an annual basis). A summary of changes for 2013/14 are attached as Appendix 3.

3.02   The review of targets includes consideration of the target for 2013/14 and a longer-term 'aspirational' target.

3.03   The review of the categorisation and setting of targets has been undertaken by Heads of Service. Briefings including a challenge of these proposals has been undertaken by Overview and Scrutiny Chairs and Vice Chairs during March 2013.

3.04   A schedule of the proposed improvement targets for 2013/14 is attached at Appendix 1. In summary the proposals are listed below, but the overall effect on the number of Improvement Targets will be a nett increase of 4 (from 44 to 48): -

- 27 newly classified Improvement Targets, including: -

    o 17 new performance indicators (mainly annual education indicators); and

    o 10 reclassified as Improvement Targets (9 Incremental and 1 Maintenance)

- 18 Improvement Targets were reclassified as shown in Appendix 2, (9 to Maintenance, 7 to Incremental, 2 to Management Information);

- Six Improvement Targets have been deleted. These are summarised as follows: -

    o 3 were national PIs which were no longer considered useful. Two of the PIs are Service Improvement Data and therefore do not need to be reported. One was a PAM &NSI, but this was dropped from the national PAM and NSI sets during 2012-13.

    o 3 were local indicators which were also considered to no longer be useful.

    o 3 have had new local replacement indicators proposed and 1 is to have a new local indicator developed to replace it.

3.05   A list of the 22 Improvement Targets for 2012/13 which have been either reclassified or deleted are detailed with a brief explanation in Appendix 2.

3.06   During briefing sessions held with officers and the Overview and Scrutiny Chairs and Vice Chairs the following points were raised:-

3.06.1 Social & Health

- The 2013/14 and aspirational targets for the adaptation indicators (PSR/009a & b) where a DFG is used. It was resolved that the aspirational target would be 322 days for both adaptations for adults and children and that the 2013/14 target for adults would be reduced from 350 days to 345 days. Despite this agreed reduction, it has been requested that Cabinet note concerns regarding the past progress and lack of aspiration.

- The 2013/14 target for SCC/004 (looked after children with 3 or more placements during the year) had been proposed as 'below 9%' when the target had previously been 'below 5%' for a number of years, although it has never been achieved. The Service are also proposing the target be reclassified from Maintenance to Improvement in recognition that there is work to be done in this area. Scrutiny were concerned that increasing the target would be to "move the goalposts". It was resolved that the proposed target for 2013/14 should be revised to 'below 7.5%'.

- The Service are proposing deletion of the national youth justice indicators and replacement with a set of local indicators relating to restorative justice. The proposed deletion of SCY/001a (percentage change in hours of education, training or employment young people receive whilst in the youth justice system – an Improvement Target) caused particular concern. Scrutiny felt that this indicator should be retained so there is a Youth Justice indicator which can be nationally benchmarked. The concerns held by the Service regarding the usefulness of this indicator were expressed along with the fact that as a 'SID' (Service Improvement Data) none of the Youth Justice services across Wales statutorily have to report this data. The Service has subsequently proposed that the indicator be reclassified as a Maintenance Target.

3.06.2 <u>Environment</u>

- Scrutiny expressed concern that the Regeneration indicators should be revisited as the balance is not quite right and it was felt that the Service is not challenging itself enough. The Service has agreed to consider this.

3.06.3 <u>Corporate Resources</u>

- Scrutiny requested that the 2013/14 targets for the time taken to process new claims and changes for Housing Benefit and Council Tax Benefit claims should be reduced as opposed to maintained, as performance is likely to be better than that targeted for 2012/13. The service has concerns that the impact of Welfare Reform on performance is currently unknown. As a result of this request the service is proposing a reduction to the target for new claims of 0.5 days (18 days down to 17.5 days) but that the target for changes to claims should remain the same at 9 days. Concern was also expressed by Scrutiny that the PIs should not be reclassified from Improvement to Incremental as this may lead to "taking our eye off the ball". The service has agreed to propose that both indicators remain Improvement Targets.

3.06.4 Lifelong Learning

- Two queries/challenges were raised by Scrutiny which have resulted in four Improvement Targets proposed for deletion being retained as Improvement Targets.

3.07 A full schedule of the outcomes of the target setting exercise for all performance indicators is available in the Members' Library.

3.08 The Improvement Targets are to be incorporated in the 2013/14 service plans.

3.09 Overview and Scrutiny Committees will undertake further detailed consideration of Improvement Targets and progress against their

action plans during monitoring and review of the quarterly performance reports.

3.10   The Improvement Plan for 2013/14 is under development and will be published in May following Cabinet and County Council endorsement. This plan will contain a range of performance 'evidence' for the priorities which can be measured over time and reported against periodically in our quarterly performance reports and annual reports.

3.11   The Council's corporate business and performance systems are under review with the aim of making them more fully integrated, specifically the review of the Improvement Priorities and their integration with the Strategic Register of Risks and Challenges (SARC), the alignment of the Improvement Priorities with the Medium Term Financial Plan, and the review and alignment of specific annual performance targets with the annual budget setting. For the latter, the robustness and the timing of the review of the classification of performance indicators and the targets of achievement set against them, will come into scope.

3.12   Further in-year challenge will be undertaken as a result of reviewing: -

- proposed changes to specific target sets e.g. Regeneration;

- particular stepped annual targets and aspirational targets; e.g. PSR/009a & b

- development of the Improvement Plan for 2013/14 and the review of business and performance systems set out in 3.10.

This will be reported to Cabinet in due course.

4.00   <u>RECOMMENDATIONS</u>

4.01   To endorse the review of targets by: -

- reclassifying targets to reset our Improvement Targets;

- endorsing the targets set for 2013/14;

- endorsing the aspirational targets.

4.02   To incorporate the new set of Improvement Targets within service plans for 2013/14.

4.03   To note the changes to the national performance data sets.

4.04   To note that further in-year challenge will be undertaken as a result of: -

- proposed changes to specific target sets;

- particular stepped annual targets and aspirational targets;

- development of the Improvement Plan 2013/14 and on-going

review and integration of business and performance systems.

5.00   FINANCIAL IMPLICATIONS

5.01   None directly related to this report.

6.00   ANTI POVERTY IMPACT

6.01   None directly related to this report.

7.00   ENVIRONMENTAL IMPACT

7.01   None directly related to this report.

8.00   EQUALITIES IMPACT

8.01   None directly related to this report.

9.00   PERSONNEL IMPLICATIONS

9.01   None directly related to this report.

10.00   CONSULTATION REQUIRED

10.01   Consultation within Directorates and internal and member review has been built into the process.

11.00   CONSULTATION UNDERTAKEN

11.01   Directorates have had an input into the methodology and timing.

12.00   APPENDICES

12.01   Appendix 1: Improvement Target Schedule
Appendix 2: Schedule of Reclassified / Deleted Improvement Targets
Appendix 3: National performance data sets for 2013/14

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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Email: vicki_c_robarts@flintshire.gov.uk

Improvement Targets 2013/14

Ref.	Short Description	Unit of Measure	2012/13 Target	2013/14 Target	Aspirational Target	Reclassified From	NSI / PAM / SID / Local
HUMAN RESOURCES							
CHR/002	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	No. of Working Days / Shifts per FTE	9.8	9.6	8.3	No Change	SID
REM3	Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100%	%	100	100	100	No Change	Local
CUSTOMER SERVICES							
CUSM1	Efficient Complaints Handling - The percentage of initial complaints responded to within 10 working days	%	80	80	85	No Change	Local
FINANCE							
DWP1L	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims	Days	18	17.5	15	No Change	Local
DWP2L	Time taken to process Housing Benefit (HB) and Council Tax Benefits (CTB) change events	Days	9	9	7	No Change	Local
CFH/006	The percentage of undisputed invoices which were paid within 30 days	%	95	95	98	Incremental	SID
ASSETS & TRANSPORTATION							
CMT/001	The percentage of total length of Rights of Way which are easy to use by members of the public	%	69	69	80	Incremental	SID
CRCLM1	Carbon Reduction Commitment	%	5	5	60 by 2021	New PI	Local
IA3.1L1	(Improvement Agreement 3.1) Increase the Standard Assessment Procedure (SAP) Rating in Council housing stock	Average SAP Rating	68	69	70	No Change	Local
THS/007	The percentage of adults aged 60+ who hold a concessionary travel pass	%	78	78	82	No Change	NSI

Ref.	Short Description	Unit of Measure	2012/13 Target	2013/14 Target	Aspirational Target	Reclassified From	NSI / PAM / SID / Local
PLANNING							
PLA/004a	The percentage of major planning applications determined during the year within 13 weeks	%	39	40	41	No Change	SID
PLA/004b	The percentage of minor planning applications determined during the year within 8 weeks	%	65	66	67	No Change	SID
PLA/004c	The percentage of householder planning applications determined during the year within 8 weeks	%	90	91	91	Incremental	SID
PLA/006	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	%	25	30	40	Incremental	PAM & NSI (Improvement Plan)
PUBLIC PROTECTION							
PSR/008	The percentage of high risk private sector dwellings improved to an acceptable level	%	75	75	100	No Change	SID
STREETSCENE							
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	%	92	95	96	Incremental	NSI
WMT/011	The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregation bio waste that is composted or treated biologically in another way	%	N/A	62	75	New PI	SID

Ref.	Short Description	Unit of Measure	2012/13 Target	2013/14 Target	Aspirational Target	Reclassified From	NSI / PAM / SID / Local
HOUSING							
PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	%	3	6	10	Incremental	NSI
HLS/014L	Average number of calendar days taken to let lettable units of permanent accommodation during the financial year	Calendar Days	42	35	28	No Change	Local
ADAPTATIONS							
PSR/009a	The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people	Calendar Days	350	345	322	No Change	SID
PSR/009b	The average number of calendar days taken to deliver a Disabled Facilities Grant for adults	Calendar Days	400	400	322	No Change	SID

Ref.	Short Description	Unit of Measure	2012/13 Target	2013/14 Target	Aspirational Target	Reclassified From	NSI / PAM / SID / Local
SOCIAL CARE FOR ADULTS							
SCALM1	Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement	%	Baseline Year	60	70	New PI	Local
SCA/018c	The percentage of carers of adults who were assessed or reassessed in their own right during the year who were provided with a service	%	60	65	75	No Change	SID
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	%	86	88	90	No Change	PAM
IA1.1L4	Number of adults receiving a personal budget for services via either a direct payment or citizen directed support	No. of adults	170	200	220	No Change	Local
SOCIAL SERVICES FOR CHILDREN							
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year	%	Below 5	Below 7.5	Below 5	Maintenance	NSI & PAM (Improvement Plan)
SCC/021	The percentage of looked after children reviews carried out within statutory timescales during the year	%	92	93	95	Incremental	SID
LIBRARIES							
LCL/001b	The number of visits to Public Libraries during the year, per 1,000 population	Visits	5750	5500	6048	New PI	NSI (Improvement Plan)

Ref.	Short Description	Unit of Measure	2012/13 Value (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Reclassified From	NSI / PAM / SID / Local
EDUCATION							
EDU/003	The percentage of learners achieving the Core Subject Indicator at Key Stage 2	%	81.3	81.7	86	Incremental	NSI & PAM
EDU/004	The percentage of learners achieving the Core Subject Indicator at Key Stage 3	%	76	77.2	83.6	Incremental	PAM
EDULM1	The percentage of learners achieving the Core Subject Indicator at Key Stage 4	%	57.6	62.3	66.3	New PI	Local
EDULM2	The percentage of learners achieving the Level 1 Threshold	%	95.6	96.7	97.2	New PI	Local
EDU/017	The percentage of learners achieving Level 2 Threshold inclusive of Mathematics and English or Welsh 1st Language	%	59.6	62.8	66.9	New PI	NSI
EDULM3	Improve performance of cohort of learners entitled to Free School Meals (FMS) to reduce the gap in performance of FSM and non FSM learners.	% & CPS (Capped Points Score	Level 1 = 89.5 Level 2+ = 26 CPS = 267.8	Level 1 = 93.8 Level 2+ = 48 CPS = 319.3	Level 1 = 94.6 Level 2+ = 53.9 CPS = 327.9	New PI	Local
EDULM4	Improve outcomes achieved by boys for CSI at each Key Stage (Level 2 Threshold including English/Welsh and Mathematics at Key Stage 4)	%	KS4 = 55 KS3 = 73.7 KS2 = 77.6	KS4 = 61 KS3 = 75 KS2 = 80.5	KS4 = 64.9 KS3 = 81.9 KS2 = 83.5	New PI	Local
EDULM5a	Improve outcomes in Mathematics	%	KS4 = 69.4 KS3 = 83.9 KS2 = 86.3	KS4 = 71.5 KS3 = 85.1 KS2 = 86	KS4 = 73.7 KS3 = 88.8 KS2 = 89.8	New PI	Local
EDULM5b	Improve outcomes in English	%	KS4 = 69.2 KS3 = 83.1 KS2 = 83.8	KS4 = 75.1 KS3 = 84.7 KS2 = 85.4	KS4 = 76.4 KS3 = 88.1 KS2 = 88	New PI	Local
EDULM5c	Improve outcomes in Welsh (first language)	%	KS4 = 61.8 KS3 = 67.9 KS2 = 78.9	KS4 = 73 KS3 = 80 KS2 = 86.5	KS4 = 73 KS3 = 80 KS2 = 87.5	New PI	Local
EDU/011	The average point score for pupils aged 15 at the preceding 31st August, in schools maintained by the local authority	Points Score	509	496	550	No Change	PAM & NSI

Ref.	Short Description	Unit of Measure	2012/13 Value (Summer 2012)	2013/14 Target (Summer 2013	Aspirational Target (Summer 2015)	Reclassified From	NSI / PAM / SID / Local
EDULM6	Improvement of outcomes in Capped Points Score, including increasing the proportion of A* and A grades	Points Score	336.8	339.5	354.1	New PI	Local
EDULM8a	The number of school days lost due to fixed-term exclusions during the academic year, in primary schools	School Days	99	94	85	New PI	Local
EDULM8b	The number of school days lost due to fixed-term exclusions during the academic year, in secondary schools	School Days	509	460	360	New PI	Local
EDULM9	Reduce the frequency of fixed term exclusions of six days or more	No. of exclusions	KS4 = 25 KS3 = 14 KS2 = 9 FP = 0	KS4 = 23 KS3 = 10 KS2 = 6 FP = 0	KS4 = 18 KS3 = 7 KS2 = 4 FP = 0	New PI	Local
EDU/002ii	The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31st August that leave compulsory education, training or work based learning without an approved external qualification	%	10	0	0	No Change	NSI
SCC/035	The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment	%	25%	35%	33%	No Change	SID
SCC/036	The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the core Subject Indicator, as determined by Teacher assessment	%	40%	60%	60%	No Change	SID
SCC/037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	Points Score	186	186	TBC	No Change	NSI
EDULM11	Decrease the percentage of learners who are NEET (Yr 11)	%	2.3	2.2	2	New PI	Local

Schedule of Improvement Targets which have been proposed for reclassification/deletion

Ref.	Short Description	Target Classification (proposed)	NSI / PAM / SID / Local	Reason for Reclassification / Deletion
SOCIAL SERVICES FOR CHILDREN				
SCC/034	The percentage of child protection reviews carried out within statutory timescales during the year. ** Ranked 8th in Wales for 2011/12*	Incremental	SID	Consistent performance has been achieved for this performance indicator and good progression is being made towards the aspirational target.
SCC/025 **(IP)**	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations. ** Ranked 18th in Wales for 2011/12*	Maintenance	PAM	Performance is currently at 95% so far for 2012/13, the quarter 3 performance was 94%. Performance for 2011/12 was 79.98%.
SCC/030a	The percentage of young carers known to Social Services who were assessed. ** Ranked Joint 1st in Wales for 2011/12*	Maintenance	PAM	Performance has improved with new processes in place with Barnardos. The Service is confident that it will be able to maintain this good performance going forward, and have proposed a maintenance target which reflects the reality of working with young carers who may not always choose to accept services.
SCC/030b	The percentage of young carers known to Social Services who were provided with a service. ** Ranked Joint 1st in Wales for 2011/12*	Maintenance	SID	

Ref.	Short Description	Target Classification (proposed)	NSI / PAM / SID / Local	Reason for Reclassification / Deletion
SCY/001a	The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by: children and young people of statutory school age * Ranked 6th in Wales for 2011/12	Maintenance	SID	This is a performance measure the service has had concerns about with regard to the its usefulness for a number of reasons, including the following: The indicator looks at the number of hours in ETE the day before the start of a statutory order, and then compares it with the hours of ETE the day before the order ends. It does not take into account any ETE undertaken between these dates. The indicator only looks at young people whose statutory order is completed in the quarter. In quarters where very few orders have been completed, any reduction in ETE hours by a single young person can have a huge effect on the final figure. Although this is a PI still used by the YJB, the Youth Justice Service is not the education provider, and can only assist young people in accessing ETE opportunities.
SOCIAL CARE FOR ADULTS				
PSR/006L	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used (under £500).	Incremental	Local	Performance has been positive so far during 2012/13, but in the short term this indicator will be impacted by staffing levels and the effect of TSSA so large improvements are less achievable.

Ref.	Short Description	Target Classification (proposed)	NSI / PAM / SID / Local	Reason for Reclassification / Deletion
		HOUSING		
HLS/006aL	The total amount of rent collected during the financial year from current and former tenants as a percentage of the total rent collectable for the financial year, in Permanent accommodation.	Maintenance	Local	Although progress has been made on this indicator this year, Welfare Reform including the 'bedroom tax' threatens some tenants ability to pay. Although some tenants are prepared to downsize to mitigate against this we do not have the housing stock to accommodate this.
HLS/013L	The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year.	Incremental	Local	Steady and sustained improvement has been made on this indicator and should continue as the service strives towards improving letting times.
HLS/010cL	Average number of calendar days taken to complete non-urgent repairs.	Incremental	Local	Much improvement has been made on this indicator during 2012/13 but continuing improvements in performance will depend on levels of emergency and urgent repairs.

Ref.	Short Description	Target Classification (proposed)	NSI / PAM / SID / Local	Reason for Reclassification / Deletion
ASSETS & TRANSPORTATION				
EEF/002ai **(IP)**	The percentage change in carbon dioxide emissions in the non domestic public building stock ** Ranked 12th in Wales for 2011/12*	Delete	NSI & PAM	This PI has been dropped as an NSI and PAM nationally. It has been proposed that this PI should be deleted and replaced with a new local indicator for the Carbon Reduction Commitment.
PLANNING				
PLA/005	The percentage of enforcement cases resolved during the year within 12 weeks of receipt ** Ranked 9th in Wales for 2011/12*	Incremental	SID	There is need for period of stability and time to reflect the national average, following strong recent progress in this area.
PUBLIC PROTECTION				
PPN/008i	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self assessment questionnaire during the year for Trading Standards. ** Ranked 4th in Wales for 2011/12*	Maintenance	SID	Although a higher level of performance has previously been achieved, the service is seeking to maintain a level of at least 75% going forward.
PSR/007c	Of the Houses in Multiple Occupation known to the local authority, the percentage that: are subject to enforcement activity	Management Information	SID	As this PI varies across the Country in respect of whether good performance is higher or lower, it is proposed that this PI is reclassified as Management Information.
IA4.2L3	Develop targets for increasing satisfaction levels by 5% per year over baseline overall Satisfaction Rate of 78% identified in 2009/10.	Delete	Local	The service is currently awaiting the outcome of a recent survey that has been extended to cover previously untargeted customers and it is likely that this will have a significant effect on future target levels. Therefore a new PI will be developed to replace this one.

Ref.	Short Description	Target Classification (proposed)	NSI / PAM / SID / Local	Reason for Reclassification / Deletion
EDUCATION				
EDU/002aiL	The number of pupils (including those in local authority care) in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	Delete	Local	This figure is the numerator for EDU/002i and therefore forms part of the calculation for EDU/002i. This figure can be reported as part of the contextual information for EDU/002i.
EDU/002i	Reduce the percentage of learners leaving education without a recognised qualification. ** Ranked joint 5th in Wales for 2011/12*	Maintenance	PAM & NSI	Maintain performance at least at the present good level.
EDU/015b	The percentage of final statements of special education need issued within 26 weeks, excluding exceptions ** Ranked Joint 1st in Wales for 2011/12*	Maintenance	NSI	Propose the classification should be changed to Maintenance in consideration of the previous good levels of performance which are expected to continue.
EDU/009a	The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year	Maintenance	SID	If 0% exclusions are achieved as the Authority is targeting then this PI will be of no value.
EDU/002aiiL	The number of pupils in local authority care in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	Delete	Local	This figure is the numerator for EDU/002i and therefore forms part of the calculation for EDU/002ii. This figure can be reported as part of the contextual information for EDU/002ii.

Ref.	Short Description	Target Classification (proposed)	NSI / PAM / SID / Local	Reason for Reclassification / Deletion
SCC/002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months. *Ranked 8th in Wales for 2011/12*	Management Information	NSI	Proposed reclassification to Management Information due to the lack of direct control the authority has over performance.
FINANCE				
DWP1L	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims	Incremental	Local	It is difficult to assess the effect of Welfare Reform on the performance targets for Benefits and therefore they have been kept the same for 2013/14 but incremental improvements are sought aspirationally.
DWP2L	Time taken to process Housing Benefit (HB) and Council Tax Benefits (CTB) change events	Incremental	Local	

Appendix 3

Public Accountability Measures (PAM's) Indicator amendments for 2013-14

All year references have been updated to reflect the reporting year.
No additional changes have been made to the indicators.

National Strategic Indicators (NSI's) amendments for 2013-14

All year references have been updated to reflect the reporting year.
Revisions to guidance have been included.
No additional changes have been made to the indicators.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **REVENUE BUDGET MONITORING 2012/13 (MONTH 10)**

1.00   PURPOSE OF REPORT

1.01   To provide members with the most up to date revenue budget monitoring information (Month 10) for the Council Fund and the Housing Revenue Account in 2012/13.

1.02   **INDEX OF CONTENTS**

2.00   EXECUTIVE SUMMARY

2.01   Members are requested to note the projected year end position as estimated at Month 10 which is :

- Council Fund - Net underspend of £1.305m (£0.856m underspend at Month 9)

- Housing Revenue Account - Net underspend of £0.491m (£0.471m underspend at Month 9)

3.00 CONSIDERATIONS

3.01 The table below shows a projected in-year underspend of £1.305m :-

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
Directorates								
Community Services	58.437	58.469	(1.382)	(1.813)	(0.592)	(0.947)	(0.790)	(0.866)
Environment	31.794	32.487	(0.052)	(0.059)	(0.052)	(0.059)	-	-
Lifelong Learning	109.219	109.935	0.674	0.724	1.216	1.240	(0.542)	(0.516)
Corporate Services	17.469	17.649	0.251	0.180	0.251	0.180	-	-
Total Directorates	216.919	218.540	(0.509)	(0.968)	0.823	0.414	(1.332)	(1.382)
Central and Corporate Finance	25.759	24.138	(0.347)	(0.337)	(0.347)	(0.337)	-	-
Total	242.678	242.678	(0.856)	(1.305)	0.476	0.077	(1.332)	(1.382)

3.02 It is important to note that the projection above does not take into account any additional costs associated with the extreme weather conditions at the end of March, the impact of which will be reported in future monitoring reports.

3.03 The Original Budget column reflects the budget approved by Council on the 1st March 2012. The Revised Budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.

3.04 The significant in-year projected variances to date are detailed in Appendices 2 - 6 (Council Fund) and Appendix 8 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided. The significant changes for the Council Fund from Month 9 are detailed in Appendix 1.

3.05 In line with the management commitment to reduce the projected in-year overspend there has been progressive improvement in the projected outturn position since a projected overspend of £1.053m was reported to Cabinet on 18th September 2012 within the Month 3 budget monitoring report.

RISKS / ASSUMPTIONS

3.06 In addition to the effects of the extreme weather at the end of March (see 3.02) the in-year over / (under) spends shown in the table at paragraph 3.01 reflect the following risks and assumptions :-

1. **Community Services**

- Social Services for Adults
  - o Occupational Therapy service - increased demand
- Social Services for Children
  - o Out of county placements - demand led with volatility influenced by numbers and high values of individual placements, however

current procurement practices and existing facilities within the county are positively influencing costs and numbers of placements respectively

- o Family Placement - increases in foster care places / court orders for Residence and Specific Guardianship
- Housing Services
  - o Homelessness - projected high demand influenced by current economic climate and recent welfare reform

2. **Environment**

- Planning
  - o A number of planning decisions are the subject of ongoing appeals which may have the potential for costs to be awarded against the Council

3. **Lifelong Learning**

- Facilities
  - o Catering - overspend projected but possible mitigation from project plans following APSE review
- Development & Resources
  - o Free school meals & remissions - influenced by economic factors
- Ringfenced budgets
  - o Out of county placements - demand led with volatility influenced by numbers and high values of individual placements, however current procurement practices and existing facilities within the county are positively influencing costs and numbers of placements respectively
- Leisure Income
  - o Income levels for the new leisure facilities are being monitored carefully on a weekly basis. Any variation, either positive or negative, could have a material effect on the projected outturn.

4. **Corporate Services**

- Welfare Reform
  - o The Welfare Reform changes have the ability to influence a number of budgets across the Council and this is being kept under review
- Municipal Mutual Insurance Ltd (MMI)
  - o A contingent liability was recorded in the 2011/12 Statement of Accounts which recognised a possible future requirement to provide for Flintshire County Council's share of liability relating to a scheme of arrangement set up in 1992 - Provision has been made in the 2012/13 accounts for £0.770m based on an estimated level of future liability as required by the Accounts and Audit regulations, as approved by Cabinet on 19th February 2013

3.07   **REQUEST FOR CARRY FORWARD - CORPORATE SERVICES**

ICT & Customer Services - An underspend of £0.011m in respect of the Capita One project has been identified. This is a regional project for North Wales Authorities, led by FCC for which agreed contributions have been received from our partner Authorities. We are therefore committed to delivering the specified level of service. Capacity issues have led to project delays and therefore the £0.011m balance remaining in the account will be required in 2013/14 to allow the project to continue. It is requested therefore to carry forward the sum of £0.011m to 2013/14.

4.00   **NON STANDARD INFLATION**

4.01   Included in the budget are amounts for non-standard inflation. These budgets are being monitored closely and the current position for each element is outlined below:

   o £0.078m in respect of Energy for Street Lighting - this budget is being held centrally and at this stage is expected to be allocated in full.
   o £0.300m in respect of Energy - most of this budget has previously been allocated to services and the remaining £0.060m is currently being reviewed and will be reported in future monitoring reports.
   o £0.196m in respect of Fuel - it has been confirmed that the full amount will be required and the allocation of this budget is reflected in this report.
   o £0.133m in respect of Food - it has been confirmed that the full amount will be required and the allocation of this budget is reflected in this report.

5.00   **UNEARMARKED RESERVES**

5.01   The 2011/12 final outturn reported to Cabinet on 10th July showed unearmarked reserves at 31st March 2012 (above the base level of £5.476m) of £0.992m, after taking into account commitments in 2012/13 :

   • Use of £0.973m to meet one-off / time limited costs

   • Ringfencing of £1.500m to support Organisational Change costs

5.02   Appendix 7 details the movements to date on unearmarked reserves and the level of contingency sum available. As a result of the movements the current projected level of the contingency reserve at the end of March 2013 is an amount of £0.894m.

6.00   HOUSING REVENUE ACCOUNT

6.01   On 21st February 2012, the Council approved a Housing Revenue Account (HRA) budget for 2012/13 of £26.671m. The budget provided for a closing balance of £0.867m, which at 3.25 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

6.02   The 2011/12 final outturn reported to Cabinet on 10th July 2012 showed a closing balance at the end of 2011/12 of £1.857m, which was £0.753m more than when the 2012/13 budget was set. This had the effect of increasing the closing balance for 2011/12 by the same amount.

6.03   There is an overall projected underspend of £0.491m and a projected closing balance at Month 10 of £1.346m, which at 4.9 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

6.04   Appendix 8 details the reasons for significant variances occurring to date and the actions planned to deal with them.

7.00   RECOMMENDATIONS

7.01   Members are recommended to :-

a)   Note the overall report

b)   Note the Council Fund contingency sum as at 31st March 2013 (paragraph 5.02)

c)   Note the projected final level of balances on the Housing Revenue Account (paragraph 6.03)

d)   Approve the request for carry forward of underspend to 2013/14 as detailed within paragraph 3.07

8.00   FINANCIAL IMPLICATIONS

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

9.00   ANTI POVERTY IMPACT

9.01   None.

10.00   ENVIRONMENTAL IMPACT

10.01   None.

11.00   EQUALITIES IMPACT

11.01   None.

12.00 PERSONNEL IMPLICATIONS

12.01 None.

13.00 CONSULTATION REQUIRED

13.01 None.

14.00 CONSULTATION UNDERTAKEN

14.01 None.

15.00 APPENDICES

15.01 Council Fund - Movement in Variances from Month 9 - Appendix 1
Council Fund Variances - Appendices 2 - 6
Council Fund - Movements on unearmarked reserves - Appendix 7
Housing Revenue Account Variances - Appendix 8

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

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COUNCIL FUND - REVENUE BUDGET 2012/13

FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Month 10)
Summary of Movement from Month 9

	£m	£m
Month 9		
Out of County Ringfenced Budget	(1.327)	
Service Directorates	0.818	
Central and Corporate Finance	(0.347)	
Variance as per Executive Report		**(0.856)**
Month 10		
Out of County Ringfenced Budget	(1.318)	
Service Directorates	0.350	
Central and Corporate Finance	(0.337)	
Variance as per Directorate Returns		**(1.305)**
Change Requiring Explanation		**(0.449)**

Community Services

- Learning Disability (Ringfenced Budgets) - the movement from month 9 reflects the projected costs of current care packages. — (0.056)

- Professional Support (Children Services) - the main movement from month 9 is due to a reduced projection relating to leaving care maintenance payments and grants (-£0.051m) to individuals as well as a reduction in projected pay cost (-£0.030m) due to a number of changes including two new vacancies, the delayed filling of two other vacancies, an extended secondment and revised projections for three staff on long term sick leave. The balance is made up of a number of smaller variances. — (0.079)

- Support Services (Mental Health Service) - the movement from month 9 is due to a reduced projection for Support Worker pay and travel costs (-£0.026m) and additional income (-£0.013m) relating to additional funding secured for a post. The balance (-£0.021m) is made up of a number of smaller movements. — (0.060)

- Resources and Regulated Services (Disability Services) - the movement from month 9 is mainly due to an increased income projection (-£0.105m). The balance is made up of a number of other variances. — (0.111)

- Other minor changes of less than £0.025m — (0.125)

	(0.431)

Environment
- Minor changes of less than £25k   (0.007)

                                                                                            (0.007)

Lifelong Learning
- Out of County Pooled Budget - the movement since month 9 of £0.026m is mainly due to 2 new placements and some minor changes between estimated costs and actual expenses.   0.026

- Leisure - An increased pressure of £0.030m relates to Deeside Ice Rink income. £0.010m relates to income on Toning and £0.035m relates to other minor pressures on income budgets across centres. The remainder of the pressure relates to increased expenditure (£0.049 on repairs and maintenance, £0.009m on purchases, £0.003m on Water, £0.004m on security services, £0.005m on alarm security systems and the balance of £0.034m relates mostly to increased employee costs).   0.179

- Development & Resources - There has been a decrease in the Pupil Benefits projection (-£0.030m) relating to Free School Meals as meal numbers have been lower than anticipated. A saving on the Mobile Classrooms budget has also been identified (-£0.114m). Other minor variances across Development & Resources equate to (-£0.009m)   (0.153)

- Libraries, Culture & Heritage -
Minor Variances   (0.002)

                                                                                            0.050

Corporate Services
- Legal and Democratic Services - reduction in legal fees (-£0.020m), other minor variances £0.006m.   (0.014)

- HR and Organisational Development - additional vacancy savings (-£0.029m), minor variances £0.012m.   (0.017)

- ICT and Customer Services - increased pressure on Support Services costs £0.029m, reduction in additional registrars income (£0.010), other minor variances (-£0.005m).   0.034

- Finance - additional income - Council Tax Reduction Scheme Transition Grant (-£0.112m), other minor variances £0.038m.   (0.074)

                                                                                            (0.071)

Central and Corporate
- Minor changes of less than £25k   0.010

                                                                                            0.010

Total changes   **(0.449)**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Resources and Regulated Services (Intake and Reablement)	6.187	5.540	(0.647)	(0.648)	Extra Care projected in year underspend on new scheme (£0.200m) due to timeframe for completion. In-house Domiciliary Care projected underspend of £0.346m due to reduced pay costs from changes to service delivery and greater use of reablement and independent sector care providers. The increase (£0.011m) from month 9 is mainly due to a reduction in projected income (£0.010m). Of the additional variance a projected underspend of £0.167m, an increase of £0.012m from month 9, relates to work which is yet to be undertaken to realign the budgets following the transport review, the outcome of which has been received and is being worked upon, and £0.055m to vacancies within Day Services being a small increase (£0.005) from month 9. This is offset by a projected overspend within Professional Support (£0.137m), reduced from month 9 (£0.002m), which will be addressed as part of TSSA realignment.	The underspend against Extra Care is one-off and non recurring and has arisen due to delays in building works encountered by our partner. Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme and realign budgets as appropriate.

Budget Monitoring 2012/13 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Reablement Service (Intake and Reablement)	0.370	0.264	(0.106)	(0.102)	Pay costs being suppressed due to the use of Homecare staff, vacant post and part year appointments (£0.070m) together with additional Health income (£0.029m) offset by various small overspends.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.

Budget Monitoring 2012/13 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Locality Teams (Localities)	16.489	16.429	(0.060)	(0.054)	The significant variances lie within: Physical Disability Services > Purchased Home Care - projected to overspend by £0.113m due to the impact of various care packages. > Purchased Residential Care is projected to underspend by £0.307m which is a reduction (£0.038m) to the underspend reported in month 9 mostly due to an additional comittment (£0.028m) previously included within Disability Services. > Minor Adaptations - projected to overspend by £0.102m reflecting the continuing demand within the service. Older People Services > Purchased Day Care is projecting to underspend by £0.101m due to a change in emphasis in service delivery. > Reablement Service is projecting an overspend of £0.075m due to changes in service delivery from TSSA. >Purchased Home Care is projecting an overspend of £0.159m reflecting current care packages. >Purchased Residential Care is projecting an underspend of £0.026m	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme. Following phase 1 of TSSA and during the detailed reorganisation of services, it has been decided that most of the PDSI elements included as part of the locality team budgets at the early stages of TSSA will form a separate line under the Disability Services Heading, with only the Occupational Therapy service remaining as part of the locality teams. This will undertaken for 2013/14. A particular difficulty projecting outturns within this service this year is quantifying the impact of the changes in service delivery introduced with TSSA the impact of which will be reflected in 13/14.

Budget Monitoring 2012/13 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Resources and Regulated Services (Disability Services)	12.948	12.856	(0.092)	0.019	Independent Sector Purchasing is projected to underspend (£0.198m) an increase of £0.093m from the position at month 9. This is the net impact of a number of changes of which the most significant is an increase to the projected income of £0.105m.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Support Services (Mental Health)	1.931	1.814	(0.117)	(0.057)	The projected underspend comprise of the following significant variances: > Residential and Domiciliary Care Service: projected underspend of £0.111m, reflecting current care packages. > Intensive Support Team: projected underspend of £0.022m being mostly underspends on pay (£0.032m) due to temporary secondments and maternity leave offset by the cost of backdated business rates (£0.013m) which were charged following a reassessment. > Occupation and Employment: projected underspend of £0.021m which has moved from an overspend (£0.012m) reported at month 9 due to a review of anticipated support worker pay and associated costs.. > Professional Support: a projected overspend of £0.024m, a reduction of £0.021m from month 9 due to additional grant funding (£0.013m) and changes in projected costs and income for Health funded posts (£0.008m).	

Budget Monitoring 2012/13 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Ringfenced Budgets (Mental Health)	0.301	0.182	(0.119)	(0.123)	Reflects current care packages for 2012/13.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. The possibility of re-aligning budget between the two services has been considered and dismissed for now as there are early indications of additional Mental Health clients although at this stage potential costs or start dates are unknown.
Ringfenced Budgets (Learning Disability)	0.466	0.584	0.118	0.174	This reflects the full year impact of a new service user that commenced during December 2011 together with some other changes to care packages. The reduction of £0.057m reported in month 9 is mainly due to reduced projections for purchased residential (£0.028m) and day care (£0.024m) based on revised information on care packages.	
Good Health (Development & Resources)	0.980	1.119	0.139	0.130	The majority of the overspend (£0.104m) is mainly due to one-off redundancy related costs for two staff falling on the service following a restructure. As these redundancies are due to the cessation of grant funding (Joint Working Special Grant), and therefore not generating an ongoing efficiency, the costs are met within the Service. The increase from month 9 is due to the costs of additional works commissioned from the voluntary sector.	Not recurring.

Budget Monitoring 2012/13 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Business Systems (Development & Resources)	1.274	1.198	(0.076)	(0.073)	This service now includes the Financial Assessments Team, previously included within Commissioning, who are underspending (£0.045m) due to vacant posts. The balance of the underspend is mostly on pay and is due to vacant posts.	
Family Placement (Children's Services)	1.832	2.157	0.325	0.318	The overspend is mainly as a result of an increase in the number of foster care placements within the service. It is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has commenced the outcome of which will inform future planning and possible efficiencies.
Other Residential (Children Services)	0.526	0.461	(0.065)	(0.055)	The projected underspend relates to the opening of Arosfa being later than anticipated. The increase (£0.010m) to the underspend projected at month 9 is due to the final costs for the refurbishment works at Arosfa being less than anticipated.	Keep under review due to the potential for additional costs relating to transport charges.
Grants (Children Services)	0.115	0.067	(0.048)	(0.046)	The projected underspend relates mostly to an underspend (£0.051m) within third party payments.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Children's Services)	5.374	5.534	0.160	0.239	Comprises Fieldwork, Resources, Children's Integrated Disability Service (CIDS) and General. Fieldwork is overspending (£0.299m) due to the Children and Young Adolescent Support team (£0.271m) - client payments (£0.163m) reduced (£0.056m) from month 9, staff pay costs (£0.094m); client payments includes the costs for two high cost individuals (£0.120m) and is demand led. Resources is underspending (£0.041m) due to staff costs within Family Placement Team (£0.035m); other under and overs spends within the service offset each other. CIDS overspend (£0.051m) mainly due to increased use of direct payments leading to an overspend (£0.092m) offset by underspends on staff (£0.025m) and transfer payments (£0.010m). General is projected to underspend (£0.148m) due to legal/court costs (£0.022m), transport costs (£0.021m), pay costs remain on budget; Children First underspend (£0.081m) and Corporate Parenting (£0.019m).	Keep under review. The Head of Service (Children) has instigated a review into the specifics around these two service users.

Due to the overspend within Children Services spending is kept to a minimum where possible. |

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County Pooled Budget (Children's Services)	3.711	2.909	(0.802)	(0.785)	Costs reflect existing placements up until March 2013. This reflects known reductions in payments to providers following re-negotiation of contracts. The movement since month 9 reflect one placement ended (£0.013m) and other changes reflecting changed outturn projections that cancel each other out.	The focus of high cost placements is now a North Wales project and will continued to be reviewed. The in house project requires sign off by the two directors at the next meeting. The impact of these changes on the Children Services Fostering and Leaving Care budgets has not yet been quantified. Further details are awaited.
Ring-fenced Budget (Housing Services)	0.377	0.314	(0.063)	(0.056)	This reflects current projection of the anticipated demand on the service this financial year.	Keep under review. One off and non recurring due to anticipated rise in presentations in 13/14 due to Welfare Reform impact and projections that the full budget will be required for further temporary accomodation units in the future.
Homelessness (Housing Services)	0.488	0.389	(0.099)	(0.081)	Review of expected spend undertaken and revised in line with trend.	
Housing Support Services (Housing Services)	0.193	0.133	(0.060)	(0.061)	Salaries reviewed to take into account breaks in employment and posts not being filled in 2012/13.	

Budget Monitoring 2012/13 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Resident Wardens (Housing Services)	1.236	1.110	(0.126)	(0.127)	Budget based on restructure. Salaries carry vacancies for the new structure yet to be implemented.	Restructure approval required.
Other variances (aggregate)	3.671	3.596	(0.075)	0.006	Various minor variances.	Continue to review but not expected to be recurrent.
Total :	**58.469**	**56.656**	**(1.813)**	**(1.382)**		

Budget Monitoring 2012/13 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 9 (£m)	Cause of Variance	Action Required
Industrial Units	(1.479)	(1.410)	0.069	0.082	Shortfall of Industrial Unit Rental Income, due in the main to Gaz de France decommisioning the Shotton Power Station site. Income shortfalls are partly mitigated by savings in vacant posts at Deeside Enterprise Centre.	Keep Unit rental income closely monitored throughout the year
Property Holdings	0.090	0.054	(0.036)	(0.036)	Budget provision at the former Ty'r Binwydden site has been utilised to finance additional R&M at Custom House CP, dilapidation works at Glanrafon and legal fees for the Bailey Hill site.	Review of site budgets necessary in line with asset management programme
Property Asset & Development	0.530	0.471	(0.059)	(0.054)	Net Vacancy Savings	
Car Parks	0.025	0.074	0.049	0.028	Car Park income shortfalls at Holywell and Mold have slightly increased at Period 10 but are partially offset by a reduced maintenance programme. Back pay totalling £15k is anticipated for Car Park Attendants regarding overtime payable at an enhanced rate for Saturday working.	
Highways Maintenance	2.712	2.766	0.054	0.051	Cost associated with attending flooding events following substantial rainfall at various times since July.	

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Budget Monitoring 2012/13 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 9 (£m)	Cause of Variance	Action Required
Waste Disposal & Waste Collection	9.118	9.360	0.242	0.249	Delivery of the new Streetscene Service resulted in unexpected additional operational costs which have been mitigated by increased recycling levels, which not only reduce landfill and tipping charges but increases the level of recycling income received. One off Agency and staff backfilling costs as a result of the on-going investigation within Waste have been incurred and in addition, the energy generation from Gas at the landfill sites has been affected by problems with the performance of the Gas Engines at both landfill sites. This has resulted in a £145k shortfall against the income target. Work to realign budgets across the service is on-going and will be in place for 2013/14 onwards.	Keep tonnage levels closely monitored to establish if further savings can be achieved to further mitigate the costs.
Fleet Services	(0.026)	(0.061)	(0.035)	(0.038)	Outturn based on actual recharges to date projected to financial year end with these charges also reflected in all Environment client budgets.	
Planning Control	0.367	0.428	0.061	0.060	The costs associated with Planning appeals i.e. specialist advice and legal fees have been partially offset by Planning fee income £28k in excess of target.	Partially offset by salary savings within the Planning service

Budget Monitoring 2012/13 (Month 10)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 9 (£m)	Cause of Variance	Action Required
Service Development & Support	0.236	0.216	(0.020)	(0.020)	Part time salary savings	
Management Support & Performance	1.164	1.046	(0.118)	(0.118)	Vacancy Savings relating to 5 posts (2 x Sc4, Sc6, SO1 & M6) ahead of Service Review implementation offset by the cost of Modern Apprentices from September 2012.	Provision will be made within Service budgets for the Modern Apprentice costs in 2013/14.
Public Protection	3.543	3.314	(0.229)	(0.217)	Vacancy Savings totalling £230k (3 x EHO 2 x EO 1 x Admin) ahead of the Service Review being implemented, offset by income shortfalls in Pollution Control.	
Markets	(0.099)	(0.081)	0.018	0.021	Rental income shortfalls from outdoor pitches & car boot events due to poor weather conditions.	
Other variances (aggregate)	16.306	16.251	(0.055)	(0.060)	A number of variances of no more than £0.048m individually.	
Total :	**32.487**	**32.428**	**(0.059)**	**(0.052)**		

3

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County	2.659	2.143	(0.516)	(0.542)	Following a request from the Out of County Management Board, several high cost placements have reduced with the continued involvement of Commercial and Clinical Solutions.	
Libraries, Culture and Heritage	2.848	2.816	(0.032)	(0.030)	There has been an in year adjustment to the book fund to address the Directorate budget overspend.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Leisure Services	4.137	5.008	0.871	0.693	**Leisure (pressure of £0.871m)** **There are a number of historic budget issues which also adversely effected the Leisure outturn position in 11/12.** In line with the national picture, income from ice skating at Deeside Leisure Centre has reduced by £0.173m over the last 4 years, this is despite inflationary increases in admission prices and promotions. Three posts within Leisure Services are unbudgeted due to timing delays caused between the Leisure Services Restructure and the JEQ results, this amounts to £0.120m including on-costs. **The following pressures have been identified during 2012/13:** The relocation of Leisure Services Staff to Deeside has assisted in making a significant saving from relocation (vacating Connah's Quay offices). However, this has increased occupancy costs for Leisure Services for cleaning, maintenance, mileage, telephones etc by £0.025m which is unfunded.	A tariff review is being undertaken across the whole of Leisure Services. Work is being conducted to review operational efficiency and performance at all facilities. Following receipt of JEQ results: Analysis of affordability of proposed new staffing structures. Revisit organisational design principles. The in year recharges for these services are to be revisited and recharged accordingly.

2

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					A review of music licensing has identified additional liabilities resulting in a cost increase of £0.037m. Leisure centre income figures have not met those anticipated by the Alliance Business Plan. Future income projections are now based on actual income to date allowing for continued increases each month as facilities become more popular.	A budget pressure bid for this has been submitted for 2013/14. New processes for authorising expenditure have been implemented. Income figures will continue to be monitored closely. We are also hoping to implement P2P earlier than anticipated to introduce more controls on expenditure for 2013/14.
Delegated Schools Budgets	77.957	77.957	0.000	0.000		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
School Improvement Service	10.422	10.467	0.045	0.044	**Early Years** Efficiencies of **£0.066m** have been secured to assist the overall in year position including photocopying, travel and catering. The realignment of sustainability funding has resulted in fewer requests for emergency funding from nurseries and playgroups. **SLAs (pressure of £0.151m)** Following an agreement at DMT, budget holders have taken a number of measures to reduce expenditure in areas where schools have not taken up SLAs. **School Improvement Service** A number of minor efficiences equating to **£0.116m** in total are projected. These relate to influencable expenditure on supplies and ICT and to recharges for staff seconded to the Welsh Government and RSEIS. **Schools Related (£0.100m)** Music Services are forecasting an overspend of **£0.113m** based on current levels of income and expenditure. Minor other schools relating savings equate to **£0.013m.**	Work is currently being undertaken to re-draft SLAs. The Music Services project group has produced a report proposing an operational model for the service moving forward into 2013/14.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					ICT Unit The ICT Unit has managed to reduce expenditure on a one-off basis by **£0.024m** to assist in reducing the Directorate overspend.	
Development & Resources	11.912	12.268	0.356	0.509	**Service Units (pressure of £0.051m)** A pressure of **£0.226m** is currently anticipated on pupil benefits (free school meals and remissions) because of changes in the economic climate. A saving of **£0.114m** has been made on the Mobile Classrom budget. Minor reductions in other projected expenditure equating to **£0.053m** have also been made.	Both elements of the budget are being carefully monitored and pressure bids have been submitted as part of the 2013/14 budget process.
					Facility Services - pressure of £0.383m The Catering Service is developing radical proposals to modernise via projects such as on-line payments for parents, rebranding, targeting increased take-up strategies, improved/themed menu's, cost reduction/procurement. The draft APSE review has be used to form the basis of this strategy. The Cleaning Service is unable to recover the surplus generated from the Law Courts contract and some other smaller sites. A large income target still exists which is unattainable with a lower level of cleaning activity taking place.	Service needs to continue to implement the agreed strategy for efficiencies. This is the subject of management action and service redesign and a budget pressure bid for 2013/14.
					Youth Service The Youth Service has reduced projected expenditure across all areas by **£0.037m.**	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					Management & General Admin There have been a number of minor reductions in projected expenditure in Management & General Admin. These equate to **£0.041m.**	
Total :	109.935	110.659	0.724	0.674		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.346	2.336	(0.010)	(0.010)	**(£0.016m)** vacancy savings. **£0.014m** pressure relating to a voluntary sector contribution towards Dangerpoint. **(£0.008m)** other minor variances.	

1

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance	4.351	4.656	0.305	0.379	**£0.028m** pressure relating to the Royal Mail price increases of 39% in April 2012. **£0.269m** pressure relating to workforce costs in Revenues & Benefits because of additional work in preparation for Welfare Reform and the new Council Tax Support Scheme. **£0.035m** pressure relating to a benefits system software upgrade. **£0.025m** investment in Agile Working (Revs & Bens). **£0.042m** pressure relating to additional audit days. **£0.048m** pressure on reallocations due to income budgets no longer being achievable. **(£0.112m)** additional income for Council Tax Reduction Scheme Transition Grant. **(£0.084m)** vacancy savings relating to the Corporate Finance Review. **£0.054m** other minor variances.	Finance to investigate alternatives to Royal Mail. The additional workforce costs relating to welfare reform are one-off and will be reduced where possible.

2

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.341	3.196	(0.145)	(0.131)	**£0.005m** pressure translation of Constitution. **(£0.118m)** Members Special Responsibility Allowances. **(£0.015m)** Members Training & Travel Expenses. **£0.053m** Salary changes. **£0.020m** Legal Advice Jillings. **(£0.020m)** Legal Fees charged. **(£0.070m)** other minor variances.	Request to carry forward Case File & Jaws b/fwd from 11/12 (£22k). Request to carry forward underspend for Community Review Consultation (£10k).
Human Resources & Organisational Development	2.199	2.233	0.034	0.051	**£0.051m** pressure CRB checks. **£0.014m** pressure Corporate Training. **£0.046m** loss of income from external organisations. **(£0.076m)** Vacancy Savings. **(£0.001m)** other minor variances. Risk of pressures will arise if funding is not made available for OD, iTrent implementation and Single Status project team costs.	A budget pressure for CRB checks has been submitted as part of the 2013/14 budget process. Request to carry forward £170k Modern Trainee budget which will be required in 2013/14.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
ICT & Customer Services	5.413	5.409	(0.004)	(0.038)	**£0.006m** pressure relating to the final Design & Print costs. **£0.032m** pressure in relation to the Print Rationalisation Project. **(£0.067m)** vacancy savings relating to ongoing service reviews. **£0.066m** pressure relating to internal admin support recharges. **(£0.014m)** efficiency in relation to additional registars income. **(£0.027m)** other minor variances. The risk of a pressure may arise if funding is not made available for the Holywell Flinshire Connects operational costs.	Request to carry forward: £46k for Event and Log Management (project delay). £16k for Egress Switch Secure Email (project delay). £46k for remaining 20% of Civica EDRMS contract as milestones have yet to be achieved. £359k for PSBA (project delay to ensure benefits from advances in broadband technologies are maximised). £11k for the Capita One Project (this is a regional project fund to support a regional service not FCC budget).
Total :	**17.650**	**17.830**	**0.180**	**0.251**		

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Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Financing & Funding (insurance, banking etc.)	2.365	2.357	(0.008)	(0.032)	There is additional windfall income of £0.081m, which takes account of the recent settlement by Welsh Government of the Council's claim for additional costs for staff time incurred on the Housing stock transfer consultation/ballot project. Windfall income levels will be monitored closely and reported on in future monitoring reports.	Levels of unbudgeted income will continue to be monitored closely and reported on in future monitoring reports.
					A saving of £0.061m has been identified due to a budget provision within an insurance fund (relating to a potential liability for historic asbestos issues) which is now not required	Keep under review
					Additional windfall income of £0.090m had previously been anticipated in respect of settlement of an outstanding claim re. overpayment of VAT due to the impact of legal challenges to custom and practice elsewhere. A recent Tribunal decision found in favour of HMRC in respect of one of the outstanding cases, although it is considered that there are grounds for appeal. This remains one of several ongoing cases which may bring additional "windfall" income to the Council in the future, although it is now considered less likely that it will be in the current financial year.	A number of outstanding VAT claims which may result in "windfall" income will be kept under review pending legal deteminations and possible appeals.

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					The base budget provides for additional windfall income of £0.152m. The amount received to date suggests that we there will be a shortfall of £0.100m against this sum. One of the reasons for this is the levels of successful appeals against NDR valuations has reduced sharply in the current year with a consequent impact on the retrospective rebates of NDR in respect of Council properties.	
					An overspend on additional superannuation costs of £0.044m in respect of added years granted to fomer employees early retirements prior to the 1996 Local Government reorganisation.	All significant overspends will be monitored monthly. Opportunities for budget realignment within the Central & Corporate Finance budgets will be explored and actioned where possible.
					A decrease in other miscellaneous Expenditure of £0.010m.	
Corporate - other	2.758	2.483	(0.275)	(0.261)	An overspend of £0.079m against the regional transformation fund following external audit requirements of the lead authority (Conwy CBC) on accounting treatment of balances.	This is a one-off budget pressure in 12/13. Notification by Conwy of the change in treatment was not received until after the 12/13 budget was approved.
					A small surplus of £0.045m from the phased funding strategy to address the Council's share of the Clwyd Pension Fund deficit following the 2010 actuarial valuation.	

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					An underspend of £0.240m resulting from salary budget efficiencies previously achieved following historic service reviews	
					An increased surplus of £0.032m on the rebates recovered from use of the Matrix framework for procurement of agency	
					An underspend of £0.021m resulting from salary budget provision for incremental pay awards for Directors and second tier officers which will not now be utilised this year.	
					Other minor variances amounting to a net underspend of £0.016m.	
Central Loans & Investment Account	14.200	13.869	(0.331)	(0.331)	Increased interest received on temporary investments £0.060m, increased internal interest received on prudential borrowing £0.025m, increase in other internal interest £0.005m	
					Reduction in interest payable on variable rate market loans and internal interest payable £0.176m, reduction in Minimum Revenue provision (MRP) £0.013m, reduction in prudential borrowing costs £0.052m	
Central Service Recharges	(2.054)	(1.776)	0.278	0.278	Shortfall of £0.192m of internal income recovered from trading accounts and the HRA, plus £0.085m impact of review of internal recharges from Service Level Agreements.	Support Service basis and allocations are currently being reviewed as part of the Finance Workstream of Flintshire Futures.

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other variances - aggregate	6.869	6.868	(0.001)	(0.001)		
Total :	**24.138**	**23.801**	**(0.337)**	**(0.347)**		

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2012	9.029	
Less - Base Level (inclusive of increase of £0.088m agreed as part of the 2012/13 budget)	(5.564)	
Total Reserves above base level		3.465
2011/12 approvals		
Less amount approved in 2011/12 as being ringfenced for Investment in Change	(1.500)	
Less allocation from contingency reserve to meet one-off / time limited costs in 2012/13 (approved in 2012/13 budget and allowed for in calculation of 2011/12 final outturn on contingency reserve)	(0.973)	
		(2.473)
2012/13 approvals		
Less - allocation from contingency reserve as a one-off investment to support the new Leisure facilities in their first year of operation (approved in Month 3 report)	(0.361)	
Less - Impact of provision for MMI scheme of arrangement - as approved by Cabinet on 19th February	(0.770)	
Plus release of an amount previously earmarked for a specific purpose (no longer needed due to receipt of a capital grant)	0.025	
		(1.106)
Add Projected underspend as at 31st March 2013		1.305
Amount available for delegation to Cabinet		1.191
Less - Amount approved by Council on 1st March for funding of one-off costs in the 2013/14 budget proposals		(0.297)
Projected Level of Total Contingency Reserve as at 31st March 2013		**0.894**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance and Support	2,506	2,261	-245	-241	Support recharges revised downwards to reflect 2011/12 costs. Vacancy savings.	Work is ongoing to progress accuracy and timeliness of the HRA support recharges.
Repairs and Maintenance	8,778	8,629	-149	-151	Materials revised downwards due to lower than anticipated spend through the cold weather. The projection for transport costs has been reduced following a more up to date picture of actual costs in the financial ledger.	
Landlord Services	303	250	-53	-52		
Rents	-25,560	-25,558	2	1	Variance based on 14 more properties than anticipated at budget.	
Capital Financing	2,349	2,259	-90	-90	Reduction on projected interest on loans charge.	
CERA	4,652	4,687	35	35	A further £0.250m has been transferred from balances to CERA as agreed with Cabinet Members. This is to fund £0.125m for damp fans and £0.125m for external refurbishment works.	
Other variances (aggregate)	7,974	7,983	9	27		
Total :	**1,002**	**511**	**-491**	**-471**		

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **DEMOCRACY & GOVERNANCE MANAGER**

SUBJECT: **COMMUNITY REVIEW**

1.00   **PURPOSE OF REPORT**

1.01   For Cabinet to agree:-

   a) The guiding principles for the proposed community review.
   b) That the community review be commenced.
   c) The consultation process for this phase of the review.

2.00   **BACKGROUND**

2.01   The County Council has a duty under the Local Government Act 1972 to keep Town & Community boundaries and electoral arrangements for communities within its area under review. Over a period of time the numbers living in the communities change as a result of factors such as new housing developments. This can lead to anomalies and inconsistencies, not only between differing communities but also within different wards of a single community.

2.02   The County Council has not completed a community review of all electoral areas since coming into being. For some time it has been the intention to undertake a review during 2013 and early 2014 to take advantage of the fact that no elections are planned until May 2014 so the Council's elections staff would have the capacity to assist in the community review process.

2.03   At its meeting on the 19 February the Council received a report on the proposed community review. That report referred to the Local Government (Democracy) (Wales) Bill published on the 29 November 2012 which contains provisions relating to community reviews. The report explained how that could create a potential difficulty if the Council conducted a community review in accordance with the detailed provisions in that Bill and those provisions were amended as part of the parliamentary process. That potential difficulty has been overcome as it has been clarified that community reviews commencing before the Bill receives Royal Assent will be governed by the 1972 legislation.

2.04 At its meeting on the 28 February the County Forum received a report on the proposed community review including a draft timetable showing the various stages of a community review and an indicative timescale for each stage (appendix 1). On the 12 March all Town & Community Councils were written to seeking their views on the draft guiding principles for the review. Those draft guiding principles are attached as appendix 2.

3.00 CONSIDERATIONS

3.01 At the time of preparing this report the responses received from Town or Community Councils to the proposed draft guiding principles are shown on appendix 3. Those guiding principles to a large extent are based on the requirements of the Local Government Act 1972. The Local Government (Democracy) (Wales) Bill replicates these provisions but also adds detailed provisions about the process that should be followed in conducting a community review. An update on responses to consultation on the draft principles will be given at the meeting. The Council's views on the draft guiding principles will be reported to the Cabinet meeting on the 23 April 2013.

3.02 Guidance issued by the Local Government Boundary Commission for Wales indicates that following the launch of a community review the first formal stage is to write to all Town & Community Councils and other potential interested parties with a view to identifying potential changes to the existing community boundaries and electoral arrangements. It also indicates that a public notice announcing the review might be helpful. It suggests that this initial consultation period should be 9 weeks.

3.03 In addition to the proposals in paragraph 3.02 the Council intends to consult with the Police & Crime Commissioner for North Wales and with the Boundary Commission itself. It is also proposed to devote a section of the Council's website to the community review. The Council is keen to engage with each Town & Community Council and as part of this intends to send each a questionnaire on relevant issues for their community. It is also proposed to co-host with individual Town or Community Councils a series of consultation meetings. In addition, officers will be available to deal with any queries.

3.04 All information obtained during the consultation period will then be collated, analysed and considered so that a report with proposals for change or no change can be prepared for consideration by the Council and Cabinet in the autumn.

4.00 RECOMMENDATIONS

4.01 The Cabinet to agree:-

a) That the community review be commenced.

b)   That the guiding principles of the review be as in appendix 2 subject to any amendments Cabinet feels appropriate.

c)   That the consultation o n the first formal stage be as indicated in paragraphs 3.02 and 3.03.

5.00   FINANCIAL IMPLICATIONS

5.01   Budget provision of £10K for the costs of publicity and consultation.

6.00   ANTI POVERTY IMPACT

6.01   None as a result of this report.

7.00   ENVIRONMENTAL IMPACT

7.01   None as a result of this report.

8.00   EQUALITIES IMPACT

8.01   None as a result of this report.

9.00   PERSONNEL IMPLICATIONS

9.01   The workload arising from the community review can be accommodated within existing resources.

10.00   CONSULTATION REQUIRED

10.01   None in advance of this report.

11.00   CONSULTATION UNDERTAKEN

11.01   With Group Leaders, County Council and with Town & Community Councils.

12.00   APPENDICES

12.01   Appendix 1 - Draft timetable
Appendix 2 - Draft guiding principles
Appendix 3 - Town or Community Councils responses

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS
Community review guidance issued by the Local Government Boundary Commission for Wales

Contact Officer: Peter Evans
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Community Review 2013/2014		
Activity	**Lead Officer(s)**	**Timescale**
Pre-Review Stage		
Draft guiding principles to be sent to Senior County Councillors	CE/PJE	March 2013
Draft guiding principles to be sent to Town/Community Councils for observations and to other interested parties e.g. Boundary Commission and Police & Crime Commissioner	CE/PJE	March 2013
Report of intent and guiding principles to be submitted to County Council/Cabinet for approval	CE/GO/PJE	April 2013
Consultation and Investigation		
Consultation with Town/Community Councils, Boundary Commission and Police & Crime Commissioner. Public notice to be given of the review with consultation end date	SGJ/LP	April/May 2013
Conduct such investigations as considered appropriate	PJE/LP/AR	April/May 2013
All information obtained, collated and analysed	SGJ/LP	June 2013
Prepare a report with proposals for change or no change and details of the review conducted	CE/GO/PJE/ SGJ/LP	July/August 2013
Publish report electronically and invite representations on it. Send copies to Welsh Ministers, Boundary Commission and Town/Community Councils (consultation period to be between 6 and 12 weeks). Make copies of report available at Council offices.	SGJ/LP	September/October 2013
Reporting on Review		
Consider the proposals for change with regard to representations received	CE/GO/PJE/ SGJ/LP	November 2013

Prepare further report. This report to contain changes intended to be made to the electoral arrangements for communities under review and a statement of where no change is appropriate. Details of the review conducted and the consultation carried out and details of any changes to the proposals made in the light of representations, together with an explanation of why those changes have been made.	CE/GO/PJE/ SGJ/LP	December 2013
Publish report electronically and make available for at least six weeks at its offices. Send copies to Town/Community Councils, Ordinance Survey and Welsh Ministers. If any proposed changes to community boundaries, report to be sent to the Boundary Commission.	SGJ/LP	January/February 2014
Implementation		
No earlier than six weeks after publishing the report, make the Order to implement changes within the existing community boundaries.	PJE/SGJ/LP	February 2014
For any boundary changes to the communities, the Boundary Commission may make the Order after the expiry of six weeks of receiving the Council's recommendations. With the agreement of the County Council, recommendations may be modified. If there is no agreement the Commission may carry out its own review		April 2014

DRAFT GUIDING PRINCIPLES

First Principle

To provide effective and convenient local government [Sec 54(1) of the Local Government Act 1972].

In considering this principle it is believed that local Town & Community Councils need to have a membership between seven as a minimum and twenty as a maximum and the following table to be used as a flexible guide.

Electorate	Suggested Councillor Allocation
0 -299	7
300 – 499	8
500 – 749	9
750 – 999	10
1000 – 1499	11
1500 – 1999	12
2000 – 3999	13
4000 – 5999	14
6000 – 8999	15
9000 – 11,999	16
12,000 +	17 - 20

Second Principle

To recognise that the different demands and issues between urban and rural communities will mean different levels of representation being appropriate.

This is reflected in the above table having an increased Councillor allocation for smaller electorates.

Third Principle

To consider the number and distribution of the local government electors in each community including any change in either, which is likely to take place within 5 years [Sch 11, para 4(3)(a) of the Local Government Act 1972]

For example, if a large residential development is likely to be implemented within 5 years it is likely to lead to an increase in the number of electors in that community.

Fourth Principle

In considering whether any town or community is to be divided into wards regard should be had to the questions whether [Sch 11, para 4(2) of the Local Government Act 1972] –

a) *The number or distribution of the local government electors for the town or community is such as to make a single election of town or community councillors impractical or inconvenient/*

   If it is impractical or inconvenient to have a single election of the town or community council that would support having separate wards within that town or community council.

b) *It is desirable that any area or areas of the town or community should be separately represented on the town or community council.*

   It may, for example, be desirable because a particular part of the town or community has a separate identity which should be reflected by it being a separate ward.

Fifth Principle

Where a town or community is being divided into wards regard will be had to the desirability of fixing boundaries which are and will remain easily identifiable [Sch 11, para 4(3)(b) of the Local Government Act 1972].

Examples of such boundaries are the course of a river or the route of a road.

Sixth Principle

Where a town or community is divided into wards regard should be had to any localities which will be broken by the fixing of any particular boundaries [Sch 11, para 4(3)(c) of the Local Government Act 1972**.**

In fixing ward boundaries identifiable localities should not be broken wherever this is practical.

Seventh Principle

Where a town or community is divided into wards to equalise as far as practical the number of electors in each ward.

This is to ensure fair representation on the Council.

Eighth Principle

Where a town or community is divided into wards for each ward to elect the same number of Councillors as far as practical.

This is to ensure fair representation on the Council.

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Holywell Town Council support the draft guiding principles in general with the following additional comments:-

1.   It is believed that within the Holywell community there are potentially a percentage of non-registered electors. Whilst appreciating the difficulty in quantifying this figure, Members felt that this aspect could well have a bearing on review outcomes and should be kept in mind / accommodated in some way as part of the process.

2.   The inclusion of an adequate period in the review timetable for consultation responses, to ensure that local Councils have enough time to consider proposals within their respective meeting cycles.

Response

Point 1 will be taken into account in as far as it can be. To the extent that it can not it should not distort proposals as there is no reason to believe this is a greater issue in Holywell than elsewhere in Flintshire.

In relation to Point 2, Yes, it is intended that 9 weeks be allowed for each of the two formal consultation stages.

Saltney Town Council – Initial views of the Clerk are that it looks to be a very sensible approach.

Ysceifiog Community Council has no objection to the first three principles and consider that as the Council's area is very rural the remaining principles should not apply.

Response

There need to be common guiding principles for all communities within Flintshire but the weight attached to each individual principle can vary from one community to another.

Bagillt Community Council

The first principle refers to a suggested Councillor allocation and for the current Bagillt electorate this would mean a reduction of one member from 14 to 13, although there is reference to flexibility.

The seventh principle refers to equalising as far as practical the number of electors when a community is divided into wards and the current electorate in each ward is less than 60 apart with each having seven Councillors.

The eighth principle indicates the same number of Councillors for each ward as far as practical and clearly there would be difficulty in complying with these three principles in Bagillt without flexibility.

Response

None of the individual principles are intended to be rigidly applied in isolation from the others.

Northop Community Council - Happy that the number of councillors for Northhop and Sychdyn, under the proposals, remain unchanged and believe that this reflects the 7 principles described in the report.

Hawarden Community Council - Agrees with the proposed draft guiding principles as set out.

Brynford Community Council observations are as follows:-

The Council have considered the 8 draft guiding principles and have no objection to the first 3. With regard to the remaining 5 the Council considers that these would not be applicable in a rural community such as Brynford as the community would not be divided into wards.

Response

The fourth principle would be applicable.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **SCHOOL MUSIC SERVICE – REVIEW OF BUSINESS MODEL**

1.00   **PURPOSE OF REPORT**

1.01   To recommend on an operating model to protect and develop the Flintshire Music Service, with a three year funding commitment by the Council from 2013/14-2015/16.

2.00   **BACKGROUND**

2.01   **Scope**

Currently the Music Service delivers instrumental/vocal tuition to almost 2000 learners in schools across the County. The Music Service provides progression and performance opportunities for 500 learners through the County Music School. All young musicians who take lessons with the Service have access to the weekly rehearsals at no extra charge and are able to work in a wide range of ensembles, all performing at Senior, Intermediate and Training level. These include:
- 3 County Choirs;
- 3 Wind Bands;
- 3 String Orchestras;
- Jazz Orchestra; and
- 2 Harp Ensembles.

2.02   **Purpose**

The purpose of the Flintshire Music Service is to enhance the quality of life for the people of Flintshire by working in partnership to increase the quantity, range and quality of music services offered within a safe environment. All children and young people should be able to access music education that inspires, engages, challenges and supports them within their communities. Through partnerships we will strive to make music a life-long experience including Early Years and adult opportunities.

Working in partnership with parents/carers, schools and others we should aspire to every child or young person in Flintshire having the opportunity to:

- learn a musical instrument;
- make music with others;
- learn to sing; and
- have the opportunity for progression to excellence.

Additionally, Flintshire's Music Service is organised to offer a range of other services including:

- commissioning CPD and support to school staff, particularly in supporting schools to deliver music in the curriculum;

- providing an instrument loan service; and

- providing access to large scale and / or high quality music experiences for pupils, working with professional musicians and / or venues.

Flintshire's Music Service should be the hub for schools, educational settings and the wider community, bringing together the expertise and social capital required to support all children and young people's musical interests and passions, in and out of school.

3.00   CONSIDERATIONS

3.01   **Optimum Service Model**

A successful music service is underpinned by high quality artistic, educational and operational/ business leadership.

Flintshire's Music Service has strong and focused artistic and educational leadership. The benefits of this can be further maximised through working more closely with school based teams to create more joined up music education provision for children and young people, both in and out of school, enabling effective communication and ensuring that high quality musical experiences are available for all children and young people. Bringing schools and others into full partnership on service planning and commissioning will support this development.

The Service needs stronger and more resilient business management. Flintshire's Service has been hampered by poor quality management information about service delivery to individual schools and pupils. This leaves limited assurance in relation to:
- ability to plan efficient delivery of small group tuition; and ensembles;
- ability to appropriately deploy staff and instruments;
- ability to maximise efficiency;
- ability to communicate effectively with all stakeholders; and
- ability to maximise income to cover operating costs.

Additionally, the resulting complexity has resulted in additional administrative tasks being undertaken by the Music Service and others including Finance.

These issues are to be addressed by:
- reconfiguring service leadership to ensure sufficient focus on business management processes;
- introducing an annual planning cycle, with service demand for the following academic year being identified sufficiently early to enable service funding and staffing decisions to be taken;
- ensuring that a broader menu of services are in place to meet school needs at a sustainable charge;
- confirming a "cost recovery" hourly rate for Music Service support to schools. Schools will receive delegated funding from the County Council through a formula approach. Where the demand for music provision in a school incurs costs beyond their delegated funding, it is expected that the school may seek contributions from parents and deploy pupil deprivation and school effectiveness grant to cover costs;
- peripatetic Music Service staff being deployed efficiently to maximise contact time with learners and ensure value for money for both schools and families;
- Improved service planning and operational arrangements;
- renewing arrangements for communications and consultations with learners, parents/carers and school leadership teams; and
- clarifying the role of the Music Service within the hub of community cuts provision across the County.

3.02 **Securing Access**

As at present, the Service will be available to low income families through a remissions policy for learners who qualify for FSM. Schools will be able to apply for remission funding through the County Council.

3.03 **Services Available**

Schools will be offered a **menu of services** on a non-profit making basis, which will include:
- instrumental teaching to all school age ranges
- curriculum support on a commissioned basis and in partnership with GwE
- provision of County Schools' Orchestras, Bands, Choirs and ensembles;
- education concerts/workshops
- provision and maintenance of all types of instruments; and
- advice on all aspects of music education

Instrumental teaching is available on all standard types of instruments. We will be looking to extend provision for percussion and guitar.

Within the overall umbrella of tuition available services include initial planning contacts to advise on:

- funding of lessons;
- suitability of pupils for all types of instruments;
- availability of instruments;
- group sizes;
- availability for school concerts;
- preparation for examinations; and
- general planning of instrumental work in relation to the curriculum

Curriculum Support will be available on a commissioned basis and in partnership with GwE, to all schools and includes:

- planning visits;
- music making for groups of children;
- preparation of schemes of work;
- inspection preparation debriefing;
- policy planning;
- curriculum Support teacher training;
- resource Packs/Books and CDs;
- whole class PPA cover for Primary schools, delivered by a specialist music teacher;
- directing / tutoring school orchestras, bands, choirs and ensembles;
- providing piano accompaniment for assemblies, examinations, concerts etc;
- providing live orchestral/ensemble performances for schools;
- instrumental support for concerts;
- aural training for ABRSM exams; and
- ABRSM Theory training up to Grade 5.

County Orchestras, Bands, Choirs and Ensembles provide young musicians with playing opportunities intended to develop their talents fully whilst complementing the work of school and community ensembles.

All standard types of instruments are available for loan to learners. The low charge for each instrument is intended to encourage as many pupils as possible to gain experience of playing a musical instrument. Normal wear and tear is covered in the charge of the instrument.

3.04 **Funding Model**

Schools will select and control the range of services they wish to purchase on an annual basis. Schools will be required to notify the Music Service about their detailed requests early in the preceding summer term in 2013 (and during the Spring term in future years), to enable appropriate staffing levels to be in place for September. It is recognised that the Service requires the flexibility to respond to

fluctuations in demand early in the Autumn Term.

The delegated funding to schools will be based on a formula which maintains the quality of the service and acknowledges current usage, as well as encouraging schools to use delegated funding for the purpose it is intended. It will also encourage growth and support schools in retaining their level of Service provision.

20%   lump sum for all schools (Key Stage 2, 3 and 4)
40%   based on pupil numbers (Key Stage 2, 3 and 4)
40%   allocation based on previous year's usage of the Service

The Music Service will provide guidance to schools for Headteachers and Heads of Music. It will also recommend levels of charging for tuition, appropriate tuition group numbers and guidance on instrument provision. Brochures providing information about the Service, together with a pack of documentation for parents will also be supplied. Schools will be responsible for the collection of fees and for determining any additional remissions or subsidies they may wish to offer.

Funding for Post 16 activity is addressed through separate grant funding. More information on financial assurance is set out at 5.00

3.05   **School Responsibilities**

The Music Service will thrive if schools continue to fulfil their role in service commissioning. Schools must continue to take action to ensure that the service is responsive to their need, cost efficient, effective and sustainable. There needs to be a collective and individual school commitment to supporting the revised operational model.

Schools have joint responsibility with the Music Service for the organisation of lessons and pupil attendance. Each school should identify a named contact person, through whom the service can exchange information, including that on pupil attendance and progress. Schools should also provide teaching locations and conditions suitable for the purpose of music teaching.

During the spring term, the Music Service will send provision forms to every school to enable requests to be made for services for the following academic year. It is to the mutual advantage of schools and the service that schools return these forms by the date specified. Timetabling Music Service staff is a complex process and whilst every effort will be made to accommodate schools' wishes, it may not always be possible to do so. Any requested adjustments to timetables will take place from the following September.

Once submitted, this form represents a binding request from the school for the required teaching for the whole of the following academic year. It is not possible to reduce teaching provision during an academic year.

Where a school passes on any element of the cost of instrumental tuition to parents, the governing body is responsible for ensuring compliance with the latest statutory requirements. Charges may only be made if the teaching is not an essential part of either the National Curriculum or a public examination syllabus being followed by the pupil(s).

The commitment of the Council to protecting and sustaining the service for a three year period has to be matched by a commitment by the schools community both to fund the service as set out in the report and to work within the business model of advance pupil planning and support. This commitment, which will be sought prior to the start of the new academic year, will be renewed annually by specific commitments to pupil numbers and the attached delegated funding. Should the commitment of schools not be maintained for this period the Council cannot guarantee the scale, quality and diversity of the operating model set out in this report and may have to conduct an interim review of the viability of the service.

4.00   **RECOMMENDATIONS**

4.01   That the operating model for the Flintshire Music Service as set out be adopted subject to (1) effective implementation of the business model changes set out in 3.01 and (2) a matched commitment by the schools community.

5.00   **FINANCIAL IMPLICATIONS**

5.01   **Historical Budget Analysis**

	2010/11	2011/12	2012/13
Income	-68,990	-293,734	-319,420
Expenditure	539,056	592,554	589,706
Net Budget	470,066	298,820	270,286

Due to the cost pressures in the service the budget has been increased by a recurrent £100k as part of the 2013/14 budget. The proposed operating model aims to reduce peripatetic staff costs by £85k. Realising this efficiency will depend on the establishment of the new model and completion of the amended staffing structure.   The remaining £25k will contribute to the appointment of a business manager to the service which will be a permanent post.

5.02 **Delegation of Funding**

The funding delegated to schools will be an estimated £233k which represents the net direct cost of running the Music Service ie. music tutors, travel, supply costs. The budget for overhead costs such as service management, music school transport will be retained by the Local Authority reducing the financial risk to the Authority should schools decide to withdraw from the service.

The delegation of Music Service funding to schools will be 'notional' until September 2015. From September 2015 schools can choose to buy in or opt out of the service. This approach will ensure that the full allocation of funding for Music remains within the Service until September 2015 giving the Music Service time to implement the new model and reducing the risk to the Authority.

5.03 **Charging**

The model developed aims to sustain the music service within the identified base budget and shares the financial risk between the Authority and schools.

Schools will be charged an estimated £27 per half hour for music tuition and if the following assumptions are achieved schools will 'break even' on their delegated funding and the Authority will cover its costs:

- minimum average class size of 3;
- pupil tuition charge of £132 per academic year;
- delegated funding is fully utilised to purchase the maximum number of hours of tuition;
- additional hours purchased by the school equate to the number of hours purchased through delegated funding.

The level of charge to the pupil will be at the schools discretion and will depend on whether other sources of funding are deployed by the school and the class sizes above being achieved. Schools will be responsible for raising invoices for music tuition.

The key risk to the Authority is that schools buy less hours over time and income will not cover costs. Music tutors are currently employed on Teachers terms and conditions so the service cannot respond quickly to changes in staffing requirements. The risk of this is mitigated through introduction of the service planning cycle at 3.01 and 3.05 above.

Remissions for learners taking lessons from Flintshire Music School will continue to be funded by the Authority based on the eligibility criteria for Free School Meals. Schools will be responsible for making claims on either a termly or annual basis. Schools can claim the

average charge they make to parents up to a maximum of £132 per annum.

Musicians will continue to be charged a £25 annual maintenance fee for their instrument. The invoice for this charge will be raised by the music service.

Musicians who do not take lessons from the Music Service but wish to take part in the Flintshire Music School, will continue to contribute £60 per annum. The Music Service will continue to raise these invoices.

5.04 **Staffing**

To build capacity into the service a part time Business Manager post will be established to ensure the effective running of the service. It is anticipated that this will be funded from the existing budget but is subject to further review on the overall management of the service.

5.05 **Summary**

We are planning that the service and staffing changes (including provision of business support capacity) can be accommodated within the 2013-14 budget allocation for the service.

6.00 ANTI POVERTY IMPACT

6.01 Low income families will continue to be protected through the County Council's remissions policy. Schools will also have the flexibility to offer additional discounts for siblings or second instruments through their Pupil Deprivation Grants. The Flintshire Friends of Youth Music parent's group have provided a limited number of bursaries and subsidies to enable learners from financially disadvantaged families to access foreign concert tours. A number of secondary schools also subsidise lessons for their GCSE students.

7.00 ENVIRONMENTAL IMPACT

7.01 No impact from this paper.

8.00 EQUALITIES IMPACT

8.01 All schools across Flintshire will have an entitlement to Music Service provision, including Primary, Secondary and Special. However, individual and small group tuition will not normally be offered to Foundation phase learners.

8.02 The Service will continue to deliver tuition to learners with a range of disabilities.

8.03   The gender balance is in line with other Music Services across Wales and currently delivers tuition to 1243 girls and 671 boys. A potential increased demand for guitar and percussion may improve the balance in future as the new model for the Service more easily accommodates diversification and growth.

9.00   PERSONNEL IMPLICATIONS

9.01   There is a potential imbalance between the Service's current staffing levels and the demand for specific instrumental /vocal expertise across the disciplines, requested by schools for the coming year. This balance fluctuates on an annual basis.

9.02   This will begin to be addressed when schools submit their detailed requests for provision early in the summer term. It may be necessary to reduce staffing levels in certain instrumental areas whilst increasing provision in others. Additional staff required to provide tuition in particularly popular disciplines may be recruited on a self employed basis. This will enable the Service to operate a more flexible and efficient workforce in the future.

10.00   CONSULTATION REQUIRED

10.01   There will be ongoing consultation with headteachers, heads of music and music service staff as the revised model is implemented.

10.02   The service needs to build upon best practice elsewhere in improving consultation on service design and delivery with students and parents/carers.

11.00   CONSULTATION UNDERTAKEN

11.01   Consultation has taken place with primary and secondary schools at the Headteachers' Federation meetings.

11.02   Heads of Music have been consulted at their music forum meetings which are held each term.

11.03   There has been ongoing consultation with Music Service staff throughout the process.

12.00   APPENDICES

12.01   Appendix A – Implementation Gantt Chart
             Appendix B – Annual Timeline

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None.

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Music Service Review Implementation (subject to approval)

Task Name	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
Approval Process													
Completion of Business Case and Cabinet Report	█												
CMT	█												
Amendments prior to Informal Cabinet deadline	█												
Informal Cabinet		█											
Amendments prior to Formal Cabinet deadline		█											
Formal Cabinet		█											
Following Cabinet approval on the 23rd April													
Liaison with Headteachers/Heads of Music		█	█	█	█	█							
Identify Year 7 learners and notify Secondary Schools of estimated numbers of music pupils	█												
Schools to identify requirements		█	█										
Preparation of timetables				█	█	█							
Staffing adjustments (Staff Consultation)			█	█	█	█	█	█					
Staffing adjustments (90 day paid notice - Autumn Term)								█	█	█			

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Annual Music Service Timetable

School Responsibilities

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Identify requirements (hours and type of service) and notify Music Service												
Collect pupil contributions (lessons)												
Collect instrument maintenance fees												
Provide remissions data												

Music Service Responsibilities

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Identify learners for accredited courses and music school												
Prepare timetables												
Adjust staffing to meet the requirements of the service												
Provide cover for sickness absence/maternity												
Provide annual performance data												
Concerts			■	■								■
Parents Evenings		■			■							
Annual Reports		■			■							
ABRSM			■			■					■	
Primary School Tour				■								
Secondary School Tour											■	
Music School Auditions						■						
Senior Harp Ensemble		■	■	■	■	■	■		■	■	■	■
Intermediate Harp Ensemble		■	■	■	■	■	■		■	■	■	■
Intermediate Training Choir & Senior Choir		■	■	■	■	■	■		■	■	■	■
Training Wind Band		■	■	■	■	■	■		■	■	■	■
Bassoon Lessons		■	■	■	■	■	■		■	■	■	■
Jazz Orchestra		■	■	■	■	■	■		■	■	■	■
Senior & Intermediate Wind Band		■	■	■	■	■	■		■	■	■	■
Training / Intermediate String Orchestras		■	■	■	■	■	■		■	■	■	■
Senior String Orchestra		■	■	■	■	■	■		■	■	■	■

Finance Responsibilities

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Identify funding allocations			■									
Transfer remissions (termly) - to be determined				■								
Transfer funding to/from School Budgets				■								

Project/Management Board Responsibilities

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Annual review of service												

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **FLINTSHIRE PLAY SUFFICIENCY ASSESSMENT AND ACTION PLAN**

1.00   PURPOSE OF REPORT

1.01   To seek Cabinet's approval and resolution to adopt the Flintshire Play Sufficiency Assessment and Action Plan (see Flintshire County Council, Draft Play Sufficiency Assessment & Action Plan available in the Members Library, Appendices 1 & 2).

2.00   BACKGROUND

2.01   Play is critical to children's physical and emotional well-being and is central to a healthy child's life. Children develop problem-solving skills and find creative approaches to new situations. Play influences a child's ability to be adaptable and to cope with stressful events. It enables them to develop resilience and therefore support their own well-being. Play is the essence of childhood, and anything other than access to the broadest range of opportunities for freely chosen, personally directed and intrinsically motivated play will have a detrimental impact on the healthy development of the child.

2.02   The Welsh Government's (WG) vision for play for children in Wales is set out in its Play Policy (2002) and Play Policy Implementation Plan (2006). WG recognises that to achieve the aim of creating a play friendly Wales and to provide excellent play opportunities for children it is necessary for Local Authorities, their partners and other stakeholders to work collectively towards this purpose. A section on play opportunities was included in the Children and Families (Wales) Measure which received royal assent in 2010.

2.03   WG issued regulations in October 2012 requiring all Welsh local authorities to undertake Play Sufficiency Assessments and develop action plans to address identified shortcomings and deficiencies. The regulations place a duty on local authorities to assess and then subsequently secure sufficient play opportunities for children in their areas, so far as is reasonably practicable.

2.04   The scope of the measure is not confined to fixed and staffed play provision. The measure is more about the time, space and ultimately the freedom children have to play. It is envisaged that the subsequent securing of play sufficiency will be about how the Council and its partners strategically plan to remove the barriers that prevent children accessing their right to play.

3.00   **CONSIDERATIONS**

3.01   The draft Play Sufficiency Assessment and subsequent Action Plan has been completed. The 358 page document, which is deposited in the Members Library, assesses performance against 111 criteria provided by WG (see Flintshire County Council, Draft Play Sufficiency Assessment & Action Plan available in the Members Library, Appendices 1 & 2). An Executive Summary is provided at Appendix 1.

3.02   WG require the provision of an action plan alongside the assessment, to identify the actions to be undertaken to address shortcomings. The actions presented within the main body of the report (Matters A-I) have been assessed individually and allocated to one of three action plan schedules on the basis of resource availability, time, and project programming for the wide range of service areas involved.

   Schedule 1:   The Flintshire 2013-2014 PSA Action Plan

   Schedule 2:   Lists draft actions which could be delivered beyond 2014 with the provision of additional staff resources.

   Schedule 3:   Lists draft actions which could be delivered beyond 2014 with the provision of additional staff and financial resources.

3.03   WG requires the Action Plan to identify 'no-cost' actions which can be delivered during the next 12 months within existing budgets and using existing officer time. Schedule 1 of the Action Plan identifies what is possible within the next 12 months.

3.04   Schedule 1 of the proposed Action Plan is considered deliverable within the next 12 months utilising existing budgets and staff resources. The Action Plan will be monitored by Culture and Leisure Services, specifically by the Flintshire Strategic Play Forum, and following the first 12 months it is anticipated that a formal report will be provided to LLL Overview and Scrutiny to advise with progress in achieving the actions in Schedule 1.

4.00 RECOMMENDATIONS

4.01 It is recommended that Members approve the Play Sufficiency Assessment and accompanying Action Plan. Following approval, reports will be submitted to Welsh Government as being formally approved and Appendix 1 and 2 will be made available on the Flintshire County Council Website in accordance with WG requirements.

4.02 It is recommended that the Council continues to work with the WG to identify strategies for them to fund expectations under the Play Sufficiency Assessment and Action Plan from 2014 onwards.

5.00 FINANCIAL IMPLICATIONS

5.01 WG is providing £22,700 to fund the production of the Play Sufficiency Assessment and Action Plan.

5.02 The cumulative resource implications of the actions within Schedules 2 & 3 would require the provision of dedicated officer time to initiate and co-ordinate actions. As a result there are actions if WG confirm regulations for 2014 onwards, within Schedules 2 and 3, which would require a bid for WG funding.

6.00 ANTI POVERTY IMPACT

6.01 The Play Sufficiency Assessment seeks to provide all children with opportunities to access play provision. A section on play opportunities was included in the Children and Families (Wales) Measure which received royal assent in 2010.

7.00 ENVIRONMENTAL IMPACT

7.01 The Play Sufficiency Action Plan seeks to improve the environmental quality of open space through improvements in management and integrated approaches across key service areas.

8.00 EQUALITIES IMPACT

8.01 The Play Sufficiency Assessment aims to promote inclusion and improve access to play opportunities for marginalised, segregated and disabled children. It is recognised, that if given the opportunity all children will play, irrespective of their age, ability, ethnicity, disability, sexual-orientation, social-standing, religion or gender.

9.00 PERSONNEL IMPLICATIONS

9.01 None arising from this report.

10.00 CONSULTATION REQUIRED

10.01 Following the final approval of the Play Sufficiency Assessment there is a duty for the Council to ensure that key documents are shared with the public via the FCC Website. The Council will need to continue to engage with parents, carers and children and young people in the implementation of the Action Plan.

11.00 CONSULTATION UNDERTAKEN

11.01 The Play Sufficiency Assessment process has been promoted within Flintshire via public consultation and engagement with a number of existing forums and networks:

- Flintshire County Council website and intranet
- CYPP Website and Weekly Circulars
- Health Social Care and Wellbeing Circulars
- Flintshire Local Voluntary Council Circulars
- Local Media
- Questionnaires for adults and children via the FCC website
- Targeting of specific communities of need e.g. Children with disabilities and their families, Polish speaking children and families and Barnardos Young Carers
- Family Information Services Website
- Flintshire County Council Forum (Town and Community Councils)

11.02 In addition on the 31st January 2013, Flintshire County Council hosted a multi-agency, stakeholder work-shop, as part of the consultation and engagement, in undertaking the Play Sufficiency Assessment for the County. The event was attended, by representatives from a number of organisations and community groups, including: Barnardo's Cymru, Children and Young People's Partnership, Clybiau Plant Cymru Kids Clubs, Flintshire County Council –Elected Members, Flintshire County Council – Officers representing services, Forest Schools – Plas Derw Trust, Menter Iaith, North East Wales Community Play Project, Play Wales, Saltney Ferry Tenants and Residents Association, Flintshire Town and Community Councils

11.03 The Play Sufficiency Assessment was considered by Lifelong Learning Overview and Scrutiny Committee on the 14th March 2013.

12.00 APPENDICES

12.01 1. Executive Summary of Play Sufficiency Assessment
2. Summary Play Sufficiency Action Plan (Schedule 1)

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

1. Welsh Government, Creating a Play Friendly Wales – LA Statutory Guidance 2012
2. Welsh Government, Children and Young Peoples, Wales – The Play Sufficiency Assessment Regulations Wales 2012
3. Welsh Government, Play Sufficiency Assessment Toolkit 2012
4. Flintshire County Council, Draft Play Sufficiency Assessment & Action Plan 1st March 2013 (In Members Library and available in electronic format)

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Appendices 1- Flintshire Play Sufficiency Assessment Executive Summary - March 2013

1.0 Introduction

1.1 Flintshire County Council through its Flintshire Play Strategy, 2011-2014, acknowledges and promotes the fundamental right of children to play, as recognised by the United Nations Article 31 of the UN Convention on the Rights of the Child and the Welsh Governments National Play Policy (2002)

1.2 The Children and Families (Wales) Measure received Royal Assent in 2010. The measure is not just about fixed and staffed play provision. The Measure is more about children having the time, space and ultimately the freedom to play. Central to the approach, is to assess whether, children have access to sufficient play opportunities within their local community.

1.3 The Measure requires that local authorities undertake an assessment of current play provision and to determine whether sufficient play opportunities exist. In assessing play provision within the County, it has been important to consider any barriers that may need removing to improve play provision for children. This Play Sufficiency Assessment is Flintshire County Council's statutory response to the WG requirement for an assessment of play sufficiency.

2.0 The Flintshire County Council Approach

2.1 The approach taken by Flintshire County Council in undertaking the Play Sufficiency Assessment is shown in detail in the project timetable below.

2.2 Play Sufficiency Assessment, Project Timetable

November 2012 Welsh Government regulations take affect

December 2012 Leisure Services form a Play Sufficiency Assessment working Group

December 2012 Planning and preparation for delivery of Project

December 2012   Issue public questionnaires (Snap System)

Dec - Feb 2013   Evidence gathering with FCC Services & public

Dec – Feb 2013   Various stakeholder engagement e.g. schools & third sector

31st Jan 2013   Key stakeholder engagement event

1st March 2013   Submission of 1st draft of Play Sufficiency Assessment to Welsh Government

14th March 2013   Overview and Scrutiny meeting – Presentation of report – PSA Audit, Assessment and Action Plan for consideration and comment

23rd April 2013   Cabinet Meeting – Presentation of report PSA Audit, Assessment and Action Plan for approval and adoption

2.3   The Play Sufficiency Assessment process, has involved considerable effort to engage and consult with key stakeholders, internal and external to the Council, and with the general public as follows:

1.   Promotion of the Play Sufficiency Assessment process
2.   Engagement with Flintshire County Council Directorates and strategic partnerships
3.   Development of online questionnaire (Snap System)
4.   Engagement with all Flintshire schools
5.   Engagement with third sector organisation, including Flintshire Local Voluntary Council.
6.   The Flintshire Play Sufficiency Assessment Stakeholder Workshop / Event

2.4   It is anticipated that the submission of the draft Play Sufficiency Assessment report and Action Plan to Welsh Government on 1st March 2013 will be followed by two key meetings. These are the Lifelong Learning Overview and Scrutiny Committee on 14th March 2013 and Flintshire

County Council Cabinet meeting on 23rd April 2013. It will only be following these meetings and a resolution by Members to approve the PSA Report and Action Plan that the report can be publicly released.

3.0 Main Report

3.1   To set the context for the assessment of play sufficiency the Welsh Government provided a toolkit containing 111 key criteria to be assessed. These 111 criteria have been used to frame the Council's response. Each criterion has been assessed within a RAG system (Red, Amber & Green) on the basis of performance in the last 12 months. The RAG system used is as follows:

Red –   Criterion not met
Amber –   Criterion partially met
Green –   Criterion fully met

3.2   Supplementing the RAG assessment system a series of arrows have been used to provide indication of how the matter is expected to change in the foreseeable future, as follows:

Arrow Up -   Improvements are likely in the next 12 months.
Arrow Across –   The situation is expected to remain static in the next 12 months.
Arrow Down -   The matter is expected to deteriorate in the next 12 months

3.3   The process has identified a wide variety of results where matters may have been identified Red, Green or more commonly as Amber but with an indication of likely future improvement / deterioration.

3.4   The 111 criteria are framed within Matters A-I. Matters A-I are as follows:

Matter A Population
Matter B Providing for Diverse Need
Matter C Space Available for Children to Play
Matter D Supervised Provision

Matter E Charges for Play Provision
Matter F Access to Space Provision
Matter G Securing and Developing the Play Workforce
Matter H Community Engagement & Participation
Matter I Play within all relevant Policy & Implementation
Agenda's

4.0 The PSA Action Plan

4.1 The PSA process has identified that there are many actions which could be taken by Flintshire County Council to improve play opportunities for children and young people. These actions have been presented within the main body of the report (Matters A-I) and have been assessed individually and allocated to one of three Action Plan Schedules as follows:

Schedule 1: **This is Flintshire County Councils, 2013-2014 PSA Action Plan**

Schedule 2: **These are actions which could be delivered, beyond 2014, with the provision of additional Staff Resources**

Schedule 3: **These are actions which could be delivered, beyond 2014, with the provision of additional Staff &/or Financial Resources**

4.2 The Action Plan has been developed through a process of impartial assessment, to identify 'low-cost' and 'no-cost' actions which can be delivered over the next 12 months within existing budgets and using existing officer time. In this respect Schedule 1 of the Action Plan are considered to be "Quick Wins".

4.3 Schedule 2 consists of 57 individual actions which have been assessed and found that they cannot be delivered within the next 12 months. If these actions are to be delivered in the period beyond 2014, then there will be need for additional resources.

4.4 The matters in Schedule 2 will require additional staff provision within the Play Unit, to co-ordinate this work across

the Local Authority. The total estimated costs based on an outline desktop assessment are £154,000 of new funding.

4.5 Schedule 3 consists of 37 individual actions which have been assessed and found that they cannot be delivered within the next 12 months. If these actions are to be delivered in the period beyond 2014, then it will be necessary for additional staff and/or financial resources.

4.6 It is necessary to state that the additional funding required to achieve all of the actions in Schedule 3 has not been identified within the time available. This matter should be the subject of future discussion between Flintshire County Council and Welsh Government.

5.0 The Next Steps

5.1 The Play Sufficiency Assessment has provided Flintshire County Council with the opportunity to review its current approach to providing play opportunities for children and young people.

5.2 The findings of this review are presented in considerable detail within the main report. There are known limitations to the findings within the report. It is anticipated that this undertaking will provide the basis for future reviews which, given more time, can improve and develop on this first baseline audit.

5.3 The Actions presented in Schedule One represent the Action Plan for the period 2013-2014. The actions contained within further Schedules (2&3) are highly unlikely to be implemented, without the provision of sufficient resources being made available.

5.4 Once approved, the Play Sufficiency Assessment report will be made available to the general public. Any feedback will be used to inform the implementation of actions in the period 2013-2014. This is an ongoing process which will be monitored and reviewed to ensure that the actions seek to address identified community needs.

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Flintshire County Council: Play Sufficiency Assessment 2013 - 2014

Schedule One Proposed Actions

Matter	Priorities	Project Lead and Partners	Resources & Funding
	Matter A: Population		
Matter A Criteria 1 (ii)	Specifically, Leisure and Planning Services in co-ordination with Corporate Services will continue to develop existing approaches based on the new 2011 data (Previously the 2001 data) to identify areas of sufficiency and deficiency in play provision.	Play Unit with Planning & Corporate Services	Through the use of existing resources and Officer Time
Matter A Criteria 2 (i)	To engage with Education and further consider the availability and value of PLASC data in the seeking to address disabled children's needs in the County.	Play Unit with CIDS & Education (Inclusion)	Through the use of existing resources and Officer Time
Matter A Criteria 3 (i)	Flintshire County Council will consider, analyse and interpret the data within the 2011 Census and seek to provide key analysis into the public domain. Specifically Leisure and Planning Services will continue to develop existing approaches based on the new 2011 data to identify areas of sufficiency and deficiency in play provision.	Play Unit with Planning & Corporate Services	Through the use of existing resources and Officer Time

Matter	Priorities	Project Lead and Partners	Resources & Funding
Matter A Criteria 4 (i)	Flintshire County Council will consider, analyse and interpret the data within the 2011 Census and seek to provide key analysis into the public domain. Specifically Leisure and Planning Services will continue to develop existing approaches, based on the new 2011 data to identify areas of sufficiency and deficiency in play provision.	Play Unit with Planning & Corporate Services	Through the use of existing resources and Officer Time
	Matter B: Providing for diverse needs		
Matter B Criteria 5 (i)	An assessment of mapping fixed play areas has already been undertaken. It is proposed that this assessment be further developed utilising 2011 Census Data to identify the locations of greatest need in rural areas. This exercise will inform future investment decisions.	Planning with Play	Through the use of existing resources and Officer Time
Matter B Criteria 5 (ii)	It is proposed that further discussions be held with Education (Inclusion) and Transportation Services (Public Transport & Taith) to promote the development of alternative transportation services.	Culture and Leisure with Public Transporta tion; Taith; & Education (Inclusion)	Through the use of existing resources and Officer Time

Matter	Priorities	Project Lead and Partners	Resources & Funding
Matter B Criteria 10	To engage with the Children's Integrated Disability Service and the Play Unit to explore what potential exists to develop and improve mechanisms for disabled children to access sufficient play opportunities.	Culture and Leisure with CIDS & Education (Inclusion)	Through the use of existing resources and Officer Time
Matter B Criteria 12	(FCC) Public Open Space (Play Unit) in partnership with (FCC) Corporate Services to develop a play scheme for the Queensferry gypsy-traveller site to be managed and operated by Flintshire County Council in partnership with the local community. Further assessment will be required, in relation to other authorised sites to identify play needs and whether there are issues of deficiency.	Play with Corporate Policy & Housing	Through the use of existing resources and Officer Time
	Matter C: Space available for children to play		
Matter C Criteria 17	To complete the Accessible Natural Green Spaces Study in the next 12 months.	Leisure Services with Play, Planning and Countryside Services	Through the use of existing resources and Officer Time

Matter	Priorities	Project Lead and Partners	Resources & Funding
Matter C Criteria 18	There is the potential for the good practice shown by the Play Unit (Public Open Spaces) and Countryside Services to be shared to develop a consistent approach.	Play with Countryside Services and Streetscene	Through the use of existing resources and Officer Time
Matter C Criteria 19	The PSA Action Plan should seek to support the Green Space Strategy in seeking to develop policies at a strategic and a technical level to put in place the local open space standard.	Planning with Play, Countryside Services and Corporate Policy	Through the use of existing resources and Officer Time
Matter C Criteria 25	To engage with Planning (Policy) to review the Local Planning Guidance Note 13: Open space.	Planning with Play	Through the use of existing resources and Officer Time
Matter C Criteria 27 (i)	Introduction of smoke free play areas in 2013 together with signage provision.	Play with HSCWB & CYPP	Through the use of existing resources and Officer Time

Matter	Priorities	Project Lead and Partners	Resources & Funding
Matter C Criteria 28	There is a need for the Play Unit (Public Open Spaces) to review current practice and consider the introduction of new procedures for the erection and/or removal of "no ball game signs".	Play with Streetscene and Town and Community Councils	Through the use of existing resources and Officer Time
Matter D: Supervised provision			
Matter D Criteria 42	The Creating an Active Partnership forum, network and action plan provide the opportunity for actions identified through the Play Sufficiency Assessment to be developed in collaboration with other stakeholders.	HSCWB with Play	Through the use of existing resources and Officer Time
Matter D Criteria 45 (ii)	To engage with Arts and Culture to explore the potential to deliver arts and culture activities at alternative facilities such as Schools; Leisure Centres; and Community Halls.	Cultural & Leisure Services	Through the use of existing resources and Officer Time

Matter	Priorities	Project Lead and Partners	Resources & Funding
	Matter E: Charges for play provision		
Matter E Criteria 54 (iii)	To engage with the Family Information Service and the Public Transportation Team in order to promote the advice and expertise available within FCC with regards to the hire and provision of transportation for events - regular activities and out of school hours play provision.	Culture & Leisure with FIS and Public Transportation	Through the use of existing resources and Officer Time
	Matter F: Access to space/provision		
Matter F Criteria 55	To map this data alongside designated play areas and other play and recreation destinations; as well as designated pedestrian crossing points to identify where additional traffic calming may be of benefit to children and young people.	C=Play with Planning and Transportation (Road Safety and Traffic)	Through the use of existing resources and Officer Time

Matter	Priorities	Project Lead and Partners	Resources & Funding
Matter F Criteria 57 (i)	To explore with Transportation (Road Safety) over the course of 2013, how children's and young people's needs and views will be taken into account in the development of any Road Safety Plan for Flintshire.	Culture & Leisure with Transportation (Road Safety and Traffic)	Through the use of existing resources and Officer Time
Matter F Criteria 58 (i)	To further engage with Transportation (Policy) to promote the right of children to play and play as a key motivating factor for travelling within or away from a child's neighbourhood area.	Culture & Leisure Transportation (Policy and Road Safety)	Through the use of existing resources and Officer Time
Matter F Criteria 59 (i)	To explore with Transportation (Road Safety) over the course of 2013, how children's and young people's needs and views will be taken into account in the development of any Road Safety Plan for Flintshire.	Culture and Leisure with Transportation (Policy, Traffic and Road Safety)	Through the use of existing resources and Officer Time

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Matter	Priorities	Project Lead and Partners	Resources & Funding
Matter F Criteria 66 (i)	To explore with Transportation (Public Transportation) what options may exist in reviewing the Deeside Shuttle Service in offering children and young people access to key leisure and play destinations.	Play with Transportation (Public)	Through the use of existing resources and Officer Time
Matter F Criteria 67	To ensure the FIS web pages are linked and prominently promoted by the FCC Play Unit web pages; the North East Wales web site and other key websites eg Children and Young Peoples Partnership.	Play with FIS and Corporate Comms.	Through the use of existing resources and Officer Time
Matter F Criteria 68	To ensure the FIS web pages are linked and prominently promoted by the FCC Play Unit web pages; the North East Wales web site and other key websites eg Children and Young Peoples Partnership.	Play with FIS, NEWPlay, CYPP, and Corporate Comms.	Through the use of existing resources and Officer Time
Matter F Criteria 69 (i)	To explore with the Children and Young Peoples Partnership to identify whether the FIS Website and the Summer Fun Publication is widely available.	Play with FIS, NEWPlay, CYPP, and Corporate Comms.	Through the use of existing resources and Officer Time

Matter	Priorities	Project Lead and Partners	Resources & Funding
Matter F Criteria 70	To continue to engage with the media to highlight and promote existing good practice and good news stories from the County; to promote play opportunities (eg Summer Fun Publication); to identify the need for play opportunities particularly in those areas where there are identified deficiencies in provision; and to positively challenge public perceptions of children, young people, and the value of play.	Play with NEWPlay and Corporate Comms.	Through the use of existing resources and Officer Time
Matter F Criteria 73	To continue to engage with the media to highlight and promote existing good practice and good news stories from the County; to promote play opportunities (eg Summer Fun Publication); to identify the need for play opportunities particularly in those areas where there are identified deficiencies in provision; and to positively challenge public perceptions of children, young people, and the value of play.	Play with NEWPlay, FIS and Corporate Comms.	Through the use of existing resources and Officer Time
	Matter H: Community engagement and participation		
Matter H Criteria 86	To work with Corporate Services to develop approaches to minimise consultation duplication and overload for stakeholders, whilst simultaneously maximising the potential for collaboration between FCC Services in delivering play opportunities for children and young people.	Play with Corporate Comms.	Through the use of existing resources and Officer Time

Matter	Priorities	Project Lead and Partners	Resources & Funding
Matter H Criteria 87 (i)	To work with Corporate Services to develop approaches to minimise consultation duplication and overload for stakeholders, whilst simultaneously maximising the potential for collaboration between FCC Services in delivering play opportunities for children and young people.	Play with Corporate Comms.	Through the use of existing resources and Officer Time
Matter H Criteria 87 (ii)	To continue to engage with FCC Councillors; Town and Community Councillors; FCC decision makers; Third Sector; with adults in the community to raise awareness of the importance of play; to highlight how decisions impact on play; and to provide training and raise awareness of play value.	Play Unit with NEWPlay, FIS & CYPP	Through the use of existing resources and Officer Time
Matter H Criteria 87 (iii)	To engage with local, regional and national media to promote positive attitudes to children and young people and to promote the value of play.	Play with NEWPlay & Corporate Comms.	Through the use of existing resources and Officer Time

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Matter	Priorities	Project Lead and Partners	Resources & Funding
Matter I: Play within all relevant policy and implementation agendas			
Matter I Criteria 88	Following production of the Play Sufficiency Assessment a presentation will be delivered for the two Play Champions of Flintshire County Council. This presentation will take the form of a briefing to ensure that the findings of the PSA can best be presented to other key decision making groups, including the Local Service Board.	Play Unit	Through the use of existing resources and Officer Time
Matter I Criteria 91 (ii)	To engage with Education and the Corporate Health and Safety Team, to identify appropriate methods and guidance that could be presented to schools, to show how school grounds could be made available to the community (Either open access or through bookings) whilst maintaining security of buildings and other assets.	Culture & Leisure with Education & Corporate Health and Safety Team	Through the use of existing resources and Officer Time
Matter I Criteria 92	To engage with the Local Education Authority and Transportation to identify how best to engage with individual schools, to promote walking and cycling and to identify what good practice currently exists which can be promoted to other schools in Flintshire.	Culture & Leisure with Education & Transportation (Policy)	Through the use of existing resources and Officer Time

Matter	Priorities	Project Lead and Partners	Resources & Funding
Matter I Criteria 93 (i)	To engage with the Local Education Authority to promote the value of break times for facilitating children's play.	Culture & Leisure with NEWPlay and Education	Through the use of existing resources and Officer Time
Matter I Criteria 94	Flintshire County Council has already made commitments to begin a Local Development Plan, work is currently underway. The Flintshire Strategic Play Forum will engage with the Planning Authority to ensure that the policies that are drafted are reflective of the play needs of children of different ages and abilities.	Planning with Play	Through the use of existing resources and Officer Time
Matter I Criteria 95	To engage with Taith to promote the needs of children and young people in accessing and utilising paths, cycleways and public transportation services to access play, recreation and leisure facilities.	Play with Transportation (Policy) and Taith	Through the use of existing resources and Officer Time
Matter I Criteria 96	To engage with Taith to promote the needs of children and young people in accessing and utilising public transportation services.	Play with CYPP, Transportation (Policy) and Taith	Through the use of existing resources and Officer Time

Matter	Priorities	Project Lead and Partners	Resources & Funding
Matter I Criteria 102	Flintshire Play Development Unit via Family Information Service to promote good practice regarding to intergenerational projects.	Play with FIS	Through the use of existing resources and Officer Time

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 23 APRIL 2013

REPORT BY: DIRECTOR OF LIFELONG LEARNING

SUBJECT: HAWARDEN INFANT AND JUNIOR AMALGAMATION

1.00   PURPOSE OF REPORT

1.01   To determine the amalgamation of Hawarden Infants and Rector Drew Church in Wales Voluntary Aided Junior schools to form a new through Primary school on the same site.

2.00   BACKGROUND

2.01   In accordance with the policy of the Council to amalgamate infant and junior Schools, the relevant consultations have been conducted, the result of which were reported to Cabinet at the meeting on the 19th of February 2013.

2.02   The decision of the Cabinet members was that a statutory notice be published in accordance with the requirements of the Welsh Government.

2.03   The published notice set out the intention of the Authority to close the existing infant and junior schools as of 31st August 2014 and to open the new school, in the existing buildings on the 1st of September 2013.

2.04   One month was allowed for any formal (written) objections to be lodged.

3.00   CONSIDERATIONS

3.01   No formal objections were received during the statutory period which commenced on the 27th of February 2013 and concluded on the 27th of March 2013.

3.02   As a result of this, the determination of the proposal can be made by the Cabinet of the Council, without reference to Welsh Ministers.

4.00   RECOMMENDATIONS

4.01   That Members approve the proposal to effect an amalgamation of the existing Infant and Junior schools to form a new through Church in

Wales Voluntary Aided Primary school on the existing site and utilising the existing buildings from 1st September 2013.

5.00   FINANCIAL IMPLICATIONS

5.01   As a result of the amalgamation into a single school, linking works between the two adjacent schools will need to be carried out, together with work to meet up with the Disability Discrimination Act requirements. Work is ongoing to establish the build costs to link the two schools and when this is complete a report will be submitted to the Corporate Asset Management Group to consider the funding for the project.

6.00   ANTI POVERTY IMPACT

6.01   There is no impact as a direct result of this report. All schools work to address national and local anti poverty priorities.

7.00   ENVIRONMENTAL IMPACT

7.01   The proposed new school link between the existing school buildings will comply with all environmental requirements as detailed for the local Planning and Welsh Government requirements. The linking works will also meet with the requirements of the Building Research Establishment Environmental Assessment Method (BREEAM).

8.00   EQUALITIES IMPACT

8.01   The link between the existing schools will be built to a high accessibility standard and improve access to any user of limited mobility.

8.02   The enhanced environment will provide improved learning opportunities for the community, together with enabling staff to have one staff room.

9.00   PERSONNEL IMPLICATIONS

9.01   The temporary Governing Body of the new school will be responsible for the appointment of a Headteacher who will lead the new school. There is currently one Headteacher in post for the Infant and Junior Schools, following the retirement of one of the Headteachers in 2012. Other school staff will be recommended by the Local Authority for adoption by the Temporary Governing Body for the staffing of the new school.

10.00   CONSULTATION REQUIRED

10.01   No further requirement for consultation.

11.00   CONSULTATION UNDERTAKEN

11.01   Full consultation meetings with the relevant groups.

12.00   APPENDICES

12.01   None.

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

None.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **SHOTTON INFANT AND JUNIOR AMALGAMATION**

1.00 **PURPOSE OF REPORT**

1.01 To determine the amalgamation of Shotton Infants School and Taliesin Junior School to form a new through Primary school on the Taliesin Junior School site.

2.00 **BACKGROUND**

2.01 In accordance with the policy of the Council to amalgamate infant and junior Schools, the relevant consultations have been conducted, the result of which were reported to Cabinet at the meeting on the 22nd of January 2013.

2.02 The decision of the Cabinet members was that a statutory notice be published in accordance with the requirements of the Welsh Government.

2.03 The published notice set out the intention of the Authority to close the existing infant and junior schools as of 31st August 2014 and to open the new school, in it's new building on the 1st of September 2014. One month was allowed for any formal (written) objections to be lodged.

3.00 **CONSIDERATIONS**

3.01 No formal objections were received during the statutory period which commenced on the 27th of February 2013 and concluded on the 27th of March 2013.

3.02 As a result of this, the determination of the proposal can be made by the Cabinet of the Council, without reference to Welsh Ministers.

4.00 **RECOMMENDATIONS**

4.01 That Members approve the proposal to effect an amalgamation of the Infant and junior schools to form a new through primary school on the Taliesin Avenue site from 1st September 2014.

5.00   FINANCIAL IMPLICATIONS

5.01   A 30% (£1.9m) contribution by the Council was agreed prior to the commencement of the project. This will be funded through prudential borrowing over 50 years from the estimated revenue savings resulting from the amalgamation.

6.00   ANTI POVERTY IMPACT

6.01   There is no impact as a direct result of this report. All schools work to address national and local anti poverty priorities.

7.00   ENVIRONMENTAL IMPACT

7.01   The proposed new school will comply with all environmental requirements as detailed for the local Planning and Welsh Government requirements. The building will also meet with the requirements of the Building Research Establishment Environmental Assessment Method (BREEAM), compliance with which is a pre-requisite of the Welsh Government grant funding.

8.00   EQUALITIES IMPACT

8.01   The new school buildings will be built to a high accessibility standard. The new environment will provide first rate learning opportunities for the community.

9.00   PERSONNEL IMPLICATIONS

9.01   The temporary Governing Body of the new school will be responsible for the appointment of a Headteacher who will lead the new school. There are currently two Headteachers in post for the Infant and Junior Schools respectively. Other school staff will be recommended by the Local Authority for adoption by the Temporary Governing Body for the staffing of the new school.

10.00   CONSULTATION REQUIRED

10.01   No further requirement for consultation.

11.00   CONSULTATION UNDERTAKEN

Full consultation meetings with the relevant groups.

12.00   APPENDICES

12.01   None

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

None.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 23 APRIL 2013

REPORT BY: DIRECTOR OF LIFELONG LEARNING

SUBJECT: PENYFFORDD INFANT AND JUNIOR
                  AMALGAMATION

1.00   PURPOSE OF REPORT

1.01   To inform Members of the outcome of the consultation meetings and the responses to the consultation in relation to the proposed amalgamation of Penyffordd Abbot's Lane Infant School and Penyffordd Junior School from September 1st 2013.

2.00   BACKGROUND

2.01   In accordance with the Flintshire policy to amalgamate infant and junior Schools to provide all-through Primary schools, the consultation process was initiated by the announcement that one of the Headteachers would be retiring at the end of the 2012/2013 academic year.

2.02   The consultations at Penyffordd would mark the final pair of schools to be consulted with, with regard to amalgamation. All other Flintshire infant and junior schools are either amalgamated or in the process of amalgamation. It is County Council policy to bring together infant and junior schools as all-through primary schools, in order to:

        o   promote greater continuity and progression for pupils aged 4-11 in all aspects of teaching and learning;

        o   provide greater capacity for effective use of data and information.

        o   provide a single vision and a common ethos through one headteacher supported by one governing body;

        o   provide a larger team of staff increasing teacher expertise and enhancing curriculum opportunities;

        o   promote greater flexibility in the sharing of staff responsibilities and deployment of teaching and non-teaching staff;

        o   improve and enhance pastoral arrangements;

- o promote opportunities for staff and pupils to work together across key stages;

- o promote a consistent whole school approach to the management of pupils with special and additional learning needs;

- o build up parental relationships with one school and one set of senior leaders and staff;

- o promote opportunities to be creative and flexible in the use of accommodation and develop ideas for future primary provision;

- o develop an increased range of additional activities and extra-curricular opportunities for pupils – sports, music, team games;

- o develop as a community focused school with increased capacity to respond to local community needs

- o using the single budget, providing opportunities for greater budgetary and organisational flexibility; and

- o promoting more efficient use of resources.

Challenges to be overcome include:

- o loss of tradition and the consequent fear associated with change;

- o belief that the present schools are the best possible, including environment, ethos and focus; and

- o established relationships between parents and staff, particularly the Headteacher.

2.03 Discussions were held initially with the Headteachers and Governor representatives, prior to approval of Cabinet to carry out the full consultations in accordance with the requirements of the Welsh Government.

2.04 Consultation meetings were held for Governors, Staff and Parents/Pupils on the 7th February 2013.

2.05 The meetings were well attended and feed back in the form of response forms and letters are placed in the Members Library.

3.00 **CONSIDERATIONS**

3.01 Some responses from the meetings, especially parents, expressed a view that the schools were on separate sites and would be difficult to manage for one Headteacher. Although there is a successful example of an amalgamated school on a split site in Mynydd Isa, the view was expressed that the Penyffordd case was different due to the larger distance between the two existing schools. The general view of the meeting was that amalgamation would be more acceptable if a new school was eventually to be built to bring the existing infant and junior schools together.

3.02 The argument was put forward, and accepted by some, that having an amalgamated school on a split site would strengthen the case for future 21st Century School capital funding. Not acting to bring the schools together would potentially weaken the case for major capital investment.

4.00 **RECOMMENDATIONS**

4.01 That Members consider the report and the written responses to the consultations and approve the publication of the statutory notice to amalgamate the schools with effect from September 1st. 2013.

5.00 **FINANCIAL IMPLICATIONS**

5.01 None as a direct result of this report.

6.00 **ANTI POVERTY IMPACT**

6.01 None as a result of this report. All schools work to address national and local anti poverty strategies.

7.00 **ENVIRONMENTAL IMPACT**

7.01 None as a result of this report.

8.00 **EQUALITIES IMPACT**

8.01 None as a direct result of this report. If amalgamation was to take place, the schools would operate within the equalities legislation as at the present time.

9.00 **PERSONNEL IMPLICATIONS**

9.01 The Headteacher appointment is undertaken by the Temporary Governing Body. Other members of teaching staff would be recommended for adoption by the 'new' school Governing body, with no need for individual applications for posts.

10.00 CONSULTATION REQUIRED

10.01 Statutory notice of one month for lodging formal objections (Appendix 1).

11.00 CONSULTATION UNDERTAKEN

11.01 Consultations as required by Welsh Government have been completed.

12.00 APPENDICES

Appendix 1: Draft Statutory Notice

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None.

Contact Officer: Tom Davies
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Email: tomrdavies1@flintshire.gov.uk

STATUTORY NOTICE TO DISCONTINUE ABBOT'S LANE INFANTS SCHOOL AND PENYFFORDD JUNIOR SCHOOL AND TO ESTABLISH A NEW COMMUNITY PRIMARY SCHOOL ON THE EXISTING TWO SITES

FLINTSHIRE COUNTY COUNCIL

NOTICE IS HEREBY GIVEN in accordance with Sections 28(1)(a) and 29(1)(a) of the Schools Standards and Framework Act 1998 and the Education (School Organisation Proposals) (Wales) Regulations 1999 (SI1999/1671) as amended, that Flintshire County Council of County Hall, Mold, having consulted such persons as appeared to them to be appropriate, propose to:-

- Discontinue Abbot's lane Infant School, Plymouth Park Crescent, Penyffordd, Flintshire CH4 0HW

- Discontinue Penyffordd Junior School, Penymynydd Road, Penyfforddd, Flintshire CH4 0LO

- Establish a new 262 + 12 Nursery places community school for boys and girls aged 3 – 11 years at the site of the existing Abbot's lane Infants School and Penyffordd Junior School.

It is proposed to implement the proposals to discontinue the above two schools on the 31st August 2013 and to implement the proposal to establish a new school on the 1st September 2013.

It is proposed that all pupils registered at Abbot's Lane Infant School and Penyffordd Junior School as at 31st August 2013 may attend the new school due to be established on the 1st September 2013.

The proposed new school will be a Community Primary School. Admission arrangements will be dealt with in line with the Local Authority's Admission Policy. No provision will be made for either selection by aptitude or pupil banding.

Transport of pupils shall be dealt with by reference to the Local Authority's Home to School Transport Policy.

The number of pupils to be admitted to the new school at age four years in the first school year of which the proposals have been implemented is 37. Flintshire County Council as the Local Authority will be the admission authority.
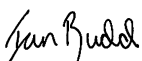
Within a period of one month after the date of publication of these proposals, that is to say by …………………….. any person may object to the proposals. Objections should be sent to the Director of Lifelong Learning, Flintshire County Council, County Hall, Mold, Flintshire, CH7 6ND.

The Authority will send copies of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, to the Welsh Ministers within the period of two weeks after the end of the objection period.

The proposals will (unless withdrawn) require the approval of the Welsh Ministers if:-

(a)   Within two months after a copy of them is sent to the Welsh Ministers it gives notice that they require such approval; or

(b)   Objections have been made within the objection period and have not been withdrawn during that period.

Where proposals do not require such approval, Flintshire County Council acting as the Local Authority will decide whether to implement them.

Signed:

Director of Lifelong Learning

Dated:

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 23 APRIL 2013

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   **5.00 ANTI-POVERTY IMPACT**

4.01 As detailed in each report.   5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT   **7.00 EQUALITIES IMPACT**

6.01 As detailed in each report.   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 <u>APPENDICES</u>

11.01 Summary of Decisions taken under Delegated Powers.

<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985</u>

Background documents: See individual report.
Contact Officer: Detailed on the individual reports.

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Directorate	**Subject**
Corporate Services (Finance)	Corporate Debt – Write Off
	Business Rates – Write Offs
Corporate Services	Occupational Health structure review
Community Services	Entering into a joint procurement for Energy Company Obligation (ECO) funding with Wrexham County Borough Council
Environment	Public Protection fees and charges for 2013/14
	Annual charges review for Streetscene services specifically regarding waste collection, recycling and disposal. To be applied 1 May 2013.
Lifelong Learning	Greenfield Valley Heritage Park – Charges for 2013 season
	Library fees and charges – proposed amendments 2013-14

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

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FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY
APRIL 2013 TO SEPTEMBER 2013

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
April					
Environment Overview & Scrutiny Committee	10 April 2013	Environment	**Communities First** To receive an update on the effectiveness of the new programme.		
Environment Overview & Scrutiny Committee	10 April 2013	Environment	**Rural Development Plan and European Structural Funds** To receive regular updates on the progress of Business Plan 2 with particular consideration to any downturns in progress		
Environment Overview & Scrutiny Committee	10 April 2013	Environment	**Update on North Wales Residual Waste Treatment Project and the Sub-Regional Food Waste Project** To receive and consider further details on the progress of the project.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Environment Overview & Scrutiny Committee	10 April 2013	Environment	**Deeside Enterprise Zone** Progress Report		
Environment Overview & Scrutiny Committee	10 April 2013	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee		
Social & Health Care Overview & Scrutiny Committee	11 April 2013	Overview and Scrutiny	**Social & Health Care Quarter 3 Service Performance Reports** To note and consider the 2012/13 Quarter 3 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The reports cover the Quarter 3 period (October to December 2012).		
Social & Health Care Overview & Scrutiny Committee	11 April 2013	Community Services	**Annual Council Reporting Framework** To consider the final draft of the Annual report		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Social & Health Care Overview & Scrutiny Committee	11 April 2013	Community Services	**Emergency Duty Team Update** To receive an update on the joint Wrexham, Flintshire & Denbighshire Emergency Duty Team based in Wrexham		
Social & Health Care Overview & Scrutiny Committee	11 April 2013	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
Flintshire County Council	16 April 2013	Legal and Democratic Services	**Community Review** To recommend to the Cabinet:- a) The guiding principles for the proposed community review. b) That the community review be commenced. c) The consultation process for this phase of the review.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Flintshire County Council	16 April 2013	Finance	**Clwyd Pension Fund Update** To update Members on issues relating to the Clwyd Pension Fund.		
Flintshire County Council	16 April 2013	Legal and Democratic Services	**Appointments to the Standards Committee** To make appointments to fill existing and forthcoming independent member vacancies on the Standards Committee.		
Flintshire County Council	16 April 2013	Legal and Democratic Services	**Voluntary Register of Membership of Organisations** To discontinue the locally adopted requirement to voluntarily register membership of any organisation not open to the public without formal membership.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Flintshire County Council	16 April 2013	Chief Executive's	**Flintshire's Armed Forces Community Covenant, North Wales Armed Forces Day and Freedom of the County Parade** To provide an update		
Corporate Resources Overview & Scrutiny Committee	18 April 2013	Finance	**Fair Debt Policy** To consider a draft Fair Debt Policy for adoption		
Corporate Resources Overview & Scrutiny Committee	18 April 2013	Finance	**Revenue Budget Monitoring 2012/13 Month 10** Monitoring and development		
Corporate Resources Overview & Scrutiny Committee	Before 18 April 2013	Overview and Scrutiny	**Information Commissioners Office Data Protection Audit** To inform the committee of the audit being undertaken by the Information Commissioner's office.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Corporate Resources Overview & Scrutiny Committee	18 April 2013	ICT and Customer Services	**Customer Services as a Flintshire Futures workstream** Monitoring and development		
Corporate Resources Overview & Scrutiny Committee	Before 18 April 2013	Human Resources and Organisational Development	**Workforce Information Quarter 3 - October - December 2012** To provide Members with an update for the third quarter 2012/13		
Corporate Resources Overview & Scrutiny Committee	18 April 2013	Overview and Scrutiny	**CR Forward Work Programme** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Community Profile & Partnerships Overview & Scrutiny Committee	22 April 2013	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Community Profile and Partnerships Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Cabinet	23 April 2013	Chief Executive's	**Regional Closed Circuit Television (CCTV) Service Business Case** Progress on feasibility of a Regional CCTV Service for North Wales	Strategic	Cabinet Member for Education
Cabinet	23 April 2013	Chief Executive's	**Review of the Response to the Recent Severe Weather** To summarise the operational response of the Council and its partners to the recent severe late winter weather (21 March onwards), to outline the measures and costs of recovery and repair, and to invite member comment to complete a local debrief and learning exercise.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	23 April 2013	Chief Executive's	**Setting Performance Targets for 2013/14** To endorse the targets set for 2013/14	Operational	Cabinet Member for Corporate Management
Cabinet	23 April 2013	Finance	**Fair Debt Policy** To consider a draft Fair Debt Policy for adoption.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Cabinet	23 April 2013	Finance	**Discretionary Housing Payment (DHP) Policy 2013/14** Consideration of Flintshire County Council's revised Discretionary Housing Payment (DHP) Policy for 2013/14.	Strategic	Cabinet Member for Corporate Management
Cabinet	23 April 2013	Finance	**Revenue Budget Monitoring 2012/13 (Month 10)** To provide Members with the Revenue Budget Monitoring information at Month 10 for the Council Fund and the Housing Revenue Account in 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	23 April 2013	Legal and Democratic Services	**Community Review** For Cabinet to recommend a) The guiding principles for the proposed community review b) That the community review be commenced c) The consultation process for this phase of the review	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Cabinet	23 April 2013	Community Services	**Supporting People Commissioning Plan** To update Cabinet on the Supporting People Programme in Flintshire and seek approval for the Flintshire Supporting People Commissioning Plan.	Strategic	Cabinet Member for Housing
Cabinet	23 April 2013	Community Services	**Welfare Reform and Housing Policy Amendments** To seek approval from Cabinet for the implementation of a series of amendments to current housing policies that are necessary for the Neighbourhood Housing Service to be able to respond proactively to the Welare Reform Act 2012.	Strategic	Cabinet Member for Housing, Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Cabinet	23 April 2013	Environment	**Review of Subsidised Bus Services** To advise Members of how bus services are organised currently within Flintshire and to outline proposals for a review of the County's subsidised bus services and related services.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Cabinet	23 April 2013	Environment	**Welsh Government Consultation on the European Structural Funds and Rural Development Plan Programmes 2014-2020** To inform Members of the current consultation by Welsh Government of the European Structural Funds and Rural Development Plan (RDP) Programmes for 2014-2020 and to seek endorsement for a Council response. Concurrent with this is the review of Assisted Areas throughout Wales, these are the areas in Wales where State Aids can be offered to eligible investment projects, including those in parts of Flintshire.	Strategic	Cabinet Member for Regeneration, Enterprise & Leisure

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Cabinet	23 April 2013	Environment	**EU State Aid New UK Assisted Areas,an Update on the Latest Situation** The purpose of this report is to advise Members on the position regarding Flintshire's assisted areas designation and to identify a strategy to ensure that Flintshire retains designation for the period to 2020.	Strategic	Cabinet Member for Regeneration, Enterprise & Leisure
Cabinet	23 April 2013	Environment	**Designation of City Regions in Wales** To update Members on the review being undertaken to ascertain the potential for establishing City Regions in Wales.	Strategic	Cabinet Member for Regeneration, Enterprise & Leisure
Cabinet	23 April 2013	Lifelong Learning	**Home to School Transport Policy Changes - Post-16** To report on the response to consultation on the review of Post-16 transport arrangements.	Strategic	Cabinet Member for Education

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Cabinet	23 April 2013	Lifelong Learning	**School Music Service Review of Business Model** To recommend on an operating model to protect and develop the Flintshire Music Service.	Strategic	Cabinet Member for Education
Cabinet	23 April 2013	Lifelong Learning	**Flintshire Play Sufficiency Assessment and Action Plan** To seek Cabinet approval and adoption of the Flintshire Play Sufficiency Assessment and associated action plan.	Operational	Cabinet Member for Regeneration, Enterprise & Leisure
Cabinet	23 April 2013	Lifelong Learning	**Hawarden Infant and Junior Amalgamation** To determine the amalgamation of Hawarden Infants school and Rector Drew Church in Wales Voluntary Aided school.	Operational	Cabinet Member for Education
Cabinet	23 April 2013	Lifelong Learning	**Shotton Infant and Junior Amalgamation** To determine the amalgamation of Shotton Infants and Taliesin Junior school.	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only*
Cabinet	23 April 2013	Lifelong Learning	**Penyffordd Infant and Junior Amalgamation** To report the outcome of consultations realting to the proposed amalgamation of Abbot's Lane Infant School and Penyffordd Junior Schools.	Operational	Cabinet Member for Education
Housing Overview & Scrutiny Committee	24 April 2013	Housing	**Repairs and Maintenance In-House DFG's** To enable Members to monitor the approach and effectiveness of repairs and improvements to the Council's housing stock, to include proposals for the delivery of in-house DFG's as previously approved.		
Housing Overview & Scrutiny Committee	24 April 2013	Community Services	**Anti-Social Behaviour Policy** To gain approval for the draft Anti-social Behaviour Policy		
Housing Overview & Scrutiny Committee	24 April 2013	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee.		

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Lifelong Learning Overview & Scrutiny Committee	25 April 2013	Lifelong Learning	**School Music Service** To recommend on an operating model to protect and develop the Flintshire Music Service		
Lifelong Learning Overview & Scrutiny Committee	25 April 2013	Lifelong Learning	**School Meal Service** To report on the school meal service, menus and working practices across Flintshire schools		
Lifelong Learning Overview & Scrutiny Committee	25 April 2013	Lifelong Learning	**Outcome of Estyn Monitoring Visit** To provide the Committee with an update on the Estyn Action Plan		
Lifelong Learning Overview & Scrutiny Committee	25 April 2013	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee		
May					

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only
Social & Health Care Overview & Scrutiny Committee	9 May 2013	Community Services	**Comments, Compliments and Complaints** To receive the Annual report		
Social & Health Care Overview & Scrutiny Committee	9 May 2013	Community Services	**Community Services Directorate Plan** To consider the Community Service Directorate and Service Plans		
Social & Health Care Overview & Scrutiny Committee	9 May 2013	Community Services	**Family Placement Team Review** To provide Members with the outcome of the review of the FPT and recommendations for any future deployment / team restructuring.		
Social & Health Care Overview & Scrutiny Committee	9 May 2013	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee		

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Flintshire County Council	14 May 2013	Legal and Democratic Services	**Schedule of Member Remuneration** The purpose of the report to approve the council's Schedule of Member Remuneration		
Corporate Resources Overview & Scrutiny Committee	16 May 2013	Finance	**Revenue Budget Monitoring 2012/13 Month 11** Monitoring		
Corporate Resources Overview & Scrutiny Committee	16 May 2013	Chief Executive's	**Annual Improvement Report 2012 by the Auditor General for Wales**		
Corporate Resources Overview & Scrutiny Committee	16 May 2013	Human Resources and Organisational Development	**Workforce Information Q 4** Monitoring and development		

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Corporate Resources Overview & Scrutiny Committee	16 May 2013	Chief Executive's	**Regional Closed Circuit Television Service** To consider the North Wales regional proposal for an integrated public CCTV system based on a twin monitoring centre model.		
Corporate Resources Overview & Scrutiny Committee	16 May 2013	Human Resources and Organisational Development	**Physiotherapy pilot progress report** Information and discussion		
Corporate Resources Overview & Scrutiny Committee	16 May 2013	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Corporate Resources Overview & Scrutiny Committee	16 May 2013	Human Resources and Organisational Development	**Management and leadership Development Programme** Information and discussion		

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Community Profile & Partnerships Overview & Scrutiny Committee	20 May 2013	Chief Executive's	**Community Endowment Fund** To endorse details of the Community Endowment Fund and it's launch		
Community Profile & Partnerships Overview & Scrutiny Committee	20 May 2013	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Community Profile and Partnerships Overview & Scrutiny Committee.		
Cabinet	21 May 2013	Chief Executive's	**Regional Collaboration** To review progress against the portfolio of collaborative projects adopted regionally.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	21 May 2013	Chief Executive's	**WAO Annual Improvement Report** To receive the Annual Improvement Report from the Auditor General for Wales and endorse the Council's response	Strategic	Cabinet Member for Corporate Management

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Cabinet	21 May 2013	Chief Executive's	**Flintshire Self Assessment** Receipt of the first draft of the self assessment and consideration of Member involvement	Strategic	Cabinet Member for Corporate Management
Cabinet	21 May 2013	Finance	**Revenue Budget Monitoring 2012/13 (Month 11)** To provide Members with the revenue budget monitoring information at Month 11 for the Council Fund and the Housing Revenue Account in 2012/13.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	21 May 2013	Chief Executive's	**Community Endowment Fund** To endorse details of the Community Endowment Fund and it's launch	Operational	Cabinet Member for Corporate Management
Cabinet	21 May 2013	Human Resources and Organisational Development	**People Strategy Update** To provide Members with a progress report on the delivery of the People Strategy Action Plan	Strategic	Cabinet Member for Corporate Management

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Cabinet	21 May 2013	Human Resources and Organisational Development	**Workforce Information Quarter 4 - January - March 2013** To provide Members with an update for the final quarter 2012/13	Operational	Cabinet Member for Corporate Management
Cabinet	21 May 2013	Community Services	**Sheltered Housing Improvement Project** To seek approval from Cabinet on the restructure of the Community Based Accommodation Support Service.	Strategic	Cabinet Member for Housing
Cabinet	21 May 2013	Community Services	**Restructure of Housing Service Senior Management Team** To outline and seek agreement of Cabinet for the proposed restructure of the Housing Service Senior Management Team.	Operational	Cabinet Member for Housing

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Cabinet	21 May 2013	Environment	**Contaminated Land Strategy** To seek adoption of Flintshire's updated Contaminated Land Strategy as required under the Environmental Protection Act 1990.	Strategic	Cabinet Member for Public Protection, Waste & Recycling
Cabinet	21 May 2013	Lifelong Learning	**Home to School Transport Policy Changes - Denominational Transport** To report on the response to consultation on the review of denominational transport arrangements.	Strategic	Cabinet Member for Education
Cabinet	21 May 2013	Lifelong Learning	**Youth Service Review** Progress Report	Strategic	Cabinet Member for Education
Cabinet	21 May 2013	Lifelong Learning	**Leisure Services Re-structure** To inform members of the proposals for the Leisure Service Review to deliver an effective, flexible and responsive Service for the County and to secure approval to implement the new arrangement.	Strategic	Cabinet Member for Regeneration, Enterprise & Leisure

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Environment Overview & Scrutiny Committee	22 May 2013	Environment	**Extended Area of Outstanding Natural Beauty** To receive a report on the extended area of outstanding natural beauty and the importance of the AONB to FCC and neighbouring authorities		
Environment Overview & Scrutiny Committee	22 May 2013	Environment	**Tourism Partnership North Wales** Update on tourism strategies and projects in Flintshire		
Environment Overview & Scrutiny Committee	22 May 2013	Environment	**Missed Performance Reporting** Demonstration of Technology		
June					
Housing Overview & Scrutiny Committee	5 June 2013	Community Services	**Community Services Directorate Plan** To consider the Community Service Directorate Plan		

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Housing Overview & Scrutiny Committee	5 June 2013	Housing	**Adopted/Un-adopted land** To consider HRA land that adopted and un-adopted together with management of garage sites.		
Lifelong Learning Overview & Scrutiny Committee	6 June 2013	Lifelong Learning	**Directorate Plan** To consider the Lifelong Learning Directorate Plan		
Joint Lifelong Learning and Social & Health Care Overview & Scrutiny Committee	11 June 2013	Lifelong Learning	**Educational Attainment of Looked After Children** To receive the Annual Educational Attainment Report		
Joint Lifelong Learning and Social & Health Care Overview & Scrutiny Committee	11 June 2013	Community Services	**Local Safeguarding Children's Board** To receive an update report on the work of the Board		

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Joint Lifelong Learning and Social & Health Care Overview & Scrutiny Committee	11 June 2013	Community Services	**Corporate Parenting Activity Update** To provide an update to Members on Corporate Parenting Activity		
Joint Lifelong Learning and Social & Health Care Overview & Scrutiny Committee	11 June 2013	Lifelong Learning	**Young Carers** Joint Report - to inform Members how services identify and provide specialist support for young carers in Flintshire		
Audit Committee	12 June 2013	Finance	**Forward Work Programme** To receive the Forward Work Programme.		
Audit Committee	12 June 2013	Chief Executive's	**WAO Annual Improvement Report** To receive the Annual Improvement Report from the Auditor General for Wales and endorse the Council's response	Strategic	Cabinet Member for Corporate Management

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Corporate Resources Overview & Scrutiny Committee	13 June 2013	Finance	**Welfare Reform Update** To provide an update on the Welfare Reform Programme		
Corporate Resources Overview & Scrutiny Committee	13 June 2013	ICT and Customer Services	**Procurement as a Flintshire Futures workstream** Monitoring and development		
Cabinet	18 June 2013	Finance	**Council Tax Grants for Pensioners** To provide Cabinet with information on the latest Welsh Government Grant Scheme in 2013-14 which provides financial assistance to pensioners to pay their Council Tax.	Operational	Cabinet Member for Corporate Management
Cabinet	18 June 2013	Finance	**Corporate Debt - Write Off** To request authorisation to write off a single Corporate Debt	Operational	Cabinet Member for Corporate Management

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Cabinet	18 June 2013	Environment	**Council's Policy on Fleet Replacement and Fleet Fuel Policy** To seek Cabinet approval for the new Policy for replacement of fleet vehicles and for the storage of fuel in line with the Council's Fleet Strategy approved by Executive in January 2012.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	18 June 2013	Environment	**Food Service Plan** To seek member approval for the Food Service Plan which details the service delivery programme for 1st April 2013 to 31st March 2014. It also contains a review of the 2012 Service Plan.	Operational	Cabinet Member for Public Protection, Waste & Recycling
Flintshire County Council	25 June 2013	Finance	**Financial Procedure Rules** To provide County Council with the proposed updated Financial Procedure Rules (FPRs) following the annual review.		

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Environment Overview & Scrutiny Committee	26 June 2013	Environment	**Quarterly Performance Reporting** To consider Quarter 4 and year end outturns for improvement targets against Directorate indicators		
Environment Overview & Scrutiny Committee	26 June 2013	Environment	**Draft Flood Management Strategy & Flooding Issues** To consider the draft Flood Management Strategy and flooding issues prior to approval by Cabinet		
July					
Housing Overview & Scrutiny Committee	10 July 2013	Housing	**Collaborative Working within Housing Services** To receive and consider current and future collaborative initiatives.		
Housing Overview & Scrutiny Committee	10 July 2013	Housing	**HRA Subsidy** To receive an update on the potential amendments to the HRA subsidy, to include proposals to meet the WHQS		

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Audit Committee	17 July 2013	Finance	**Financial Procedure Rules** To provide Audit Committee with the proposed updated Financial Procedure Rules (FPRs) following the annual review.		
Cabinet	16 July 2013	Finance	**Capital Programme 2012/13 (Outturn)**	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 July 2013	Environment	**Flood Risk Management Strategy** To advise Members of the need to develop Flood Risk Management Strategy for Flintshire.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	23 July 2013	Environment	**North Wales Residual Waste Treatment** To receive and consider further details on the progress of the project.		
Environment Overview & Scrutiny Committee	23 July 2013	Environment	**Deeside Enterprise Zone** Progress Report		

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Environment Overview & Scrutiny Committee	23 July 2013	Environment	**Planning** To receive a reort on planning to include enforcement, the role of a Conservation Officer, turn around times of applications and inter-departmental (internal) consultation		
August					
September					
Cabinet	17 September 2013	Finance	**Revenue Budget Monitoring 2013/14 (Month 3)** To provide Members with the most up to date revenue budget monitoring information (Month 3) for the Council Fund and the Housing Revenue Account in 2013/14.	Operational	Leader of the Council and Cabinet Member for Finance