

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

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

Your Ref /  
Eich Cyf

Our Ref / Ein Cyf <sup>CO</sup>

Date / Dyddiad 13/04/2010

Ask for / Gofynner am Nicola Gittins

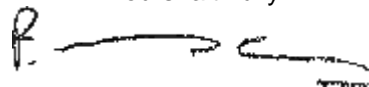
Direct Dial / Rhif Union 01352 702345

Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD** on **TUESDAY, 20 APRIL 2010** at **09:30** to consider the following items.

Yours faithfully



Democracy and Governance Manager

### **AGENDA**

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on 30/03/2010 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

**STRATEGIC REPORTS**

4. FLINTSHIRE COMMUNITY STRATEGY - THE 'COUNTY VISION'  
Report of the Chief Executive - Portfolio of the Executive Member for  
Corporate Management and Strategy

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5. SUSTAINABLE DEVELOPMENT CHARTER  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management and Strategy
6. ALL WALES DIGITAL TV (DITV) - WELSH ASSEMBLY GOVERNMENT PILOT  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management and Strategy
7. STRATEGY FOR OLDER PEOPLE IN WALES - FUTURE IMPLEMENTATION IN FLINTSHIRE  
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
8. FUTURE JOBS FUND  
Report of the Director of Environment and Head of Human Resources and Organisational Development - Portfolio of the Deputy Leader and Executive Member for Environment and Regeneration and Tourism
9. PEOPLE STRATEGY 2009 - 2012 UPDATE  
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Management and Strategy

**OPERATIONAL REPORTS**

10. IMPROVEMENT TARGET ACTION PLANS  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management and Strategy
11. NORTH WALES REGIONAL PARTNERSHIP BOARD (NWRPB) - PROJECT BOARDS  
Report of the Chief Executive and Head of ICT and Customer Services - Portfolio of the Executive Member for Corporate Management and Strategy
12. BUDGET REALIGNMENT - OLDER PEOPLES SERVICES  
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
13. SUPPORT WORKER POST, VULNERABLE ADULTS  
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
14. EXERCISE OF DELEGATED DECISIONS  
Report of the Chief Executive Enclosed
15. FORWARD WORK PROGRAMME - FOR INFORMATION  
A copy of the Executive Forward Work Programme (months 11/09 to 04/10) together with an update are enclosed for information
16. NOTE - ITEMS 17 AND 18 ARE INTER-RELATED. THE FIRST ITEM, IN PUBLIC SESSION, PRESENTS THE OVERVIEW OF AFFORDABILITY ENVELOPE. ITEM 18 IS A MORE DETAILED VERSION OF VERSION 17 WHICH IS PROPOSED TO BE HELD IN PRIVATE SESSION, WITH THE

PRESS AND PUBLIC EXCLUDED, AS IT CONTAINS COMMERCIALY SENSITIVE INFORMATION.

**STRATEGIC REPORTS**

17. FOOD WASTE COLLECTION PARTNERSHIP - OVERVIEW OF AFFORDABILITY ENVELOPE  
Report of the Director of Environment and Chief Executive - Portfolio of the Executive Member for Waste Management and Strategy and Function

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

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

**OPERATIONAL REPORTS**

18. FOOD WASTE COLLECTION PARTNERSHIP – AFFORDABILITY ENVELOPE AND INTER AUTHORITY AGREEMENT  
Report of the Director of Environment and Chief Executive - Portfolio of the Executive Member for Waste Management and Strategy and Function

**EXECUTIVE**  
**30 MARCH 2010**

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 30 March, 2010.

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

Councillors: H. D. Hutchinson, N. M. Matthews, N. Phillips and H. Yale

**ALSO PRESENT:** Councillors: J. B. Attridge, V. Gay, R.G. Hampson, P.G. Heesom, D.L. Mackie and C.A. Thomas

**IN ATTENDANCE:**

Chief Executive, Director of Environment, Director of Lifelong Learning, Head of Legal and Democratic Services, Head of Finance, Head of Housing, Head of ICT and Customer Services and Committee Officer

**302. CHANGE TO THE AGENDA FOR THE MEETING**

The Head of Legal and Democratic Services reported that the Chairman had agreed to the submission of an additional item. A report had been referred to the Executive from the Lifelong Learning Overview and Scrutiny Committee on 25 March, 2010 in respect of a report on Letting Charges – Youth Centres which required consideration by the Executive.

**303. MINUTES**

The minutes of the meeting of the Executive held on 9 March 2010 were confirmed as a correct record.

**304. DECLARATIONS OF INTEREST**

Councillor N. Phillips declared an interest in agenda item number 16 being a report of the Director of Community Services on the Neighbourhood Housing Team Restructure. He also indicated that he would be leaving the meeting during the consideration of this item.

**305. FLINTSHIRE FUTURES PROGRAMME**

The Chief Executive presented an outline of the developing Flintshire Futures Programme, designed to manage the impacts of reducing public sector finance, for information and broad endorsement.

The Chief Executive stressed the significant reductions in available revenue and capital resources from central government over the medium term to longer term. The financial context was extremely challenging. The forecast at the extreme end of the scale showed a reduction of 20% in revenue budgets over a seven year period and a reduction in the availability of capital of up to 50%.

The Flintshire Futures programme had two proposed parts. Firstly, the Change programme and secondly the Choice Programme. Efficiency was a dominant principle in the Change Programme with collaboration and alternative methods of service delivery dominant in the Choice Programme.

The Chief Executive explained that the combined efficiencies of the Change and Choice Programmes would aim to bridge the funding 'gap' to a significant extent. Any remaining 'gap' would have to be bridged by reductions in services against a set of politically supported priorities.

### **RESOLVED**

That the outline of the developing Flintshire Futures Programme, designed to manage the impacts of reducing public sector finance, be noted and endorsed.

### **306. DRAFT YOUTH SERVICE STRATEGY**

The Director of Lifelong Learning introduced a report on the latest version of the Draft Youth Service Strategy, which had been amended as a result of consultation feedback.

The Draft Strategy had been subject to a consultation period which closed on 31<sup>st</sup> January, 2010. It had also been considered at two meetings of the Lifelong Learning Overview and Scrutiny Committees. Responses to the consultation document had been incorporated into the Draft Strategy.

The Director of Lifelong Learning referred to the Vision Statement which was enclosed in the Draft Strategy and informed Members that it had been written by a young person from Flintshire to better reflect the expectations of young people.

### **RESOLVED**

- (a) That the post-consultation version of the Draft Youth Service Strategy be approved.
- (b) That the commissioning of additional work on models of service design be supported.

### **307. SCHOOL EFFECTIVENESS FRAMEWORK AND PROFESSIONAL LEARNING COMMUNITIES PROJECT**

The Director of Lifelong Learning presented a report which provided an update on the implementation of the School Effectiveness Framework in Flintshire.

The School Effectiveness Framework (SEF) was the overarching policy framework that sought to transform educational standards and provision in the Welsh Assembly Government (WAG), local authorities and schools over the

next decade. The Director of Lifelong Learning highlighted the SEF aims and how they would be achieved, as outlined within the report.

The Director of Lifelong Learning concluded that the local authority had retained a high quality school effectiveness team, which included secondees with recent and relevant experience of school leadership. Lessons learned from the pilot work would be applied to regional and national school improvement planning.

### **RESOLVED**

That the involvement of the County Council in this project be supported and noted.

### **308. CORPORATE BUSINESS CONTINUITY PLAN**

The Chief Executive presented a report which outlined the approach taken to develop the Corporate Business Continuity Plan.

The Business Continuity Management (BCM) was a discipline and process to manage risks to the smooth running of an organisation or delivery of service, ensuring continuity of “mission critical services” in the event of a disruption and effective, timely recovery afterwards.

The Chief Executive reported that all twenty three “mission critical services” had submitted their Business Continuity plans, which had enabled the development of the Corporate Business Continuity Plan. The Plan had been developed using “industry standard” models and refined to reflect the Council’s own approach to disruption, for example, the arrangements for dealing with (and recovering from) the recent severe weather. A testing programme would be put in place to ensure the Plan was robust.

### **RESOLVED**

That the approach taken to develop the Corporate Business Continuity Plan be endorsed.

### **309. REVENUE BUDGET MONITORING 2009/10 (MONTH 10)**

The Head of Finance presented the most up to date revenue budget monitoring information (Month 10) for the General Fund and the Housing Revenue Account in 2009/10. Section 2.00 of the report set out the projected position. The Head of Finance advised Executive that the same information had been reported to the Corporate Management Overview and Scrutiny Committee on 24<sup>th</sup> March, 2010.

The report noted the overall movement in the General Fund between month 9 and month 10 which showed an increased overspend of £0.259M which was mainly due to an increase in the overspend on Lifelong Learning and a reduction in the underspend on Central and Corporate. Section 3.05 of

the report outlined the programme of efficiencies, which detailed efficiencies which either had been achieved or were projected to be achieved in 2009/10.

The report also noted details of the movement to date on unearmarked reserves and the level of contingency available for allocation by the Executive and as a result of these movements, the estimated amount available in the Contingency Reserve at 31<sup>st</sup> March, 2010 was £0.221m. On the Housing Revenue Account the report noted an in-year projected overspend of £0.029M (compared to £0.100M at month 9).

The Head of Finance concluded by reporting that the net effect of the revised balance brought forward and the projected overspend of £0.029m was that balances were in hand at 31<sup>st</sup> March, 2010 of £1.250m which at 5.5% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

The Chief Executive updated Members on the over allocation of £1.156M to schools. He reported that discussions with schools on addressing the funding gap from future efficiencies through school modernisation were progressing. It was intended that the first call on efficiencies from future year's budget strategies would be to replenish reserves.

### **RESOLVED**

- (a) That the report be noted.
- (b) That the carry forward requests included in the report (paragraph 3.09/3.12) be approved.
- (c) That the General Fund Contingency Sum available as at 31<sup>st</sup> March, 2010 (Section 5) be noted.
- (b) That the projected final level of balances on the Housing Revenue Account (paragraph 6.05) be noted.

### **310. WALKABOUT FLINTSHIRE**

The Director of Lifelong Learning introduced a report which updated Members on the work to sustain the Walkabout Flintshire programme beyond March 31, 2010.

The current walking scheme was one of the largest in Wales, with approximately 800 individuals walking and completing around 1600 walks each month. There had been considerable work undertaken over recent months to secure an on-going programme with the Friends of Walkabout Flintshire group and a proposal had been secured through detailed discussions with the Countryside/AONB service operated by Denbighshire County Council.

The Executive Member for Leisure, Public Protection and Clean Team Activity endorsed the report and reported that further discussions with the

Friends of Walkabout Flintshire had identified an agreed set of issues to form the basis of a Service Level Agreement between both Authorities, which were outlined in section 3.03 of the report.

### **RESOLVED**

That the terms and cost of a Service Level Agreement with Denbighshire County Council enabling the new service to be in position from 1 April, 2010 be supported.

### **311. EUROPEAN REGIONAL DEVELOPMENT FUND PRIORITY FOUR**

The Director of Environment advised the Executive of the current situation regarding the European Regional Development Fund (ERDF) Priority Four Programme and outlined the proposed changes to the sub-regional project to be submitted for EU support.

The Executive had agreed on 15 July, 2008 to support the submission of a joint bid with Wrexham Borough Council to the Welsh European Funding Office (WEFO) to improve transport links between areas of deprivation and employment hubs at Deeside Industrial Park and Wrexham town centre. The project was developed from January 2009 until September, 2009 when an Expression of Interest for the project was submitted by the Flintshire County Council transport team to WEFO. Subsequently, in November 2009, WEFO had taken the decision that the project was not suitable for support under this programme and suggested that another bid be submitted.

The Director of Environment reported that it was proposed that a project be developed to support the regeneration of town centres in Flintshire and Wrexham, for the reasons set out in section 3.01 of the report. It was estimated that the North East Wales project could bid for up to £1.875m between the authorities.

The Executive Member for Environment, Regeneration and Tourism endorsed the report and suggested that Saltney be added to the list of towns in Flintshire to receive investment in the 2011/12 financial year.

### **RESOLVED**

- (a) That the proposal to develop and submit a proposal to the ERDF Priority 4 programme to fund town centre regeneration be supported.
- (b) That delegated authority be given to the Executive Member for Environment, Regeneration and Tourism and Director of Environment to make arrangement for a temporary, fixed-term post to manage the programme if required.

### **312. REVISION OF THE FLINTSHIRE COUNTY COUNCIL CEMETERY REGULATIONS**



The Executive Member for Housing Management and Function introduced the report of the Director of Environment on the revision of the Flintshire County Council Cemetery Regulations.

The current Cemetery Regulations first received approval in 2005 and were now in need of revision to reflect current best practice and procedures and to be more consistent with neighbouring Local Authorities. There was a need to revise and update current regulations to reflect changes in national standards to develop best practice and ensure consistency. The new cemetery at Kelsterton, Connah's Quay would incorporate the revised regulations.

**RESOLVED**

That the Cemetery Regulations for cemeteries in Flintshire be approved.

**313. WALES AUDIT OFFICE, REVIEW OF CARBON MANAGEMENT, FLINTSHIRE COUNTY COUNCIL**

The Director of Environment introduced a report on the findings made by the Wales Audit Office (WAO) in their review of Flintshire County Council's management of its Carbon emissions.

The Director of Environment reported that the Council was selected to be audited because of its good work and its performance in carbon management in comparison to other local authorities in Wales. The findings from the WAO would be used as a benchmark against which other Welsh Authorities would be compared. The Audit report detailed 6 recommendations set out within section 3.01 of the report, together with a statement of the Council's current position.

The Executive Member for Waste Management, Strategy and Function endorsed the report and advised Members that the Council had been successful in a recent bid for external funding which would increase the budget availability for energy efficiency works. The Chairman endorsed these comments and outlined the importance of this piece of work.

**RESOLVED**

That the WAO report and the positive work being undertaken by the Council in relation to Carbon Management be noted.

**314. PROPOSED AMALGAMATION OF DEE ROAD INFANTS AND CUSTOM HOUSE LANE JUNIOR SCHOOLS TO CREATE A NEW PRIMARY SCHOOL IN SEPTEMBER 2012**

The Director of Lifelong Learning updated Members on the statutory process for lodging formal objections to the above proposal, and sought formal approval to progress the proposed amalgamation and building of the new school.

The Director of Lifelong Learning reported that a display of the proposed plans for the school was made for the benefit of local residents. Several residents had expressed their concerns about the development of a new school on what was a school field which would need to be taken into account when the separate application for planning approval was lodged. The two month period for objections came to an end on 16 February, 2010. There were no formal objections to the proposal to amalgamate the two schools during this period.

The Director of Lifelong Learning wished to thank the School Governors and Staff at Dee Road Infants and Custom House Lane Junior School who had been championing the proposed amalgamation to ensure a better learning and working environment for the children.

### **RESOLVED**

That the proposals to amalgamate Dee Road and Custom House Lane Schools in accordance with the published statutory proposals be approved.

### **315. EXERCISE OF DELEGATED POWERS**

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

The actions taken were as set out below:-

#### Finance

- Interest rates to be applied to all car loans approved during 2010/11 in accordance with Flintshire's Environmental Policy Statement.

#### Environment

- Replacement of the Authority's existing Building Regulation Charges Scheme with effects from 1 April, 2010.
- Release of restrictive covenant at 8 Banks Road, Mancot, Flintshire.

#### Community Services

- Relief Staff – Learning Disability Services.
- Change from part time to full time post of Senior Practitioner, Hospital Social Work Team.
- Temporary Information Officer, 18.5 hours at Scale 6 for a period of 11 months.
- Part time Clerical Assistant Llys Eleanor.

### **316. REFERENCE BACK OF EXECUTIVE DECISION BY THE LIFELONG LEARNING OVERVIEW AND SCRUTINY COMMITTEE**

The Director of Lifelong Learning introduced a report which enabled the Executive to reconsider a decision from the previous meeting which was called in and subsequently referred back by the Lifelong Learning Overview and Scrutiny Committee.

At the meeting of the Executive which was held on 9 March, 2010 a report on Lettings Charges – Youth Centres was submitted. The recommendations of the Executive were set out in section 3.00 of the report. This Executive decision was called in by a group of Members on the basis of a £52,000 budget flaw that would delay the decision for 12 months and also that it should be considered at Scrutiny in order to find a better solution for helping both the Youth Service and the 15 play groups that need to hire the rooms and would be at risk of closure’.

The Director of Lifelong Learning outlined the current letting charges which had remained unchanged since 1 September, 2007. The current scheme of charges created the effect of subsidising community groups from the Youth Service Budget and the costs incurred were outlined within the report considered on 9 March, 2010 which detailed caretaker, heating and lighting costs.

The Head of Finance added that as part of the budget strategy, the authority was required to look at charges on an annual basis for Council services provided. Another factor was subsidy. It was recognised that the subsidy could not be eliminated through a single increase in charges; therefore the recommendation set out in section 4 of the report would begin to reduce the subsidy in a phased manner. If the authority wanted to subsidise a service, e.g. playgroups, it needed to be open and transparent and not be a hidden subsidy.

The Executive Member for Housing Management and Function sought clarification on whether PWC had recommended the Council to address the issue of letting charges. The Chief Executive advised that together with finance officers he was undertaking work to address all fees and charges. The incremental increases to Youth Centre lettings charges was recommended in order to reduce the risk to the Council in the future.

The Executive Member for Waste Management, Strategy and Function supported the comments of the Head of Finance and said that the Council must ensure that the letting charges was run on a business like basis.

### **RESOLVED**

That a programme of incremental increase to Youth Centre letting charges be implemented from 1 April, 2010 as outlined in paragraph 4.01 of the 9 March, 2010 report.

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

#### **RESOLVED:**

That the press and public be excluded from the meeting as the following items were considered to be exempt by virtue of paragraphs 12, 14 and 15 of Schedule 12a of the Local Government Act 1972 (as amended).

**318. NEIGHBOURHOOD HOUSING TEAM RESTRUCTURE**

The Executive Member for Housing Management and Function introduced the report, the purpose of which was to update the Executive on progress in implementing the Housing Service Restructure and to seek support for the final proposals for the Housing Management Team restructure.

The Executive Member advised that the Community and Housing Overview and Scrutiny Committee had considered this report on 23<sup>rd</sup> March, 2010. Subsequently a revised recommendation was circulated which addressed the concerns of the Community and Housing Overview and Scrutiny Committee.

**RESOLVED**

- (a) That the restructure proposals be supported.
- (b) That the post of Senior Team Leader Void Properties be created for up to two years, but initially on a one year fixed term basis to lead the implementation of improvement actions to improve void property repair timescales.

**319. DURATION OF MEETING**

The meeting commenced at 9.30 a.m. and ended at 10.25 a.m.

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

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

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**Chairman**

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

<b>EXECUTIVE</b>	<b>DATE: 30 March 2010</b>
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<b>MEMBER</b>	<b>ITEM</b>	<b>MIN. NO. REFERS</b>
N. Phillips	Neighbourhood Housing Team Restructure	317

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

**REPORT TO:**     **EXECUTIVE**  
**DATE :**           **20 APRIL 2010**  
**REPORT BY:**    **CHIEF EXECUTIVE**  
**SUBJECT :**       **FLINTSHIRE COMMUNITY STRATEGY - THE 'COUNTY VISION'**

### **1.00 PURPOSE OF REPORT**

1.01 To accept the final version of the Flintshire Community Strategy as a County Vision having endorsed the draft version previously.

1.02 To provide an update on the Community Strategy work plan.

### **2.00 BACKGROUND**

2.01 The draft Community Strategy 2009 to 2019 was endorsed by Executive on 13th May 2009.

2.02 The Community Strategy will:

- Provide a statement of intent and priorities for the Local Service Board, collectively as a partnership but also as individual organisations.
- Support and complement the vision and priorities in the other Strategic Partnership Plans.
- Be the foundation for the Community Strategy Action Plan.
- Be used to influence partnership working, build and demonstrate unity amongst partners.
- Be used as a lobbying tool for funding and influencing purposes.

2.03 Consultation was undertaken in collaboration with our Local Service Board (LSB) partners using existing networks (organisations / groups and virtually via partner websites) supplemented by public consultations. In addition, a series of workshops was held for all elected members in July 2009. The purpose of the consultation will seek to secure interest, comment and endorsement of the vision.

2.05 In October 2009, the Local Service Board "signed off" the Community Strategy as a 'county vision' for Flintshire 2009 to 2019. It was agreed by the LSB that the LSB Support Team would identify the key issues and solutions that will form the Community Strategy work plan.

2.06 On 3rd December 2009, the Strategy was endorsed and supported by People and Performance Overview and Scrutiny Committee along with the approach to developing the work plan.

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Date: 13/04/2010

### **3.00 CONSIDERATIONS**

- 3.01 The Community Strategy Work Plan is based around the issues, challenges and risks identified by the 'County Vision' by Flintshire in Partnership. It was agreed that the LSB Support Team would provide the LSB with an overview of these issues along with working solutions. This would include issues that the individual strategic partnerships are unable to progress as a single entity and where greater coordination between partnerships is required to make a wider impact.
- 3.02 The LSB provided a mandate supported by the 'source' partnerships (and their associated partners) to enable the LSB Support Team to undertake this role and in doing so, the LSB Partners and Strategic Partnership Chairs 'signed-up' to support the development of the Work Plan and work on associated work streams.
- 3.03 The LSB identified carbon reduction as a key issue to be tackled collectively. This was endorsed by Executive on 13th May 2009.
- 3.04 We are implementing Carbon Reduction through two phases. The first is the collection of robust data and its recording. The second is setting targets and making the reductions. This approach has been taken on building energy use and will shortly be applied to transport and procurement.
- 3.05 The LSB was committed to a carbon reduction strategy targeting 80% reductions in Carbon Dioxide emissions (emissions under the LSB's direct control) by 2050 and by 3% year on year from 2011 as a minimum target. To achieve these targets a Carbon Reduction and Adaptation working group has been established.
- 3.06 The reductions of 80% by 2050 and 3% year on year are in line with the United Kingdom Climate Change Act 2008. A number of LSB partners are also working to shorter-term targets in line with internal carbon reduction or sustainable development strategies.
- 3.07 In addition, the Carbon Reduction Commitment introduces heavy financial penalties should the Council not improve its measurement and control of Carbon Dioxide emissions.
- 3.09 From April 2011 all Public Sector organisations will have to report their carbon details to HM Treasury before the Treasury will close the respective financial accounts. Data will need to be gathered from energy use, travel, trade waste and procurement and tested for robustness.
- 3.10 Financially, over the project's life the LSB can potentially make savings in the tens of millions of pounds. Initial calculations estimate achieving the 80%

reduction in Carbon Dioxide emissions from LSB buildings by 2050 will result in total savings of £78,718,804. This does not account for any price inflation.

3.11 A further key issue for Flintshire in Partnership at present focuses on the impact of poverty and its associated disadvantage within the County. Work to develop this project is now underway.

#### **4.00 RECOMMENDATIONS**

4.01 That the Executive support and endorse:

- the Community Strategy as a County Vision for Flintshire. A copy is attached at Appendix A.
- the identified key issues and solutions that will form the Community Strategy work plan.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no direct financial implications associated with this report. However the Community Strategy and the work of the LSB may have implications in the future for allocation of resources.

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

6.01 There are no direct anti poverty implications associated with this report. The Community Strategy will seek to minimise the impact of poverty in the community.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no direct environmental implications associated with this report. The Community Strategy will seek to minimise the impact on the environment.

#### **8.00 EQUALITIES IMPACT**

8.01 There are no direct equalities implications associated with this report. The Community Strategy will seek to optimise equality and diversity across all sectors for the benefit of Flintshire.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no direct personnel implications within this report.

#### **10.00 CONSULTATION REQUIRED**

10.01 There are no consultation requirements directly associated with this report.



## **11.00 CONSULTATION UNDERTAKEN**

11.01 There was no requirement for consultation to be undertaken in relation to this report.

## **12.00 APPENDICES**

12.01 Appendix A - Community Strategy 2009 - 2019

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

Report to Executive (17.11.09): Community Strategy and Local Service Board: Mid Year Review

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# **COMMUNITY STRATEGY FOR FLINTSHIRE**

**2009 – 2019**

# **FLINTSHIRE COMMUNITY STRATEGY 2009 - 2019**

**(WORKING / ACTING TOGETHER FOR FLINTSHIRE)**

## **INTRODUCTION**

Flintshire is a county in the North East of Wales. It borders the Dee Estuary to the north, Cheshire to the east, Wrexham to the south and Denbighshire to the west.

In 2007 the population of Flintshire was 150,500. Over the next 20 years the total dependent population<sup>1</sup> is expected to increase from below 60,000 to almost 72,000 people. According to the Office of National Statistics, life expectancy at birth for males is 73.6 years compared to 78.8 years for females. This is lower than the average for Wales of 75.8 years for males and 80.3 years for females.

There are 'pockets' of deprivation throughout Flintshire defined by housing, health, community safety, education, skills and training, income, environment and economic inactivity.

## **COMMUNITY STRATEGY - BACKGROUND**

The Local Government Act 2000 placed a duty on every local authority to prepare a Community Strategy 'for promoting or improving the economic, social and environmental well-being of their areas and contributing to the achievement of sustainable development in the UK'.

In 2008 guidance was provided by the Welsh Assembly Government (WAG) to local authorities for the development of Community Strategies. The guidance says that the Community Strategy should:

- a. Be the overarching long-term strategy for the area and all its population focusing on the outcomes that partners aim to achieve.
- b. Be based on a thorough analysis of needs and priorities and opportunities for addressing them.
- c. Set out a 10 to 15 year vision for the area and informed by, and reflecting the strategic priorities set out in the children and young people's plans, health social care

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<sup>1</sup> Dependant population refers to people outside of the standard working age group of 17 to 60. This group can also refer to people who depend on the provision of care as well as any person whom relies on assistance, through the state or private means, in order to satisfy essential needs.

and well-being strategies, community safety, regeneration, local development plans and other major plans and strategies.

- d. A clear, shared and equal commitment from community planning partners to implement the action plan, and proposals for doing so.
- e. Arrangements for monitoring and accounting publicly for the implementation of the action plan, and for periodically reviewing the Community Strategy.
- f. Arrangements for co-ordinating the work and actions of the community planning partners, local service board and the other key thematic partnerships towards delivering their objectives.

The Community Strategy should inform and be informed by:

- The national priorities of WAG and the UK Government for non-devolved issues;
- Regional priorities, including those of Spatial Plan partnerships and regional partnerships/boards;
- Community strategies for neighbouring areas (including, where relevant, areas of England);
- Plans or strategies for areas, towns, communities or neighbourhoods within the local authority's area, including Communities First Partnerships.

The Community Strategy will be used to shape the financial and business planning processes of the Local Authority and its community planning partners in the public, private and voluntary sectors.

It will include a high level action plan which sets out how the Strategy will be delivered and will be used to enable the Local Service Board (LSB) to agree a Local Delivery Agreement (LDA), for a set of public service impacts for the partnership to make.

## **FLINTSHIRE LOCAL SERVICE BOARD (FLSB) - BACKGROUND**

The Flintshire Community Strategy has been developed by the Flintshire Local Service Board (FLSB). All Partners have their own specific roles and responsibilities but we recognise that by working together we can add collective 'public' value to the services that we provide for the people who live, work or visit Flintshire.

The Local Service Board Structure for Flintshire includes:

a) LSB Executive – responsible for executive planning and action. The first meeting of the Group was held in June 2008 and comprises:

- Chief Superintendent North Wales Police.
- Flintshire County Council Chief Executive.
- Flintshire County Council Leader.
- Local Health Board Chief Executive<sup>2</sup>.
- Principal, Deeside College.

b) LSB Strategy Group – responsible for governance and priorities. The first meeting of the Group was held in August 2008 and comprises:

- LSB Executive Group Members.
- Director of Community Services, Flintshire County Council.
- Flintshire Local Voluntary Council.
- National Public Health Service.
- North Wales Fire and Rescue Service.
- North Wales NHS Trust.
- WAG representative.

The terms of reference are based on four fold:

1. Effective and trusting partnership relationships as a set of local leaders.
2. Discharging the responsibilities of the LSB - this includes producing a meaningful and fit for purpose Community Strategy.
3. Consistent and effective governance and performance of strategic partnerships, e.g., Community Safety Partnership, Health, Social Care and Well Being Partnership, Children and Young People's Partnership and Regeneration Partnership.
4. Identifying common issues as public bodies/employers.

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<sup>2</sup> On the 1<sup>st</sup> of October 2009 the National Health Services of North Wales amalgamated into the Betsi Cadwaladr University Local Health Board which is responsible for the care of nearly 680,000 people. All aspects of care - public health, GPs and other primary care services, hospitals, mental health services and community care will all be coordinated through the single organisation. The new health board will have LSB representation in line with existing commitments.

## **THE BENEFITS OF A COMMUNITY STRATEGY**

The Strategy adds value to the work of public services and local people through a vision that:

- a. Provides a statement of intent and priorities for the Local Service Board, collectively as a Partnership but also as individual organisations.
- b. Supports and complements the vision and priorities in the other Strategic Partnership Plans.
- c. Is the foundation for the Community Strategy Action Plan.
- d. Is used to influence partnership working, build and demonstrate unity amongst Partners.
- e. Is used as a lobbying tool for funding and influencing purposes.

## **HOW WAS THE FLINTSHIRE COMMUNITY STRATEGY DEVELOPED?**

In 2008, a statistical profile of Flintshire was developed to inform the priorities of the Community Strategy and the work of the other strategic partnerships. It included issues highlighted in the needs assessments produced for the Children and Young Peoples Plan, the Health, Social Care and Well Being Strategy, and the Community Safety Strategic Plan.

The LSB Strategy Group then agreed that it would hold two workshops to develop a vision and priorities for the LSB and the Community Strategy based on the partner issues and local need highlighted in the Profile.

A vision was developed that Flintshire is a County where there is:

- Economic prosperity.
- Health improvement through everything we do.
- Learning and skills for life.
- Living sustainably.
- Safe and supportive communities.

## **DELIVERING THE VISION - OUR VALUES**

To support this vision the Partnership will operate within a set of values that run through all of the work we do:

- We will listen to people's needs.

- We will work on behalf of those most in need but will not forget the needs of the wider population.
- We will be open, honest and fair in our work and methods.
- We will use evidence based practice.
- We will be brave in our decisions.
- We will value diversity and promote equality of opportunity.
- We will work ethically and in a way that will promote sustainability.

In this Strategy we define what the vision means to us in Flintshire. There are key considerations that local partners should remember in delivering this vision:

a. Climate Change

Climate change is one of the most significant challenges facing the world. There are two strands to addressing climate change: tackling its causes by cutting emissions of greenhouse gases and preserving stores of carbon (mitigation); and responding to impacts of unavoidable climate change that is the result of previous emissions (adaptation). Communities in Flintshire can play a role in meeting both challenges.

b. Equality - The principles of diversity and equality are not simply about treating every one the same but about recognising and respecting difference and creating a fairer society where all people have an equal chance to contribute and participate.

Embracing diversity and equality will contribute to equal outcomes for everyone, improving quality of life, enabling individuals to achieve their potential and will contribute to the development of strong, vibrant and cohesive communities.

All the Partners will engage with all sectors of the population, and ensure that communities are able to participate on an equal basis, by taking account of their different needs and interests. Ensure we will make an important impact on social disadvantage and ensure that the needs of the most disadvantaged groups are understood and taken into account.

c. Sustainable Development - The Local Government Act 2000 says that each community strategy must contribute to the achievement of sustainable development in the United Kingdom. Partners should therefore set sustainable development and

the integration of social, economic and environmental priorities as a key principle of the community strategy.

The Welsh Assembly Government's Sustainable Development scheme and the UK's shared framework for sustainable development, 'One Future Different Paths' set out the definition and principles of sustainable development and emphasised the need for coordinated action.

- d. The Welsh Language - According to *laith Pawb*, the Welsh Assembly Government's national action plan for a bilingual Wales, the aim is to create a 'truly bilingual nation...a country where people can choose to live their lives through the medium of Welsh or English and where the presence of the two languages is a visible and audible source of pride and strength to us all'. In Flintshire we support these aims and recognise that we have a responsibility and a duty to support the national strategy and to take action to sustain and promote the Welsh language for the benefit of present and future generations.

## **ACTING TOGETHER FOR FLINTSHIRE**

We recognise that we need to draw on, invigorate and make the most of the contributions that the public and the public service providers make to communities by developing a sense of place and spirit and of service and responsibility.

Everyone can play their part. All the agencies and organisations that provide services in Flintshire from the public, private and voluntary sectors need to 'pull together' to make things happen visibly and in new ways.

### **Communities**

The involvement of local people is central to success of the Strategy, and to wider change and impacts in the longer term.

Through the Community Strategy public sector partners need to 'tap' into the pool of ideas, knowledge, skills, experience, energy and enthusiasm among individuals, groups and communities as a whole which, if realised, can be a real driver for change, for example through volunteering and community activity. Individuals in our communities of all ages need to become more active citizens, getting involved and 'doing their bit'. To



enable people to do this, we will need to support people to be creative, inspired, encouraged, empowered, supported and motivated.

The Community Strategy can provide an opportunity to put local people at the heart of partnership working and should be grounded in the views and expectations of those people.

In working with citizens it is important that the widest range of people are given opportunities to have their say, and to have their views taken into account on issues which affect their lives. As a starting point, we will make use of existing partnership involvement mechanisms that have already been proved to be effective, rather than setting up duplicate processes.

The Local Service Board and the other key partnerships (including Communities First), will consider how community views are going to influence and inform the decision making process; how differences of view are to be aired and resolved within the local strategic partnership; how decisions are to be explained to communities.

### **Local Authority Councillors**

The success of the community strategy will depend on the sense of ownership it generates within and outside the local authority. In exercising its community leadership responsibility to initiate and facilitate the community strategy, the local authority will draw on the expertise and skills of elected members of the Council. Councillors and officers will commit the local authority to take action to deliver the Community Strategy priorities agreed as part of the community strategy action plan. Full Council must adopt the Strategy and the Executive will need to ensure that all councillors are informed of emerging developments and outcomes and have continuing opportunities to contribute to the process.

Non-executive members of scrutiny committees will track the performance of the Local Service Board to monitor the achievements of the local authority, and other accountable partners such as health bodies, in the activities that they have committed to deliver as part of the community strategy action plan, as well as monitoring progress against long-term outcomes.

## **Community and Town Councils**

As the tier of local government closest to individual communities, community and town councils have the potential to contribute both to the development and delivery of the Community Strategy, helping to ensure citizen understanding and involvement at the very local level.

# ECONOMY / ECONOMIC PROSPERITY

## OUR VISION

Economic prosperity is fundamental to well-being in Flintshire. We want Flintshire to be a prosperous County where a strong local economy with a sound knowledge and skills base provides the foundation for success.

We want Flintshire to be a County of innovation and excellence that fulfils its potential for economic development and prosperity at the regional, national and international levels. Across the public, private and voluntary sectors, Flintshire will have a strong reputation for high quality and innovative service delivery and collaborative partnership working.

We aim to develop a sustainable, world class, modern economy, based on business enterprise and a highly motivated, well-trained workforce, supported by 'cutting-edge' technology where we make best use of our physical and human assets.

We will strengthen the rural economy through encouraging diversification and will revitalise the County towns by developing them as popular local centres, each with their own distinctive character, complementing each other and the wider retail 'offer' across the sub-region.

We will also develop a range of initiatives aimed at a substantial minority of local people who are subject to poverty, disadvantage and hardship. Our most deprived communities will be supported to give an equal opportunity for enjoying the economic future success of Flintshire.

We recognise that people's economic circumstances are influenced by many factors including education, health, housing, caring responsibilities and their family situation. We will work together in partnership to lead public sector responses to our economic position to support: local organisations especially Small and Medium sized Enterprises (SMEs); skills and retraining; housing market support; infrastructure; help for individuals and families.

We aim to deliver this vision through several key strategies:

1. Maintaining a competitive position.
2. Employment and skills.
3. Sustainable Communities.

## **WHERE ARE WE NOW?**

### **Employment**

In 2006, Flintshire had the highest employment rate in Wales at 78.5% (compared to 71.1% for Wales). Our main employment sectors are manufacturing and construction, which, including the self-employed account for 32,100 jobs (42% of Flintshire's total). A large number of people are employed by a small number of employers such as Airbus and Toyota. The major employment wards are Broughton North East and Sealand, between them accounting for over 20,000 employees in 2006.

As of 2006, there were 75,100 workplace jobs. Of these, 17,300 (23%) were part-time and 8,400 (11.2%) were self employed. In addition, there were 16,451 unpaid carers.

17% of all children are living in families where no-one works. This ranges from 38% in Shotton to 5% in Bryn y Baal, Mynydd Isa.

Of the 7,885 children living in lone parent households, only 55% live in households where the parent works. The proportions of lone parents in work ranges from 42% in the Flint Castle and Oakenholt to 74% in Kinnerton and Penyffordd.

Since 2004 indications are that there have been a significant number of migrant workers coming to live and/or work in Flintshire, mainly in Flint and Deeside.

### **Travel to Work**

Of the total working Flintshire residents 45,000 work in Flintshire, 6,000 work in Wrexham, 2,000 work in Denbighshire and 24,000 either work in other local authority areas or outside of Wales.

In 2001, 49,000 of the 62,400 households in Flintshire owned a car or van. 68.3% of the total employed drove to work. This was higher than Flintshire's neighbouring districts,

North Wales and Wales as a whole. Flintshire has a low proportion of workers using other forms of transport, except for motorcycles, and also fewer people working from home.

### **Home Ownership**

In June 2008, the average price of a house sale was £143,892 which was slightly higher than the average for Wales and below the average for England & Wales.

45,942 households in Flintshire own their own home. This equates to 75.9% of all households in the county and represents one of the highest rates in Wales. This ranges from 44.7% in Flint Castle to 95.9% in Mold South.

There are 7 Electoral Divisions that are in the highest 100 areas in Wales for containing the greatest proportion of households that are 'not owned'. These are Flint Castle (22nd), Higher Shotton (23rd), Holywell Central (34th), Sealand (52nd), Mold West (64th), Saltney Mold Junction (75th) and Connah's Quay Central (77th).

There are 5,860 lone parent households in Flintshire. This equates to 9.7% of all households in the county. There are 4 Electoral Divisions in Flintshire that are in the highest 100 areas in Wales for containing the greatest percentage of households that are 'lone parent' households and they include Higher Shotton (24th), Flint Castle (47th) and Flint Oakenholt (54th) & Greenfield (79th). 52% of lone parents own their own homes. This ranges from 5.2% in Hawarden to 18% in Higher Shotton.

### **Education and Skills**

Flintshire has a lower level of higher education attainment for NVQ Level 4+ (22.8%) than the rest of Wales (24%). Mold South has the highest number of people aged 16 to 74 achieving NVQ 4 or above (34.4%).

Flintshire has relatively few people with no qualifications (13.5% compared to 16.6% for Wales) and has relatively high average earnings (£492 per week compared to £476 per week for Wales). Flint Castle has the highest amount of people with no qualifications (50.4%).

## **Tourism**

There are approximately 2.6 million tourists per annum, staying around 5 million tourist days in the County and spending around £150 million pounds per annum.

## **WHERE DO WE WANT TO BE?**

### **1. MAINTAINING A COMPETITIVE POSITION**

Flintshire is widely seen as having a successful and buoyant economy with strong representation in the aerospace, engineering and pharmaceuticals industries. Manufacturing is the largest employment sector in Flintshire, with 35% of all jobs, a much higher level than that for the UK (11%) or Wales (17%). Major employees include Airbus UK, DARA Electronics, Toyota Manufacturing UK and Kingspan.

The Flintshire economy forms part of a wider economic sub-region that stretches across North East Wales and North West England and is covered by the Mersey-Dee Alliance (MDA) – a collaborative partnership between local authorities and development agencies and the Welsh Assembly Government.

The future for the Flintshire economy is clearly tied to that of the wider sub-region which, before the current global economic downturn, was described as being “successful, prosperous and largely self contained, with low unemployment, increasing economic activity and rising GDP” (GVA Grimley, originally 2004).

Flintshire will need to maintain its relative competitive position to ensure continued investment by current and future employers.

Key issues are:

- The current economic downturn.
- Skills availability – most of our large employers report difficulties in recruitment due to skills shortages. This will intensify as our workforce ages.
- Access – for people and goods is almost exclusively by road. Social inclusion and carbon reduction objectives require the development of alternatives.
- Competition from the emerging economies of India and China, together with the expansion of the EU eastwards.

- Affordable housing shortages – particularly important for attracting and retaining young people.
- Research and development support and links to Further/Higher Education are needed to ensure development of new technology.
- SME's – Business start up rates are below Wales and UK levels.
- Tourism – this sector has potential for future growth. We need to raise Flintshire's profile and further develop its range of attractions, particularly local environment and culture, heritage and leisure potential.

## **2. EMPLOYMENT AND SKILLS**

It is important that Flintshire has an adequate supply of skilled labour to support the continued development of the key employment sectors in the county. It is also important that we assist those people who are economically inactive, to be able to access job opportunities within the County. Measured at a County level Flintshire is very prosperous, although this prosperity is distributed unevenly. Flintshire has low levels of unemployment.

A significant proportion of our population are lacking in basic skills. In addition, the County has levels of Higher Education attainment below the rest of Wales. This may reduce the competitiveness of the County in the long-term. We want to identify how the gap in both higher-end and basic skills will be reduced.

Although Flintshire is a prosperous County, a significant numbers of people who are economically inactive in Flintshire, many of whom do not share the prosperity of the County as a result. We will identify how more people can be encouraged and supported into economic activity, and how communities suffering from a concentration of deprivation can be helped to raise their quality of life.

The third sector – community enterprise, social business, cooperatives (e.g. Credit Union, Welsh Border Community Transport) is an under developed sector in the County. The third sector offers a real opportunity to re-engage the economically inactive and to provide services in areas where provision is otherwise limited.

We aim to:

- Reduce economic inactivity by working with partners to provide a range of support programmes to assist and encourage local people into employment.
- Encourage an increase in the skills levels of people living and working in Flintshire by working with partners to provide flexible and learning opportunities.
- Work with employers to develop employees and increase the availability and flexibility of opportunities for employment.

We aim to create more, higher value jobs across the County. High value and advanced manufacturing is well represented in Flintshire and has significance beyond this county. For example, Airbus employs over 7,000 people directly, with a further 60,000 in the UK supply chain, about 20,000 of whom are in North Wales. This sector has continued to grow and now forms the base for the local economy. Some sectors (aerospace, automotive, paper) are world-class. We are working with our partners in the MDA to develop an action plan to support these sectors. The priorities are to:

- Recognise the needs of these sectors as a priority.
- Address skill needs and raise the profile of the sector as a career of choice.
- Develop links with higher and further education providers to facilitate technology transfer and research and development.
- Support the development of a 'Centre for Advanced Manufacturing'.
- Promote major infrastructure projects, including enhanced broadband, improved rail and public transport, the development of quality sustainable business parks.

It is expected that the benefits of this action plan will provide a stimulus to all sectors within our economy.

### **3. SUSTAINABLE COMMUNITIES**

We want Flintshire to be a place where people want to live, work and visit now and in the future. We want it to be a thriving, vibrant and sustainable County that will improve everyone's quality of life. To achieve this, we will co-ordinate efforts on progress to meet the economic, social and environmental needs of current and future generations.



### **(i) Town Centres**

We want our own centres to be healthy and vibrant with an attractive built environment. Flintshire has seven main town centres, with a range of smaller towns and villages. All of the town centres show signs of relative decline and need to be revitalised. We will work together with the Town Councils to develop Town Action Plans for each of the seven centres and then seek funding to deliver bespoke programmes of actions.

The aim will be to make the towns popular local centres for surrounding communities and also fulfil their wider potential, giving them each distinctive roles that complement one another and the wider offer across the sub-region.

### **(ii) Rural Areas**

We want to support and sustain our rural communities, improve their quality of life and maximise the potential of the rural area economically, culturally and environmentally.

Nearly 80% of Flintshire is now defined as 'rural' by the Welsh Assembly Government. In March 2007, the Flintshire Rural Partnership published the 'Flintshire Rural Development Strategy 2007-2013'. This sets out a strategic framework for the Rural Development Programme to:

- Encourage the diversification of the rural economy.
- Raise the standard of living and quality of life in rural areas.
- Develop holistic and innovative approaches to rural regeneration.
- Engage with rural communities.

This strategy has now been approved by WAG and has been awarded £3.9million to deliver the programme over the next four years.

### **(iii) Community Inclusion**

Regeneration is of crucial importance to socially marginalised communities. Unless these communities share in increased wealth and opportunity, then regeneration will not succeed. We have a number of communities which are among the most

deprived in Wales. We will give priority to developing healthy, safe and active communities through economic development and community development and by targeting health, education, safety and access issues within our deprived areas.

The five most deprived parts of the County are supported by the Communities First initiative. This is leading wide-ranging activity designed to help communities develop locally based responses to local problems. Communities First will link these approaches with other Public programmes where possible.

# LIVING SUSTAINABLY IN OUR ENVIRONMENT

## OUR VISION

The complexion and quality of our environment are essential to our economic prosperity.

We want Flintshire and its communities to thrive and prosper in a sustainable way, where an understanding of the impact of how we treat our environment leads us to live within acceptable limits.

We will strive to value Flintshire's built and natural environment as assets to be protected, regenerated and enhanced for their own sake, for the sake of our health and well-being, and for the economic and other opportunities that the environment serves to support.

An urgent and essential focus is to understand and respond to the effects of climate change on our communities, working environments, way of life, and well-being. We must therefore act now to adapt to the unavoidable consequences on flood risk, land use, water resources, biodiversity and wildlife.

We will therefore work with our partners and communities to become a low-carbon County as well as reducing our broader ecological footprint, which goes beyond addressing the impact of carbon emissions alone.

Living within environmental limits means that we must use natural resources in such a way that the systems which regenerate them are not damaged beyond repair. These systems include our climate, the nitrogen cycle, and our water systems which are all inter-connected. This is a delicate relationship which is increasingly affected by the way we extract and use energy, the waste we create, how we live, work and move about and how we use land.

On how we live within, relate to, use, and manage our environment, we must assess and understand these environmental limits in order to guide how we use resources in the future, and live more sustainably.

This responsibility is the same for us all as decision-making authorities, service providers, businesses and employers, communities, and individuals. Together we must think about how we move towards 'one planet living' – where we consume fewer resources and live within the earth's natural capacity – and explore the decisions and 'trade-offs' which will face us in achieving this.

We aim to deliver this vision by developing our approaches to:

- Responding to climate change.
- Building Sustainable Communities.
- Valuing our Environment.
- Managing energy, resources and infrastructure.

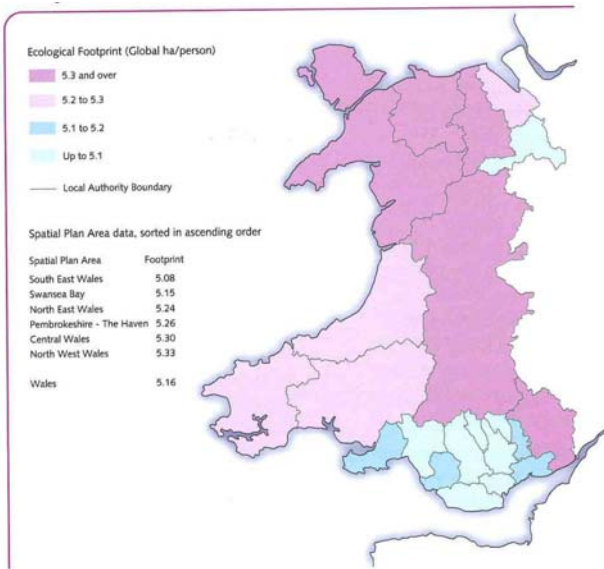
## **WHERE ARE WE NOW?**

### **Responding to Climate Change**

The latest estimates from DEFRA of CO<sub>2</sub> emissions by local authority area show that overall in 2006, Flintshire emitted 1.9million tonnes of CO<sub>2</sub>. 58% of this was from industry and commerce, with the remainder split roughly equally between domestic sources, and road travel.

When expressed as a ratio of tonnes per head of population, Flintshire at 12.7 tonnes per capita (tpc), is the highest emitting authority in Wales, and significantly above the Welsh average of 8.4 tpc.

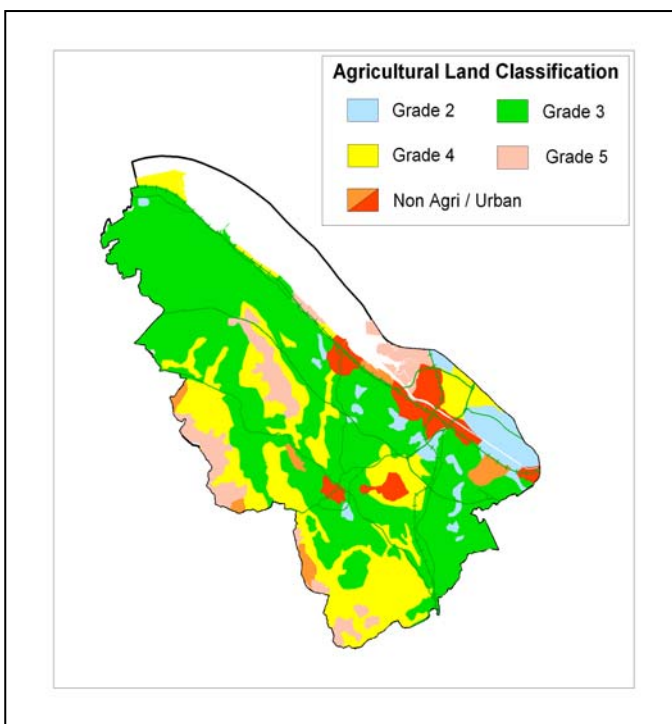
The Welsh Assembly Government recently commissioned work to assess Wales' ecological footprint, which is a broader measure of the implications of climate change than CO<sub>2</sub> emissions. This measure demonstrates the number of planet earths that would be needed to sustain our current pattern of living and consumption of resources.



**Flintshire's Ecological Footprint** – Whilst there is some variation across Wales at local authority level, the main message from this is that we require the equivalent of five planet earths, to continue living the way we do, which is not sustainable.

As of April 2008, there were 6,171 properties in Flintshire within the identified flood risk zone where the probability of flooding is 1 event likely in 100 years for fluvial (river flooding) and 1 in 200 for tidal (sea flooding). There are a further 8,759 properties subject to a lesser probability of occurrence of 1 event in 1000 years; however for these, the event when it happens is more severe.

**Valuing Our Environment:** As well as the Dee Estuary, which is of international importance for its bird species, Flintshire contains numerous habitat types, which are nationally and internationally recognised, such as the mixed ash woodland along the Alyn Valley and the limestone grasslands on Halkyn Mountain.



Flintshire has significant areas of higher quality agricultural land (grades 2 and 3), with the higher grade (2) concentrated in the Sealand basin in the north east of the County.

Special Sites of Scientific Interest (SSSIs) are considered the most important sites in Wales for their natural heritage. SSSIs often support species or habitats that are of international importance. There are 23 SSSIs in Flintshire, and a further 6

Special Areas of Conservation (SAC) which include the whole of the Dee Estuary. There is also a total of 308 wildlife sites within Flintshire.

Flintshire has 337 Tree Preservation Orders (TPOs) which cover 105 woodlands, 63 areas, 372 groups of trees and 1,270 individual trees.

There are around 1,100 listed buildings in Flintshire. There are also 32 conservation areas, and 23 registered historic parks and gardens in the County and many are of national or even international importance.

## **WHERE DO WE WANT TO BE?**

### **1. RESPONDING TO CLIMATE CHANGE**

Climate change is an urgent and compelling issue that places an unavoidable responsibility on society today. It is essential to act now to prevent, adapt to and /or mitigate the predicted future effects of climate change, which will occur if nothing is done.

This means living more sustainably, as the impacts and consequences of doing otherwise will:

- Impact on the economy as markets change;
- Question the resilience of our infrastructure (including transport and health) as flooding becomes more common and temperatures rise;
- Affect food resilience as growing conditions change;
- Affect our overall quality of life.

In order that we minimise the contribution that we make to future climate we need to reconsider how we live, work and move about, reducing current levels of consumption of energy and resources .

The key elements to defining and understanding how we will achieve this are to:

- Develop an understanding along with our community partners of our carbon footprint and our environment limits, and develop strategies to reduce the impact of the way we serve the community;

- Assess the strategic long term consequences of flooding in order that we adapt our approach to spatial planning and the location of development and infrastructure in the future;
- Explain the concept of a low carbon county and define ambitious but achievable targets through which this can be achieved;
- Identify the key interventions necessary to achieve agreed reduction targets;
- Provide advice, guidance and a policy framework to increase community awareness of options and opportunities for energy efficiency and reduction of carbon emissions;
- Start with the easy things first, such as energy use, the design of products and services, employee working/travel patterns, and the impacts of our business/service operations;
- Develop a sustainability checklist to apply to all new developments;
- Minimize the threats from, and impact of, increased coastal erosion, increased flood risk, habitat disturbance, fragmentation and increased pressure on water supply and drainage systems;
- Use a 'peer review' approach to provide ongoing knowledge/training/understanding of our approach to tackling climate change, and to monitor progress towards achieving targets;
- Identify, assess and apply measures to ensure effective adaptation to likely environmental, social and economic effects of climate change.

## **2. BUILDING SUSTAINABLE COMMUNITIES**

To live more sustainably we must reconsider our approach to the making and shaping of the places in which we live, work and interact. We must strive to make our communities attractive places to live and work, where inequalities between communities are minimised, whilst their individual character and distinctiveness is retained and enhanced.

We should therefore develop strategies for sustainable development and construction that integrate climate change adaptation and mitigation; recognising the opportunities for high quality infrastructure and long term cross-sector collaboration through the vision of a better Flintshire.

An important part of this will be to consider the role that Flintshire's settlements fulfil, for the provision of housing, jobs, services and facilities. This must be judged against an assessment of the community's needs for housing (including affordable homes), jobs, services and facilities, as well as opportunities for recreation, leisure and play.

This will also be judged against the capacity of our settlements to accommodate future growth and development, in terms of flood risk, infrastructure capacity (e.g. drainage, water supply, transport and accessibility), and social capacity (e.g. schools, health care, leisure).

Rural areas cover the majority of the land area in Flintshire. The issues facing rural communities (e.g. housing affordability, economic diversification, access to jobs and services) have particular causes and require particular solutions. However, it is important that these issues are not dealt with in isolation, but are integrated in mainstream decision making and choices.

The key challenges in this are to:

- Provide quality, energy efficient, affordable homes in a choice of sustainable locations where people want to live;
- Ensure that all new development is sustainable in terms of its design, location, layout, and achieves high standards of energy efficiency;
- Identify and maximise opportunities to reuse previously developed land and buildings within towns and urban areas;
- Consider the regeneration and renewal potential which exists for parts of our towns and particularly our town centres;
- Assess the community's need for development, services and facilities, and engage effectively through the Community Planning process, in order to understand local issues, aspirations, and priorities;
- Ensure that through careful and co-ordinated spatial, land use, and service planning, we maximise public investment and regeneration opportunities on key priorities which will in turn guide and direct private investment to follow;
- Identify the needs of our rural areas and consider how they are met through the development of a sustainable Rural Development Strategy.



### 3. VALUING OUR ENVIRONMENT

Over 80% of Flintshire's land area is classified as rural. Together with its rich marine environment, there is a rich and diverse array of attractive and historic landscapes, productive agricultural land, accessible countryside and sites of local, regional, national and international conservation importance. Whilst there are significant responsibilities attached to the protection, there are also significant opportunities to enhance the quality of these assets and the role they can play in economic regeneration, health and wellbeing and our overall quality of life.

We will seek to develop a multidisciplinary approach to the identification, management and creation of green infrastructure, i.e., the network of green and blue spaces that lie within and between Flintshire's towns and villages. Green infrastructure is the County's 'life support system' which provides multiple social, economic and environmental benefits. This approach means identification and management of a network of green spaces for wider socio-economic and health benefit whilst contributing to biodiversity conservation objectives. Other benefits of green infrastructure include adaptation to and mitigation of climate change.

On the marine environment, Flintshire has a significant length of attractive coastline, which poses challenges to manage. The development of an integrated approach of a strategy for the coastal zone, which links together spatial planning on land with that at sea will mean the most effective protection, enhancement and use of the resources.

To achieve this will involve:

- Protecting and enhancing environmental quality by understanding and respecting the character, distinctiveness of species, habitats and landscapes;
- Providing a more integrated approach to delivering a better environment through effective and coordinated land and water management including an improved relationship of new development to water resources, flood risk and adaptation to the impacts of climate change;
- Taking the opportunity to develop with partners a multifunctional policy framework approach to green infrastructure, improving access to green space which in turn

contributes to place making, economic and social regeneration, and health and wellbeing;

- Maintaining and enhancing the tranquillity of open countryside and rural areas;
- Preserving, protecting and enhancing the quality and quantity of biodiversity and habitats;
- Ensuring that plans, strategies and proposals which alone or in combination could have a significant affect on the integrity and conservation objectives of sites of international importance for nature conservation, are subject to impact assessment;
- Developing policy responses to address national environmental and biodiversity issues by considering integrated land use in coastal and marine management, in the context of dynamic habitats and changing landscapes;
- Understanding the environmental capacity of the county to monitor performance and underpin future policy development.

#### **4. MANAGING ENERGY, RESOURCES AND INFRASTRUCTURE**

Flintshire's economic competitiveness is important and its growth must be supported. However, demands for housing, workplaces and services to support this growth will need to be met in a more sustainable way, making the best use of energy and existing infrastructure, and managing resources prudently and efficiently.

The conservation and enhancement of Flintshire's environmental and cultural assets is important in its own right. However, we should also consider the role of the environment when seeking to achieve social and economic objectives and addressing climate change. The environmental economy makes a significant contribution to overall growth, and an integrated approach is required to ensure this can continue in a sustainable way without causing irreversible harm. This integrated approach should include:

- Water management.
- Waste management.
- Minerals.
- Energy.
- Sustainable transport.

We must aim to integrate water management with growth and development, respecting the capacity of the water environment to cope with changes in land use. We must also factor in the risks and uncertainties associated with the extremes of excess winter water and shortage in summer, which will result from climate change. It is critical that we manage the area's demand for water as well as current and future flood risk, to avoid potential damage to property or loss of life.

On waste management European legislation, government targets, and rising public expectations combine to drive the need for a change in our approach to waste management. Accepting the need to minimize waste production as a first principle, an imperative thereafter is to manage waste more sustainably, providing alternative facilities for reprocessing, recycling, treatment and disposal. We will work in partnership at the regional level and locally, to ensure that a range of appropriate and sustainable facilities are provided, and that ambitious waste targets are met.

National policies seek to protect mineral reserves whilst at the same time ensuring that an adequate supply is available to meet needs. Flintshire is an important source of hard rock limestone, sand and gravel. We will ensure that the need for these minerals is assessed against current land banked reserves, or the potential for secondary aggregates, before allowing development of new or extended mineral sites.

The production, security of supply, and efficient use of energy is essential to our society today. Our approach to energy should be based on moving towards a sustainable energy system, with reducing energy wastage reduction, demand reduction and energy efficiency. This means that new development must achieve higher standards of energy efficiency from the outset, and the existing housing stock and industrial base must improve on their current levels of energy efficiency and CO<sub>2</sub> emissions.

On sustainable transport infrastructure, development should be located to reduce the need to travel (especially by car), and to enable people as far as is practicable, to meet their needs locally.

The key elements to achieving this include:

- Working with water companies and the Environment Agency Wales when planning the location and phasing of new development;
- Producing a strategic flood risk assessment for the County to inform future spatial planning options and adaptation strategies to climate change;
- Requiring new development to incorporate sustainable drainage systems and water conservation measures;
- Promoting and requiring the provision of a sustainable waste management infrastructure, facilities and systems for all waste streams, in line with the waste hierarchy and the proximity principle;
- Ensuring the provision of a steady and adequate supply of minerals to meet requirements, as well as restoring sites to high environmental sustainability standards when they cease to be used.

# HEALTH AND WELL-BEING /

## HEALTH IMPROVEMENT THROUGH EVERYTHING WE DO

### OUR VISION

We support the World Health Organisation's definition of 'health' as being 'a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity'.

We want Flintshire to be a County in which people are able to achieve the best possible physical and mental health and well-being. We will achieve this through providing accessible and relevant information, high quality services and opportunities for all individuals to live, work and spend their leisure time in ways that enable and encourage people to look after their own health, and that of others.

A healthy Flintshire will mean improved health for all. We need to focus action on people whose choices or circumstances put them at increased risk of poor health.

Whilst working to improving the health and well-being of people, we will work to reduce the gap in life expectancy and improve the health status of individuals and communities that are experiencing greater levels of ill health.

Partners will understand and maximise their potential to promote and support health and well-being, and will work to ensure that opportunities to improve both physical and mental health and well-being is at the heart of everything that we do.

We aim to deliver this ambition through:

1. Promoting and Protecting Health and Well-Being
2. Optimum Health
3. Increasing Personal and Organisational Responsibility for Health

## WHERE ARE WE NOW?

A variety of statistics and indicators are used to monitor and report on health status, behaviour and lifestyles of individuals, and causes of death. The key messages are:

- As elsewhere in the UK, the proportion of older people in the population in Flintshire is increasing. Between 1991 and 2006 the 55 to 59 years age group grew by 4,032 (36%), 85+ years age group grew by 1,088 (39%).
- Average life expectancy is increasing. However, this does not mean that everyone is benefiting equally from this. For example, on average, women still live longer than men and life expectancy is reduced for people who have a mental health problem or who live in more deprived communities for example.
- Life expectancy for males in Flintshire is 73.6 years (compared with 75.8 years for Wales); for Flintshire females it is 78.8 years (80.3 for Wales).
- In the 2001 Census, almost 70% of the population of Flintshire self-reported that they had been in 'good health'. Almost 80% of the population in Mold South reported that they were in "good health" compared to less than 60% of the population in Holywell Central and Flint Castle.
- Compared to the Welsh average, population health indicators for Flintshire are often favourable. However, when these figures are compared with areas outside of Wales, the results can reveal that there is still much that can be done.
- The diseases causing ill health and premature death in the County are often preventable. However statistics reveal that many people continue to adopt and maintain lifestyle behaviours that put them at increased risk, and that there are inequalities that exist between population groups. For example, according to the Welsh Health Survey, Flintshire residents self-reported the following health related behaviours:

	<b>Flintshire</b>	<b>Wales</b>
• Residents with BMI of 25 or more	53%	54%
• Residents who smoke	26%	27%
• Residents that have usual alcohol consumption above daily guidelines	38%	40%
• Residents that “Binge drink” (defined as drinking eight or more units of alcohol in one session for men, and more than six units in one session for women)	17%	19%
• Residents that meet the recommended consumption of fruit and vegetables (5 portions or more per day)	39%	40%
• Residents that achieve the recommended levels of physical activity	31%	29%

- Furthermore, in line with other parts of Wales, the rate of diagnosed sexually transmitted infections has increased markedly in recent years.
- Using population data and obesity prevalence rates from the National Heart Forum, an estimated 15% of children aged 4 to 11 years in Flintshire are overweight or obese. In addition, only 25% of young people in Flintshire meet the recommended level of physical activity and 25% are inactive.
- Between 2003 and 2004, five year olds in Flintshire had the lowest rate of decayed / missing / filled teeth in Wales. However, this rate is three and a half time worse than the best Primary Care Trust (PCT) area in England.
- In 2006, diseases of the circulatory system were the main cause of mortality in Flintshire, accounting for 34% of all deaths.
- There has been an increase in the proportion of deaths from cancer from 26% of all deaths in 1996 to 33% in 2006. However as the proportion of older people in the population is increasing, and increasing age is a key risk factor for cancer, this increase is not unexpected.

## **WHERE DO WE WANT TO BE?**

### **1. PROMOTING AND PROTECTING HEALTH AND WELL-BEING**

Giving individuals and communities the knowledge and skills they need to make choices that promote and protect their physical and mental health and well-being throughout life is essential.

The provision of information and advice about steps that children, adults and families can take to improve their own health and well-being plays an important part in enabling us to deliver this ambition. We will improve access to and support to understand/make use of quality assured information on a wide range of issues that impact directly or indirectly on health. Examples include:

- Managing personal finances, improving fuel efficiency at home or engaging in opportunities to comment on developments locally and across the county.
- Lifestyle behaviours such as not smoking, being active, eating a balanced diet, and reducing alcohol consumption in line with the recommended guidelines, etc.
- Health protection issues such as immunisation, health screening and infection control.
  - The importance of maintaining a high level of uptake of immunisations to protect against specific diseases cannot be underestimated. Unless 95% coverage is reached there remain a sufficient number of susceptible individuals for an outbreak to occur. The programme of early childhood immunisations, together with boosters and additional vaccines targeted at adolescents and the opportunity for flu and pneumococcal immunisation in older people and those in particular circumstances, all contribute to protecting the population against diseases that are preventable which can be fatal or leave long-term disability.
  - Promoting the uptake of the national screening programmes (including antenatal screening, the newborn hearing programme, breast, bowel and cervical cancer screening) can help to identify potential threats to health at an earlier stage than is otherwise possible. This can increase the range of



choices available to the individual, and/or mobilise appropriate services to support them.

We will ensure continued and coordinated access to such resources, with support where appropriate to enable people to understand and act on the information contained.

We will also help individuals and communities increase their skills and confidence to adopt health promoting behaviours (e.g. health literacy, cooking skills etc)

We will support people to eat a balanced, nutritious diet and lead an active lifestyle so that levels of obesity that contribute to many poor health outcomes are reduced. Reducing health damaging behaviours of all types is important, but we also recognise that people's home, work and neighbourhood environments, their educational attainment, financial circumstances, ability to access places and opportunities, and feelings of safety and belonging all have the potential to impact positively or negatively on people's ability to stay well, or likelihood of becoming ill.

We recognise that despite our efforts to promote good health and well-being illness, injury and/or disability will affect some Flintshire residents. Our responses as service providers will be to continue to provide timely and effective interventions, at appropriate locations (including within people's own homes where it is possible to do so). We will strive to restore people to their fullest health potential as quickly as possible, ensuring that individual choices about the quality of their life are paramount.

The population in Flintshire is changing. The population is ageing and there are more people living for longer periods of time with chronic health conditions, mental health problems (particularly those associated with ageing) and/or disabilities. The impact and opportunities that this shift will bring must be understood and responded to appropriately.

## **2. INCREASING PERSONAL AND ORGANISATIONAL RESPONSIBILITY FOR HEALTH**

Providing services which promote and support both physical and mental health and well-being is fundamental to our ambition.

Given the broad range of factors that influence an individual's or population's health and well-being, all organisations and agencies need to consider how they can contribute to promoting good physical and mental health and well-being, and reducing harms or risk. We will achieve this by:

- Promoting the importance of the wider determinants of health. This includes raising awareness that people's home, work and neighbourhood environments, their educational attainment, caring commitments, financial circumstances, ability to access places and opportunities, and feelings of safety and belonging all impact on health and well being.
- Raising the profile of the importance of developing 'healthy public policy'. This important component of effective strategies to improve population health can be taken forward by embedding health impact assessment (HIA) considerations into all decision making.
- Supporting and responding to input from customers, clients, patients, families and organisations and groups that represent them. We will build engagement and involvement of the public in decision making about policy, service developments and delivery, thereby helping to engender feelings of self efficacy which is a component of mental well-being.
- Supporting the development of strong communities (whether in geographic areas, settings or between people who share common circumstances) so that people can support and learn from one another as this is integral to promoting both mental and physical well-being.
- Leading by example to improve the health of our workforce through effective health promotion. We believe that it is important that we demonstrate our commitment by recognising the impact that we can have on our employees,

creating a supportive environment, providing information, and having policies and practices which assist employees to make healthy choices.

Alerting people of the possible consequences of their behaviours and lifestyles on their own and their families' health is important to us. We acknowledge and accept that every person has the right to determine how they live their lives; however where there is actual or potential harm (whether to the individual or to others) arising from such choices, we will endeavour to provide appropriate input to support the adoption of less harmful behaviours.

### **3. OPTIMUM HEALTH**

Supporting individuals to maintain, regain or improve their optimum level of physical and mental health and well-being is important to us.

We will continue to provide timely and effective interventions, at appropriate locations to people who need health and social care services. We will strive to restore people to their fullest health potential as quickly as possible, ensuring that individual choices about the quality of their life are paramount.

In delivering this ambition, we will ensure particular consideration is given to:

- Providing flexible and responsive support to people who are carers. We recognise and value the importance of carers, both in terms of the direct support they give to the person they are caring for, and as essential components of healthcare and social care provision in the County. We will identify people in a caring role through our assessment processes, and will strive to ensure that carers own needs (whether financial, practical, or emotional) are met through signposting them to appropriate services.
- The impact and opportunities posed by demographic change, including the ageing population. For example, as our older population expands and life expectancy increases, there will be an increasing need to support people's choices, for example, their living arrangements.

- Available evidence about communities which are (or are at risk of) experiencing poorer health, reduced access to services or are otherwise disadvantaged by the current pattern of service delivery (including health care, education, social care, leisure services, housing, transport, etc.) We will take account of this information in making decisions about service development (across all policy areas), and specific interventions and also adapt current practices to promote a more accessible service.
- Ensuring that particular population groups have access to targeted services – for example: outreach healthcare provision (including immunisations) to the traveller community and to those who are homeless; providing appropriate education opportunities for mothers of school age, or coordinating community transport schemes to increase access to all kinds of services (including health treatment, work, education and leisure) to people unable to travel using other means.

We recognise that reducing poverty and its related disadvantage, using both targeted and universally applied approaches is essential to improving the health and well-being of our communities. We will pursue initiatives to give people a better environment to improve their physical and mental health and well-being by targeting initiatives to maximise income / reduce poverty both on geographical areas of deprivation and on particular population groups. This may include benefits uptake campaigns, debt management advice, learning opportunities and skills building, volunteering and work placement opportunities, and/or area regeneration initiatives.

# LEARNING / LEARNING & SKILLS FOR LIFE

## OUR VISION

Quality learning, cultural and leisure experiences accessible to all have the potential to enhance and change the quality of life of people in Flintshire. We want Flintshire to be a County in which all people are able to reach their potential throughout their life through access to opportunities where they can learn and develop in line with their needs.

High quality education and training opportunities make a vital contribution to improving the communities of Flintshire. They are a key part of securing social and economic wellbeing. Children and adults learn in many settings, and an environment must be established where individuals, businesses and organisations including the voluntary sector support and promote both informal and formal learning.

We want to ensure that people in Flintshire have a comprehensive range of education, training and learning opportunities, including gaining essential basic and key skills, vocational skills, personal skills and social / life skills.

We aim to deliver this ambition through:

1. Improving opportunities for children and young people
2. Widening learning opportunities
3. Improving employability and skills

## WHERE ARE WE NOW?

- In 2005, there were 13.5% of residents of working age with no qualifications - compared to 16.6% for Wales. There are also fewer residents with degree level qualifications in Flintshire (22.8%) than in Wales (24%).
- Mold South has the highest number of people aged 16 to 74 years with qualifications of NVQ4 or above (34.4%), and Flint Castle has the highest amount of people with no qualifications (50.4%).

- In 2008, parts of Shotton Higher, Mold West and Greenfield as well as Flint Castle were in the most deprived 10% for education, skills and training deprivation in Wales. The majority of areas in Flintshire's are in the least deprived 50%.
- The total population of children under 5 in Flintshire was estimated to be 7,298. There was one childcare place for every 6 children aged 0 to 4 years. In Wales in 2006, the figure was just over 1 place for every 13 children.
- Childcare provision varies across the County. In Flint Mount Pleasant, Cornist and Flint Mountain there is no early years provision compared to nearly 48 places for every 100 children in Flint Castle and Oakenholt.
- In 2007, Flintshire pupils received the following expected Key Stage results:
  - Key Stage 1 at Year 2 was 81.6% - higher than the Welsh average of 80.1%.
  - Key Stage 2 at Year 6 was 73.3% - lower than the Welsh average of 74.1%.
  - Key Stage 3 at Year 9 was 62.4% - higher than the Welsh average of 56.7%.
- In 2007, Flintshire is above the Welsh average for exams at age 15 for:
  - the percentage entering GCSEs.
  - the percentage achieving single and multiple passes and good passes at A\* to C.
  - the Core Subject Indicator (good passes in English or Welsh, Maths, and Science).
- Flintshire has one of the lowest absenteeism rates from school out of the 22 local authorities in Wales.
- The total number of registered places in after school clubs in Flintshire was 1,827, which relates to just 9.5 places for every 100 children aged 5 to 14 years.
- 14% of sessional child care settings are Welsh Medium in Flintshire with an additional 8% delivering services bilingually. While English alone is used in only 27% of settings, the majority of services are predominantly English with some use of Welsh.

- A-level results in Flintshire over the past 6 years have shown that although the percentage of pupils achieving at least 2 passes is at or above the Welsh average, the percentage achieving at least 2 passes at grades A to C is lower than the Welsh average.
- In 2003, a survey reported that people who were in fair or poor health were much more likely to have at most entry level literacy (41% in Flintshire compared to 25% for Wales) or at most entry level numeracy (69% in Flintshire compared to 53% for Wales).

## **WHERE DO WE WANT TO BE?**

### **1. IMPROVING OPPORTUNITIES FOR CHILDREN AND YOUNG PEOPLE**

We will ensure that children have a 'flying start' in life and the best possible basis for their future growth and development. To do this, we will develop new and support existing local and national initiatives / programmes, as appropriate, based around parenting, education, play and childcare.

The opportunity for all children and young people to be included in such initiatives and programmes will be supported by:

- Providing access to services and information.
- Promoting participation and positive citizenship.
- Promoting Advocacy (representing the views, wishes and needs of children and young people to decision makers).
- Promoting social inclusiveness and cohesion in all that we do.

A positive parenting style has a strong and beneficial impact on children's outcomes and can act as a protective factor against other risks. Agencies will work with families as a whole to maximise the support that is available to them so that they can reach their full potential.

We want to ensure that the children and young people of Flintshire have a comprehensive range of education and learning opportunities. We want all children and young people to benefit from their education as students, as citizens and in their future careers by:

- Working in a physical and emotional environment which enhances learning experiences in a variety of different situations both structured and unstructured.
- Experiencing learning which matches their individual needs (academic, emotional, social and cultural).
- Having lifelong learning skills and attitudes integrated into learning activities.

The Foundation Phase is the National Curriculum for three to seven year olds. This represents a major shift in the way that schools will teach young children to ensure that they achieve their full potential. In delivering this Curriculum, we will need to improve: learning environments and leadership; teaching and support staff training; working in partnership with agencies, parents and carers; and improving information that is provided to all.

Play has an important role in experiential learning and can promote positive self esteem, self confidence and a sense of belonging. We recognise that there is a wide range of play provision ranging from informal settings such as play areas, to structured settings such as play groups, and more formal such as Foundation Phase. We will continue to provide and develop opportunities for formal and informal play close to where people live.

We will concentrate on issues that prevent children and young people from reaching their full potential, for example, where behaviour puts them at risk such as smoking, substance misuse including prescribed drugs, alcohol misuse, eating disorders and obesity, unsafe sexual practice, mental health problems.

Ensuring that formal education is of high quality and relevant to the world of work is essential. We recognise that a young person's education up to the age of 16 can make a significant contribution to their employability and skill levels. We will continue to improve future job prospects by planning for higher educational attainment.

We will actively encourage participation in further and higher education. Delivering the entitlement of all 14 to 19 year old students to a wide range of vocational and academic curriculum options require new ways of working across the network of providers in the region. Key tasks include:



- Widening the options available for 14 to 19 year olds.
- Reducing unnecessary duplication of provision by increasing levels of collaborative curriculum planning.
- Planning for excellence across all aspects of network provision.

We will ensure that the needs of children and young people who are vulnerable or who have additional needs are identified at the earliest opportunity so that appropriate arrangements can be made for them in the pre-school setting, on entry to school and thereafter. We will support vulnerable individual and groups to improve: their access to services and information; education; health and well being; transition into adult services; inclusion; and, accommodation and housing.

## **2. WIDENING LEARNING OPPORTUNITIES**

Education, training and learning opportunities - such as gaining essential basic and key skills, personal skills and social / life skills – sit alongside cultural and leisure experiences in the wider context of lifelong learning. We understand that all of these have the potential to enhance and change the quality of life of people in Flintshire. In addition, there are lots of ways to learn. We recognise that it is important for us to understand the learning needs of our communities so that we can focus on supporting them to develop.

We will promote learning in all its forms and the benefits that it can bring to the individual, their family and the wider community. However, there are a number of barriers to learning at all ages such as poor health and disability, conflicting care responsibilities, lack of information, possessing few or no qualifications, inaccessible facilities and transport difficulties, lack of confidence, age discrimination, language, cost, etc. We will continue to identify these obstacles and put measures in place to help remove barriers to learning.

Ensuring that people have access to information and advice to help them to overcome any barriers to learning is essential. We want to encourage people to be confident as learners.

We recognise that there are some people who may be at risk of exclusion and it is these people that are often the hardest to engage. This engagement is essential if service provision is to be properly targeted and appropriate to individuals' needs. The voluntary and community sectors are ideally placed to engage excluded groups and have a significant role in providing both formal and informal learning in a community setting so that we can support them to develop.

Where it is difficult for people to travel, learning opportunities should be provided close to where people live or work. We will maximise the opportunities for developing and supporting schools for the whole community and programmes for learning outside school hours including voluntary leisure, arts and cultural activities.

We will also seek to expand alternative routes to education by increasing opportunities for on-line education, community learning and libraries, and making use of new technologies and innovative approaches to the way that we use existing resources. We will also explore new or different ways for people to learn that promote learning for pleasure.

We will enhance the role of education in family and community life by developing excellence from pre-school provision through the National Curriculum key stages and beyond. This will include the needs of adult returnees and older people as well as the fostering of active links between schools, colleges, communities and other centres of learning. It will also include the promotion of intergenerational learning and community involvement in learning.

Key principles to underpin the work in Flintshire include:

- Recognising that learners' needs are central.
- More collaboration and partnership working.
- Learner entitlement to a wider choice of pathways.
- Buildings that will be fit for purpose and curriculum requirements.
- Changes that lead to improvement (standards, range of choice, participation rates).
- Maximising use of current assets.
- Parity of esteem between vocational and academic pathways.

- Excessive learner travel should be avoided (distance and frequency).
- Opportunities to learn in English and/or Welsh and within a faith based setting.
- Agreement on and coordinated publication of all pathways available within Flintshire.

### **3. IMPROVING EMPLOYABILITY AND SKILLS**

Education and skills are essential for maintaining the economic prosperity of Flintshire. A commitment to lifelong learning will help the county to adapt to changing economic conditions and the changing demand for different occupations and industrial sectors.

Working, whether paid or voluntary, is generally linked with better quality of life, more active lifestyles, improved well-being, a greater sense of social inclusion and better income. People with low skill levels can be at increased risk of income poverty. Maintaining people's skills whether they are in the workplace or retired can bring benefits not only to the employer but to an individual's mental and physical health. We want people to be able reach their potential and to access more high value jobs.

Helping people to reach their potential is important to us but we realise that learning potential and / or need will differ from person to person. For some it may be about increasing employability, for others it may be to develop vocational skills to do well in workplace or social / life skills.

There are significant numbers of people who are economically inactive in Flintshire and do not share the prosperity of the county as a result. People who are economically inactive already face multiple barriers to engaging with the labour market whether that be through employment, learning or volunteering. The challenge for Flintshire is even greater in providing support and training for those who want to work. We will provide locally based solutions to local needs and to recognise the need for soft skills development, volunteering and the gradual steps towards activity that are required before entering accredited training or mainstream employment.

We aim to:

- Develop locally based approaches to local employment skills needs through regeneration initiatives such as Communities First and other similar programmes.
- Encourage an increase in skill levels within the county and foster a culture of lifelong learning and continuous personal development in partnership with colleges and training providers.
- Work with employers over the development of employees and to increase the availability of opportunities for employment thereby promoting the availability of a skilled and flexible workforce.
- Work with employers to support the transition of young people from school to the world of work.
- As partners, we also aim to be model employers ourselves, facilitating access to appropriate continuing development and training opportunities for staff which will result in staff feeling more valued, which benefits our customers in turn.

We want Flintshire to be a place where secondary schools, further and higher education are closely integrated equipping people with the skills and qualifications they need to secure productive, rewarding and high value employment in a modern economy. We want to be a learning county that is at the forefront of new technology in our schools, homes, local businesses and organisations.

Without appropriate job training, workers' skills can become obsolete. Moreover, in the absence of flexible working arrangements it may be difficult for some people to combine work with their caring responsibilities.

As model employers, we will seek to enable people to reach their potential by:

- Ensuring sufficient high performing employees are recruited, trained and retained.
- Supporting flexible working opportunities that can benefit everyone - employers, employees and their families.
- Designing pay and reward structures that attract, retain and develop a skilled and flexible workforce, while achieving value for money and fairness.
- Developing workforce skill and capacity to address both current and future skills needs.

- Developing leadership capacity.

We will encourage other employers in Flintshire to create the right conditions to encourage people to work and improve peoples working lives through ways of working that recognise equality and diversity, and support investment in workforce development and training – in and out of the workplace, flexible working arrangements, staff involvement, and a ‘healthy’ and safe workplace.

The proportion of older people in Flintshire is growing. As people get older it is important to enable them to develop their skills so that they can adapt to their changing role, employment or industry demands.

We will develop policies and initiatives to enable the over 50’s to continue to work, learn, volunteer and care, making an active contribution for as long as they wish and ensure that they do not live in poverty by providing support to:

- The recruitment and retention of older workers and increase economic activity by improving access to jobs for the over 50s, including the disabled and those who have experienced ill health.
- Enable older employees to re-train and upgrade their skills and, in addition, pass on their skills and experience, in part through intergenerational learning in the workplace.
- The development of flexible working practices to accommodate carers and develop programmes to ensure gradual transitions to retirement.
- Encouraging volunteering programmes involving the over 50s in order to extend the active contribution of older people.

# **SAFEGUARDING / SAFE AND SUPPORTIVE COMMUNITIES**

## **OUR VISION**

We want Flintshire to be a County where people of all ages and from all backgrounds and abilities feel safe, confident, supported and protected from harm, including abuse and neglect.

We want to reduce the impact that crime and anti-social behaviour can have on the lives of people.

We want to reduce the number and the impact of unintentional injuries in homes, in our communities and neighbourhoods.

We want all people to feel that they are a part of a community in which they can actively participate and can both give and receive help and support, where public services in Flintshire work alongside individuals, families, neighbourhood, voluntary and community groups to support vulnerable people and to tackle the problems and challenges which face them.

We recognise that any individual can be vulnerable at any stage of their life. Vulnerability means that a person may be at greater risk and have less ability to cope with different aspects of their life. It may be based on socio-economic conditions, gender, age, disability (mental and physical), ethnicity, lifestyle or other criteria that influence a persons well being and / or their ability to access resources and development opportunities.

We will achieve this vision by ensuring that public services and local people work effectively together to create:

1. Inclusive communities and neighbourhoods.
2. Communities that are safe and protected from harm.
3. Supportive communities and neighbourhoods.

## WHERE ARE WE NOW?

- It is estimated that around 25% of children in Flintshire live below the official poverty level.
- During 2007 and 2008, there was a 24% (664 crimes) reduction in violent crime.
- In 2007/08, of those who were victims of crime, 60% were aged between 21 and 50 years.
- During 2007 and 2008, 9,579 incidents of anti-social behaviour were reported. The highest number of incidents related to rowdy nuisance with 6,480 (67.6%) reports, followed by complaints about pets/animals with 940 incidents and reports of vehicle nuisance with 677 incidents.
- A form of anti-social behaviour is deliberate fire setting. During 2007 and 2008, North Wales Fire and Rescue Service (NWFRS) attended 1,840 deliberate fires of which 376 (20.4%) were in Flintshire. 105 of the incidents were attacks on items of value such as property and vehicles. 271 were deliberate secondary fires which included refuse, fly tipping, grass / gorse, hedge rows and abandoned vehicles.
- In 2007/08, NWFRS delivered tailored fire safety advice to 4,895 homes in Flintshire in the form of a Home Fire Safety Check.
- During 2007 and 2008, there were 1,538 domestic violence incidents reported. Of these 462 (30%) were recorded as crimes. There were 395 arrests providing a crime to arrest ratio of 85.4%. 33 of the persons arrested were repeat offenders.
- There has been a significant increase in the number of people accessing help in relation to alcohol misuse. There is a recognized link between alcohol misuse, domestic violence and anti-social behaviour.
- Each year, it is estimated that over 6,100 children in Flintshire will attend hospital as a result of an injury. Approximately half of these injuries occur in the home, and are potentially preventable. Similarly, an estimated 6,600 people over the age of 50 will

experience a fall each year, with over 1,300 incidents requiring medical attention and approximately 600 fractures.

- In 2004, Flintshire's road traffic collision casualty rate was the second highest in Wales at 560 per 100,000 population. Furthermore, the total number of casualties and collisions on roads in Flintshire has been constant over the last three years and injuries to children as passengers have risen substantially.
- Between 2001 and 2007 there were 579 accidental fires in homes in Flintshire. There were 135 injuries and 8 deaths. Seven main contributory factors associated with this type of fire have been identified that include being alone, fire interaction, not having a smoke detector, age, alcohol use, disability and living in rented accommodation.
- During 2007/08, 141 incidents were dealt with under Flintshire's adult protection procedures.
- In December 2008, 86 children were on Flintshire's Child Protection register.
- There has been a positive increase in the percentage of clients aged 65+ who are supported in the community.
- The 2001 Census recorded 16,451 (11.1% of total population) people in Flintshire that were providing unpaid care. 23% of these Carers provide 50+ hours care per week. These figures relate to known Carers.
- Since 2004 indications are that there have been a significant number of migrant workers coming to live and/or work in Flintshire, mainly in Flint and Deeside.
- It is estimated that aside from English and Welsh there are over 30 different languages spoken in Flintshire.
- Flintshire has the highest recorded number of unauthorised Gypsy and Traveller encampments in North Wales. Between 2006 and 2007, there were 46 unauthorised encampments.



- In 2003, there were over a 1,000 voluntary and community groups in Flintshire comprising 18,000 volunteers and trustees, 2,500 staff and with an annual income of £15 million. The groups vary greatly in size and purpose with the majority being small local groups run entirely by volunteers, however, a significant number are larger organisations, operating across the county, employing staff, and involving volunteers, some are branches of national charities. Voluntary and community groups involve thousands of people every week. They provide a wide range of services and activities which enhance the social, cultural and economic life of the community. These include: support for children, families and young people; arts activities; environmental projects; health and social care services; advice and advocacy; training; support for people with disabilities; sports, leisure and recreation activities.

## **WHERE DO WE WANT TO BE?**

### **1. INCLUSIVE COMMUNITIES & NEIGHBOURHOODS**

We want Flintshire to be a County built on fairness and respect, where people feel confident in all aspects of their diversity regardless of age, disability, gender, language, race, religion or belief, and sexual orientation.

We will ensure that people from different backgrounds have similar life opportunities and know their rights and responsibilities.

Community Cohesion lies at the heart of a strong, vibrant and safe community and is what must happen in all communities to enable different groups of people to get on well together. People valuing each other and playing an active part in the community will mean that:

- More people will be clear about how they are expected to behave, will take responsibility for their own and their children's behaviours and will respect others and their neighbourhood.
- More people will be able to choose how they get involved and feel they have a voice in their community.
- Newly arrived and established communities will be able to communicate, share experiences and information to maximise their contribution to and experience of life in Flintshire.

We will map our communities to understand:

- The people who make up our communities;
- Where they live;
- What their needs are;
- What their perceptions are about their local community;
- How these communities are changing;
- What issues and activities may be impacting, both negatively and positively, on their community life, and;
- How communities engage and communicate with each other and identify areas of concern and opportunity.

This in turn will enable public service providers, voluntary and community groups in Flintshire to prioritise their services in line with local needs.

## **2. COMMUNITIES THAT ARE SAFE AND PROTECTED FROM HARM**

We want to improve people's quality of life by helping them to feel safe, protected from harm and more at ease in their homes, neighbourhoods and in public areas across the County.

Harm can be either intended or unintended. We will work in partnership to positively address factors that can affect:

- Unintentional injuries occurring in and around the home or care environment.
- Unintentional injuries to older people arising from a fall.
- Unintentional injuries to people on the roads (pedestrians, passengers, cyclists and drivers / riders of motor vehicles).

The communities of Flintshire will be encouraged to take part in ensuring their own safety we will listen to the needs of our communities and engage with hard to reach and diverse groups. At the same time we will focus on safety issues that partners identify through the use of local information and identify vulnerable people and premises through effective partnership working and community education.

We will support people including victims of crime and the vulnerable, to make their home environment a safe place for their family to live and grow. This will include addressing issues of safe play including toy safety in the home and in childcare facilities, fire prevention, unintentional injuries, and domestic abuse.

We will aim to increase early identification and intervention with victims of domestic violence by utilizing all points of contact with front line professionals. We will build on existing capacity to provide effective advice and support to victims of domestic violence. We will improve the response to domestic violence by supporting victims through the criminal justice system and to manage perpetration to reduce risk.

We will seek to understand the impact of substance misuse in the family by understanding the root causes and by supporting families to stay together. We will aim to reduce the harm to individuals caused by substance misuse particularly children and young people, families and the wider community. We will improve the availability of education and treatment services and give particular priority to issues relating to alcohol. We are focused on the availability of illegal drugs and the inappropriate availability of alcohol and other substances.

We will take action to address and positively manage factors commonly associated with crime and anti-social behaviour that impact upon how safe a person feels in their community. More people will consider the County to be a safe place as fear of crime will be reduced and we manage issues that people perceive as threatening and destructive including racial abuse and hate crime.

We will help to distinguish between people's perception of crime and how safe they feel by engaging public figures, elected members and the media to help communicate the facts about community safety and to help reduce peoples fear. We will also utilise modern technology such as mobile telephones and the internet to inform and educate our communities. This will help to ensure that people have the knowledge and understanding to address issues that affect them in relation to crime and safety.

All offenders and ex-offenders will, where possible and appropriate, receive every opportunity to rehabilitate themselves. However, the needs of the victims are paramount and this remains at the heart of our ambition.

We will work together to protect and support children and adults who need safeguarding because of risk of neglect, abuse and other forms of harm. We will support the wide range of professionals in agencies who work in this sensitive and challenging area.

Safeguarding vulnerable adults and children is everyone's priority. We want our communities to feel that they have responsibility for not just their own safety but also the safety of vulnerable people. We will help to ensure that communities have the knowledge and understanding to address such issues and take action when needed.

In 2007, a consultation by the Children & Young People's Partnership with young people highlighted the following; sports centres are considered too expensive to attend on a regular basis, youth clubs did not open enough in evenings and not at all during school holidays and were not all of a suitable building standard, dancing venues were not provided, parks were not challenging/fun enough and were poorly lit at night and there was poor knowledge of clubs and activities available.

We recognise that sport and leisure has an important role to play in preventing anti-social behaviour amongst children and adults. Sport and leisure can generate commitment and pride, removes social barriers, can provide a focus for peoples' lives, and helps promote team work, a sense of belonging, social responsibility and healthy lifestyles. We will engage with people to provide appropriate opportunities for all for sport and leisure activities at school, in the home, the workplace, open spaces and leisure facilities. We will also work with communities to improve their understanding of anti-social behaviour and how to respond to it.

We will empower children at school and adults in the workplace not to feel threatened or bullied by putting mechanisms in place to respond accordingly and effectively.

We will work together to deliver a safer travel network that promotes the use of a safe and accessible public transport system. This will also include considering local measures to promote road safety and therefore reduce fatal accidents and accidents resulting in injuries.

### **3. SUPPORTIVE PLACES**

Flintshire is a safe place to live with opportunities for people to participate in many aspects of community life. However, there are some communities where individuals and families may struggle to find support and where services and facilities are difficult to access. There are over 1,000 voluntary and community groups operating in the county covering a wide range of activities and services, including: playgroups and youth groups, sports and arts groups, social groups and self-help groups, environmental and conservation groups. The majority are small local groups, managed and run by volunteers. Together with public services they play a key role in supporting people and ensuring that they feel safe and included.

We want Flintshire to have safe homes, families, communities and neighbourhoods. We will support families to stay together where it is possible. We will enable people to take a lead in the improvement of their safety through education, proactive prevention, intervention and support and by providing a framework where effective communication can occur.

To provide supportive places to live, vulnerable people will be effectively safeguarded – including children, young people, older people, people with mental health problems or learning and physical difficulties and victims of domestic violence. We will work in partnership to:

- Identify and protect those vulnerable members of the community that need advice and support.
- Use legislation to improve the sharing of information between partners to protect vulnerable people.
- Consider the needs of the vulnerable and the impact of their economic circumstances which may compromise safety, for example, the threat of 'cold calling'.

- Provide advice to our communities, for example, to reduce fuel poverty in Flintshire.
- We will enable more people to live independently for longer where it is their choice.

We will support parents and carers to make the best choices for their children to enable them to live their lives in safety. Parents are the single most important factor in a child's well-being, achievement and future prospects. We recognise that there are times in the life of all parents when they need some extra support, information and advice. We will improve support for all parents and carers, to improve life opportunities for all children by actively encouraging parents to use parenting services to gain information and advice. This includes signposting, awareness raising, provision of information, advice and support, improving networking and building of relationships with other parents, and linkages between parents, schools and the wider community.

Safe, well-maintained and attractive public spaces have a critical role in creating pride in the places where we live which, in turn, is essential to building community cohesion and successful communities. That is why we are committed to action to make public spaces cleaner, safer, greener places that create a good impression, enhance the quality of life in our neighbourhoods and the perception of our areas.

Local events provide a great way for communities to come together and encourage people to get involved in local activities. We will support local communities in local events. For example, we will support community effort in tackling climate change by demonstrating how communities can take action to adopt low carbon lifestyles.

Some people already act as good neighbours but in many of our communities there are still people who need support. As communities change some people can feel that they have been left isolated within their own community. We will encourage people to support each other and be active within their own communities by promoting the concept of a 'good neighbour' to help in times of need and to provide a safety net to young and old. We will also provide access to information, help and support to people should they need it to help to reduce any feelings of isolation and exclusion experienced.

We will provide more accessible and open information to enable people to make more informed choices about the services that they access. This will include using modern technology such as the internet to provide up-to-date local information and exploring new and innovative approaches to sharing information both with citizens and with third parties. We will try to ensure all our communities can enjoy the benefits of the internet and other methods of communication.

We recognise the value of the diversity of organisations in the community and voluntary sectors that provide a voice for under represented groups, in campaigning for change, in creating strong, active and connected communities, in promoting enterprising solutions to social and environmental challenges and in transforming the design and delivery of public services. We will further develop effective, on-going engagement with the third sector and actively encourage volunteering.

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 5**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **20 APRIL 2010**  
**REPORT BY:**      **CHIEF EXECUTIVE**  
**SUBJECT :**         **SUSTAINABLE DEVELOPMENT CHARTER**

### **1.00 PURPOSE OF REPORT**

1.01 To seek approval to sign up to Welsh Assembly Governments (WAG) Sustainable Development Charter which is due to be launched in May 2010 (Appendix 1).

### **2.00 BACKGROUND**

2.01 The Local Government Act 2000 placed a duty on the Welsh Assembly Government (WAG) to make Sustainable Development a core principle. This resulted in WAG developing a Sustainable Development Plan.

2.02 A recent review of the Sustainable Development Plan has resulted in WAG identifying its vision for a Sustainable Wales which is 'Enhancing the long term well being of People and Communities'. It is this vision which has led to the development of The Sustainable Development Charter.

2.03 WAG is approaching public, private and voluntary sector organisations in Wales to commit to their Vision for Wales by encouraging them to sign the Charter.

### **3.00 CONSIDERATIONS**

3.01 The aim of signing the Charter is for organisations to use it as a tool to promote Sustainable Development by integrating long term economic, social and environmental wellbeing into everyday business and decision making.

3.02 The criteria and commitments of the Charter is attached as Appendix 1. In summary the commitments are:

- ensuring that all decisions promote long term, sustainable well-being of people (including employees) and communities;
- ensuring that all decisions take full account of, and where possible fully integrate, the various social, economic and environmental outcomes that are being sought; and
- engaging with, and involving, the people and communities that will be affected by these decisions.

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Date: 13/04/2010



- 3.03 Much good sustainable practice already exists in Flintshire including carbon calculation and footprinting, healthy and eco schools, sustainable design, rural development initiatives and climate change adaptation. The Charter will build upon this good practice.
- 3.04 A shift in thinking will be needed in some areas of council activity to achieve a sustainable outcome through an integrated approach, as the perception still prevails that sustainable development is only about the environment. A more integrated approach will ensure that the outcome will result in environmental benefit, at the same time encouraging a resilient local economy and promoting social justice.
- 3.05 WAG is promising to support the development of the Charter, by providing additional modules to the Sustainable Development Framework delivered by Welsh Local Government Association. These modules will provide guidance and information of both strategic and operational levels.
- 3.06 The details relating to a formal signing are yet to be released however, WAG is hoping for a small number of high profile organisations, including local authorities from across Wales to commit to the Sustainable Development Charter prior to the Hay Festival in May. This will involve joining the Minister in a high profile launch which will showcase how each organisation is committed to Sustainable Development and to showcase their best practice. Alternatively organisations will be able to sign at the Hay on Earth Festival, WAG's flagship Sustainable Development festival in May, 2010.
- 3.07 The Council's business planning approaches will be the vehicle for ensuring that sustainable outcomes are considered. The modules provided by the WLGA as part of the Sustainable Development Standard will be considered as a foundation for this, as will any future WAG guidance.

#### **4.00 RECOMMENDATIONS**

- 4.01 That the Council commits to signing the Sustainable Development Charter in advance of the formal signing at the Hay on Earth Festival.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None known at the time of writing this report

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

- 6.01 A sustainable outcome supports social justice

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 A sustainable outcome supports environmental benefit.

**8.00 EQUALITIES IMPACT**

8.01 A sustainable outcome supports social justice.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None

**10.00 CONSULTATION REQUIRED**

10.01 None directly related to this report.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Corporate Management Team have considered this report and its implications.

**12.00 APPENDICES**

12.01 Appendix 1: Sustainable Development Charter  
Appendix 2: Sustainable Development Standard

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

WAG: Sustainable Development Charter  
WLGA: Sustainable Development Standard

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## **Sustainable Development Charter**

Sustainable development is concerned with improving the long-term economic, social and environmental wellbeing of people and communities in Wales. To be truly sustainable, this needs to be done in ways which promote social justice and equality of opportunity, and which enhance the natural and cultural environment and respect its limits.

### **Welsh Assembly Government's vision of a sustainable Wales**

Enhancing the long-term wellbeing of people and communities is central to our approach to sustainable development. To promote this we are committed to a sustainable future for Wales where we:

- live within our environmental limits, using only our fair share of the earth's resources, for example by radically reducing our use of carbon-based energy and greenhouse gas emissions, moving towards becoming a zero-waste nation;
- support healthy, biologically diverse and productive ecosystems, by actively recognising and supporting our environmental assets including land, water and biodiversity;
- build a resilient and sustainable economy, including by fostering local economies and suppliers, supporting innovation, achieving the transition to a low carbon, low waste economy, and ensuring that Wales is the best location for business to locate, start up, grow and prosper;
- enjoy communities which are safe, sustainable, and attractive, where people enjoy good health, by having a much stronger connection with our local economies and communities;
- are a fair, just and bilingual nation in which citizens determine their own lives, shape their communities and achieve their full potential, by ensuring equality for all is a core value to all our work.

## **Sustainable Development Charter**

To make Wales a sustainable nation, we need all organisations to work with us to deliver these objectives. By signing up to this Charter, and making sustainable development your central organising principle, you will be committing to promoting and delivering wellbeing through your decisions and operations, by:

- ensuring that all decisions promote long term, sustainable wellbeing of people (including employees) and communities, and do not promote short term fixes that will continue to lock us into unsustainable patterns and lifestyles;
- ensuring that all decisions take full account of, and where possible fully integrate, the various social, economic and environmental outcomes that are being sought;
- engaging with, and involving, the people and communities that will be affected by these decisions, so that working in partnership for sustainable development becomes part and parcel of the way we work.

This Charter commits organisations to this and sets out the approaches required to make this happen.

### **Sustainable development – the benefits to organisations**

The benefits of adopting sustainable development as the central organising principle are that it will:

- Allow decisions to be future-proofed, protecting your organisation by meeting the needs

- of current and future generations;
- Help promote innovation and new thinking in the development of sustainable goods and services, to set your organisation apart as a leader and allow you to take advantage of future opportunities;
- Promote resource saving, energy efficiency, and waste reduction, generating bottom-line cost savings that can be used to fund other services;
- Safeguard and enhance the reputation of your organisation – locally, nationally and internationally;
- Aid the consistency of decision making across the board, so that all decisions are based on a comprehensive view of economic, social and environmental considerations;
- Promote joined-up working within (and between) organisations, moving away from working in silos, generating cost-savings and efficiencies, and having more effective joined-up delivery to communities, citizens and customers.

### **The commitment**

We commit to making sustainable development the central organising principle in how we make decisions and carry out our work. This means we will:

- Be clear about our role, responsibilities and commitments in relation to sustainable development;
- Provide clear leadership for sustainable development, within our organisations and with those we work with;
- Promote continuous improvement so that we continue to reduce the environmental impact of all our activities;
- Embed sustainable development into all our decision-making, including financial decision-making;
- Strive to be an exemplar organisation, to lead and inspire others to act.

To demonstrate our commitment to sustainable development, we will:

- Share examples of how we are considering economic, social and environmental issues, and the promotion of wellbeing, in our decision-making;
- Show how we are promoting the wellbeing of our staff and employees;
- Demonstrate our thinking and vision for the future, and the role that we as an organisation play in that;
- Report our progress against sustainable development indicators; and
- Provide examples of the work that we have done to promote sustainability within Wales.

### **Next steps**

The Welsh Assembly Government will support the development of this Charter and will promote further commitment from other organisations to it. We will develop and provide additional support modules and other advice for organisations to take these commitments further in particular areas. We will also include examples of how organisations have contributed to sustainable development in Wales within the statutory Welsh Assembly Government Annual Report. We will invite Charter members to an annual 'Reporting back' event to share learning and experiences with others, and to showcase best practice examples of their work.

# Sustainability Standard for Welsh Local Authorities

Developed by Forum for the Future



Forum for the Future

**Sustainable Development (SD) is the process by which we move towards sustainability, with sustainability being the destination.** Forum for the Future's definition of sustainable development is: '*a dynamic process which enables all people to realise their potential and improve their quality of life in ways which simultaneously protect and enhance the Earth's life support systems*'. Sustainable development policy should include long-term planning, consideration of impacts beyond the local area (regional, national and international impacts) and the integration of social, economic and environmental issues.

The **Sustainability Standard is a tool to help local authorities improve their sustainability performance.** It aims to do this by allowing an assessment of current performance on the extent to which SD is mainstreamed in your authority, and to identify risks to future delivery; by benchmarking in order to facilitate exchange of good practice; by encouraging continuous improvement; and by suggesting practical steps towards mainstreaming sustainability and achieving the desired outcomes. **The Standard can also be used to ensure that sustainability becomes a key ingredient of effective and efficient performance, as required within the new Wales Programme for Improvement Guidance (2005).**

## **'Sustainable Performance' is improved performance in the sense that it:**

- Measures good performance as progress towards the dynamic, long-term goal of sustainability
- Reconciles long-term needs with those of the present – protecting and improving the quality of life of current generations without compromising the quality of life of future generations.
- Measures improvement as the combination of achievement towards annual priorities and increased capacity for continued improvement
- Seeks to ensure that needs are considered and met in a sustainable way – failure to do this is a strategic risk, and a failure to perform in a fully effective and efficient way.
- Integrates the different aspects of well-being – promoting and improving efficient environmental, economic and social dimensions of improvement – ensuring all three are delivered in an integrated way and considered over the long-term. There are two dimensions to this integration, as sustainable performance can
  - a. open up opportunities for, and actively promote and support, synergies amongst the different aspects of well-being; and
  - b. avoid harmful 'collateral' impacts in which apparent improvements in one aspect of well-being have a detrimental effect in another.
- Considers the wider impacts – by taking account of the way in which national and global concerns can be addressed through local action, whilst ensuring all activities consider neighbouring authorities and wider implications and impacts.
- Promotes efficiency – through encouraging whole life costs and defining clear long-term outcomes; and ensuring that resources (natural, human, financial capital) are maximised sustained.
- Is achieved, and continuously sustained, through processes and systems for accountability, planning, management, and delivery of sustainable outcomes that
  - a) fully engage with communities and other stakeholders, to reflect changing needs and aspirations
  - b) actively seek out and draw on all available and appropriate sources of information and scientific research, to reflect changes in the wider environment and to respond to new opportunities
  - c) recognise and encompass diversity, and respecting difference, resolving conflict and achieving consensus where possible
  - d) are able to respond to external impacts and demonstrate how global changes and implications can be addressed and managed at the local level

### Overall goal for a “sustainably functioning” local authority:

Sustainability is embedded into the culture of the organisation, and into its processes, and this translates into real improvements in sustainable delivery of services on the ground. Sustainable development is not only driven from the top, but is a routine part of the authorities priorities and activities across all areas.

The four key drivers to embed SD over the long-term, to make sure this happens and continues, are:

1. **High-level commitment** from senior management and members, and **strategic drivers** for SD.
2. **Ownership, understanding and application** of SD in practical terms by all management levels and all staff.
3. **Integration of SD into Council priorities and processes** i.e. SD is embedded in long-term priorities, regardless of change in management or political party; systems are used to ensure the implementation of sustainable priorities on an ongoing basis.
4. **Community Leadership and accountability** to the community drive SD at the interface with Council operations and influence partnership working in the community.

### Getting Started:

- Use the Sustainability Standard to assess current performance in your authority. The matrix of questions that follows is intended to ascertain the extent to which sustainable development is mainstreamed within a local authority. To do this:
  - Convene a group of (4-6) high-level officers from across the authority, so that you get senior level buy-in and have people there that can make decisions and implement what is decided.
  - The matrix should be completed objectively with **evidence** to support the evaluation
  - You are asked to ‘score’ against a level ranging from **level 1 (high strategic risk)** to **level 5 (low strategic risk)**
  - You should tick all statements which are closest to the **current** situation in your authority. The column with the most ticked statements should indicate the level at which your authority is performing on that particular theme – this should be a consensus opinion of the group.
- Discuss what the next steps should be in order to achieve things in full, or to move up to the next level.
- Decide who is responsible for making sure that this happens – senior management and members should drive the continuous improvement in the long-term
- Decide how you will measure that you’ve been successful. Use indicators and targets, or milestones that are time-related.

Outcome	Level 5 (low strategic risk)	Level 4	Level 3	Level 2	Level 1 (high strategic risk)
1. High-level commitment and strategic drivers for SD	<input type="checkbox"/> The whole council has taken on <b>sustainable development as a key principle</b> and it is integrated through all strategic drivers.	<input type="checkbox"/> SD is a key priority of the council and is becoming a 'golden thread' through all activities.	<input type="checkbox"/> SD is seen as an important principle for the whole council.	<input type="checkbox"/> SD is seen as one of many priorities.	<input type="checkbox"/> SD is not regarded as an important priority for the council.
	<input type="checkbox"/> <b>Cabinet/Board Members and senior management</b> are committed to, and lead on an integrated approach to sustainable development.	<input type="checkbox"/> Some members and senior management are convinced of an integrated approach to SD.	<input type="checkbox"/> There is general commitment to SD from senior management and members although not all committed to a corporate approach.	<input type="checkbox"/> Little commitment by senior management and members to SD.	<input type="checkbox"/> No commitment to SD by members or senior management.
	<input type="checkbox"/> There are <b>dedicated resources</b> to make sure that SD is an integral part of all council activities.	<input type="checkbox"/> Resources are available for SD and these are channelled into support for mainstreaming SD.	<input type="checkbox"/> Some resources are available for SD with some recognition that SD is the business of the whole council.	<input type="checkbox"/> There are limited resources and support for council wide delivery of SD.	<input type="checkbox"/> There are no resources and support for SD
	<input type="checkbox"/> Council's corporate objectives align with the Community Strategy priorities and these cumulatively represent SD and are seen as an <b>overarching framework</b> for all council activities.	<input type="checkbox"/> Council's corporate objectives partially align with the area's Community Strategy priorities and these cumulatively represent SD.	<input type="checkbox"/> Council's corporate objectives are different to the area's Community Strategy priorities and both sets of objectives cumulatively represent SD.	<input type="checkbox"/> Council's corporate objectives are different to the area's Community Strategy priorities and some elements of SD are missing	<input type="checkbox"/> Council's corporate objectives and Community Strategy priorities are different and they actively undermine SD
	<input type="checkbox"/> <b>Strategic plans</b> , strategies, policies are an effective framework for the delivery of SD and SD principles are considered when developing all policies and strategies.	<input type="checkbox"/> Most strategic plans provide a basis for delivery of SD and SD is seen as a golden thread, occasionally considered during policy and strategy development.	<input type="checkbox"/> The main strategic plans include some reference to SD, but with no explanation.	<input type="checkbox"/> Some plans include SD principles but not enough to be seen as a linking thread.	<input type="checkbox"/> No recognisable thread of SD in most plans.
	<input type="checkbox"/> SD principles are used in developing all <b>service and business plans</b> and these plans are fully aligned with one another	<input type="checkbox"/> SD principles are used in developing most service and business plans and these plans generally align with one another	<input type="checkbox"/> SD principles are used in developing some service and business plans, and some align with one another	<input type="checkbox"/> SD principles are rarely used in business/service planning and few plans align with one another	<input type="checkbox"/> SD principles are not used in business/service planning and no plans align with one another

Outcome	Level 5	Level 4	Level 3	Level 2	Level 1
2. Ownership, understanding and application of SD in practical terms by all management levels and all staff	<input type="checkbox"/> The authority has a clear statement of commitment for SD, which staff <b>understand</b> and are able to <b>apply</b> in their everyday role.	<input type="checkbox"/> SD is understood and seen as something the whole council is trying to achieve, and some staff understand how to apply it in their roles.	<input type="checkbox"/> There is general awareness of SD as an important council aim or principle, but most staff do not apply the principles in their roles.	<input type="checkbox"/> There is understanding and awareness of SD only in the 'obvious' departments.	<input type="checkbox"/> No understanding or awareness of SD.
	<input type="checkbox"/> All staff are <b>committed</b> to, and deliver, SD	<input type="checkbox"/> Most staff are committed to delivering SD.	<input type="checkbox"/> Some staff are committed to SD understand what this means in practice.	<input type="checkbox"/> Some staff are committed to SD, but there is little understanding of this in practice.	<input type="checkbox"/> No staff are committed to SD.
	<input type="checkbox"/> There is <b>effective support</b> for management and staff on sustainability issues and how to integrate SD in their work.	<input type="checkbox"/> Support is accessible to most but not always translated into day jobs.	<input type="checkbox"/> There is some support on integrating SD.	<input type="checkbox"/> Ad hoc support for some staff and management.	<input type="checkbox"/> No support mechanism for staff or management on SD.
	<input type="checkbox"/> Training programmes are used to increase staff awareness and offer practical advice, e.g. in translating high-level priorities to practical implementation.	<input type="checkbox"/> Training is given on SD in the context of individual's roles.	<input type="checkbox"/> Some training sessions incorporate SD.	<input type="checkbox"/> One off training sessions are used to raise awareness of SD.	<input type="checkbox"/> No awareness or training sessions on SD.
	<input type="checkbox"/> There is excellent cross-department working, driven by a cross-departmental group of 'sustainability champions' to integrate SD throughout the authority.	<input type="checkbox"/> Cross-department working occurs fairly regularly, supported by a small group of 'sustainability champions'.	<input type="checkbox"/> Cross-department working occurs on an ad-hoc basis, with some help from the 'sustainability champions'.	<input type="checkbox"/> Cross-department working occurs on an ad-hoc basis across some departments, not supported by 'sustainability champions'.	<input type="checkbox"/> Cross-department working occurs by chance, with no 'sustainability champions' in place.
	<input type="checkbox"/> Dedicated unit in place to coordinate and support SD activities across the authority through maintaining a corporate commitment and assisting with process such as performance management and scrutiny; and sharing good practice.	<input type="checkbox"/> A sustainability function/unit has responsibility for SD with corporate commitment and limited capacity to support others.	<input type="checkbox"/> SD is the responsibility of an individual officer.	<input type="checkbox"/> SD is one of the responsibilities of an (environment) officer.	<input type="checkbox"/> No dedicated SD role in place.



<input type="checkbox"/> SD is actively used in human resource management and sustainability literacy is integrated into job descriptions, training, professional and personal development and performance management.	<input type="checkbox"/> SD is used in human resource management and sustainability literacy is integrated into some aspects of personal development.	<input type="checkbox"/> SD is occasionally used in human resource management and sustainability literacy is integrated into other areas on an adhoc basis.	<input type="checkbox"/> SD is rarely considered within human resource management or any other areas of personal development.	<input type="checkbox"/> SD is never considered within human resource management or any other areas of personal development.
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Outcome	Level 5	Level 4	Level 3	Level 2	Level 1
<b>3. Integrating SD into Council processes and policy</b>	<input type="checkbox"/> <b>Long-term SD priorities</b> (as represented by corporate and community strategy priorities) are actively used in planning and delivering policy and operational activities.	<input type="checkbox"/> Medium-term SD priorities are used throughout policy and operational activities.	<input type="checkbox"/> The intention is that medium-term SD priorities are used throughout policy and operational activities.	<input type="checkbox"/> SD is not embedded in priorities; policy and operational activities are usually short term and sometimes look to the medium term.	<input type="checkbox"/> SD is not embedded in priorities; policy and operational activities only look to the short term.
	<input type="checkbox"/> There is an excellent selection of activities underway which benefit the economy, society and the environment at the same time. This is reflected in <b>integrated delivery</b> .	<input type="checkbox"/> There is a good selection of activities underway which benefit the economy, society and the environment at the same time and this is starting to be reflected in integrated delivery.	<input type="checkbox"/> There is progress towards environmental, social and economic issues in separate areas of work and some cross linkages are being explored in delivery.	<input type="checkbox"/> Slow progress on environmental, economy and social issues, these are separate to each other and this is not reflected in delivery.	<input type="checkbox"/> No progress on environment or social justice. The key focus is on the economy.
	<input type="checkbox"/> SD (as represented by corporate and community strategy priorities), flows through <b>strategic and service planning and decision-making</b> at all levels.	<input type="checkbox"/> SD flows through most strategic and service planning and some decision-making.	<input type="checkbox"/> SD flows through some plans and decisions.	<input type="checkbox"/> SD only recognised in the Environment Department's plans.	<input type="checkbox"/> SD not recognised in any plans.
	<input type="checkbox"/> <b>Formal methods/mechanisms and systems</b> are in place to help achieve consistency and integration in policy and practice.	<input type="checkbox"/> A sustainability checklist is in place that helps SD principles to be integrated into most corporate policy and practice.	<input type="checkbox"/> A sustainability checklist is in place that helps SD principles to be integrated into some corporate practice.	<input type="checkbox"/> A sustainability checklist is in place and is used on an ad hoc basis.	<input type="checkbox"/> No sustainability checklist in place.

<input type="checkbox"/> <b>Formal methods</b> for integrating SD are used in budget setting, service and financial planning.	<input type="checkbox"/> A sustainability checklist is used in budget setting, service and financial planning.	<input type="checkbox"/> A sustainability checklist is occasionally used in budget setting, service and financial planning.	<input type="checkbox"/> A sustainability checklist is in place but isn't used in budget setting, service and financial planning.	<input type="checkbox"/> No sustainability checklist in place.
<input type="checkbox"/> Members provide effective scrutiny on SD which flows through all member, senior-officer and management decision making.	<input type="checkbox"/> SD is considered within most scrutiny committees, and is considered during most member, senior-officer and management decision making.	<input type="checkbox"/> SD is considered within scrutiny and other decision-making on an ad hoc basis, but this is not monitored.	<input type="checkbox"/> SD is rarely considered within scrutiny and other decision-making processes.	<input type="checkbox"/> SD is never considered during scrutiny of any other decision-making processes.
<input type="checkbox"/> The 'Sustainability Reporting Framework for Public Sector Organisations' <sup>1</sup> is applied to reporting on the financial, economic, social and environmental aspects of all the authority's activities.	<input type="checkbox"/> Sustainability Reporting takes place within limited areas of work on an ad-hoc basis.	<input type="checkbox"/> Reporting does consider social, economic and environmental factors but this has not been formalised.	<input type="checkbox"/> Sustainability reporting has been considered but not adopted.	<input type="checkbox"/> No Sustainability Reporting takes place.
<input type="checkbox"/> SD is integrated into the <b>performance management</b> cycle so that the processes act as an ongoing check back to progress towards SD.	<input type="checkbox"/> SD is part of the performance management cycle so that the processes track some progress towards SD.	<input type="checkbox"/> There are one or two a discrete questions within the performance management framework asking for SD evidence.	<input type="checkbox"/> There is some recognition that the environment should be considered alongside social and economic issues and this is demonstrated in the PM framework.	<input type="checkbox"/> Social, environmental and economic issues are all measured separately in the PM framework.
<input type="checkbox"/> <b>Procurement</b> activities adhere to SD criteria, which are used in all contracts and purchases of goods and services.	<input type="checkbox"/> Procurement activities incorporate SD criteria, which are used in some contracts and purchases.	<input type="checkbox"/> SD criteria are used in some procurement activities.	<input type="checkbox"/> Environmental criteria are used in some procurement activities.	<input type="checkbox"/> Environmental or SD criteria are rarely used in procurement activities.
<input type="checkbox"/> As part of WPI <b>risk assessment processes</b> are effectively improving performance towards long-term sustainability (as expressed by the community and corporate strategy), ensuring that aspirations are supported by capacity to deliver.	<input type="checkbox"/> Risk assessment processes seek to improve performance towards long-term sustainability, and capacity to deliver, however this is not effective throughout the whole organisation.	<input type="checkbox"/> Risk assessment seeks to improve performance towards long-term sustainability, but this is not supported by addressing capacity issues.	<input type="checkbox"/> Risk assessment processes make some reference to sustainability, but this is not monitored on a consistent basis.	<input type="checkbox"/> Risk assessment processes do not consider sustainability.

<sup>1</sup> Published by CIPFA & Forum for the Future 2006

Outcome	Level 5	Level 4	Level 3	Level 2	Level 1
4. Community leadership, accountability and partnerships	<input type="checkbox"/> There is pro-active and coherent <b>liaison between the Community Planning Partnership/LSP and the Council</b> and this leads to a cooperative local contribution to SD (as articulated through the Community Strategy objectives).	<input type="checkbox"/> There are good links between the Community Planning Partnership/ LSP and the Council and the beginnings of a consistent approach to delivering common local priorities.	<input type="checkbox"/> There are established links with Community Planning Partnership/LSP (e.g. via SD staff and LSP support function) but an ad hoc approach to delivering community priorities jointly.	<input type="checkbox"/> Progress towards the Community Planning Partnership/LSP priorities is made by one or two authorities/organisations only	<input type="checkbox"/> Community Planning Partnership/LSP priorities are established but very little activity is in evidence that any progress is being made towards them.
	<input type="checkbox"/> The authority is seen as an example of <b>good practice</b> and actively shares this with other local authorities and organisations.	<input type="checkbox"/> Shares areas of good practice and attempts to assist partner organisations in mainstreaming SD.	<input type="checkbox"/> Shares some areas of good practice and offers no assistance to others in mainstreaming SD.	<input type="checkbox"/> Shares a few areas of good practice and offers no assistance for others in mainstreaming SD.	<input type="checkbox"/> No sharing of good practice and offers no assistance to others in mainstreaming SD
	<input type="checkbox"/> There is effective <b>dialogue</b> between the Council and the community and this influences the Community Planning process.	<input type="checkbox"/> There is some dialogue between the Council and the community and this influences Community Planning.	<input type="checkbox"/> The dialogue between Council and community is ad hoc and focuses on the most outspoken.	<input type="checkbox"/> There is minimal dialogue between the Council and the community	<input type="checkbox"/> The Council consults the community once community planning issues are nearing final draft.
	<input type="checkbox"/> Meaningful participation process carried out with all key stakeholders, with evidence that results influence decision makers.	<input type="checkbox"/> Consultation carried out with most key stakeholders, with evidence that results have some influence over decision makers.	<input type="checkbox"/> Consultation carried out with some key stakeholders, with little evidence that consultation influences decisions.	<input type="checkbox"/> Little consultation involving stakeholders, with no evidence that consultation influences decisions.	<input type="checkbox"/> No meaningful consultation with any key stakeholders.
	<input type="checkbox"/> Promotion of SD in the community includes actively facilitating the process, providing advice on behaviour-change and communicating activity around SD.	<input type="checkbox"/> Promotion of SD in the community includes facilitating the process and some communication of SD activity.	<input type="checkbox"/> Some SD promotion is done in the community.	<input type="checkbox"/> Little promotion of SD in the community.	<input type="checkbox"/> No promotion of SD in the community.
	<input type="checkbox"/> Strong multi-agency approach to engaging stakeholders in the Community Strategy Process	<input type="checkbox"/> Good multi-agency approach to engaging stakeholders the in Community Strategy Process	<input type="checkbox"/> Some multi-agency approach to engaging stakeholders in the Community Strategy Process	<input type="checkbox"/> Very little multi-agency approach to engaging stakeholders in the Community Strategy Process	<input type="checkbox"/> No multi-agency approach to engaging stakeholders in the Community Strategy Process

**Summary of areas for improvement:**

**1. High-level commitment** from senior management and members, and **strategic drivers** for SD:

**2. Ownership, understanding and application** of SD in practical terms by all management levels and all staff:

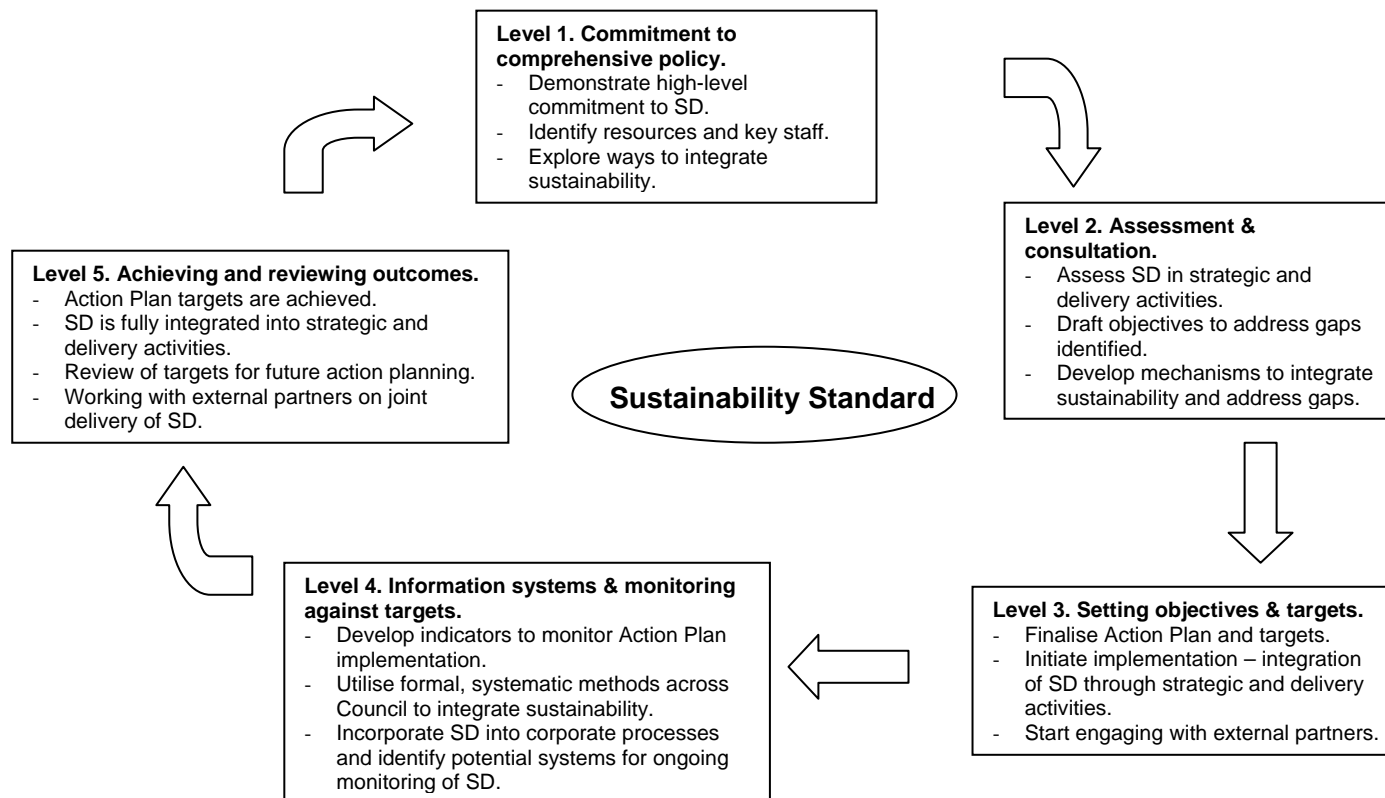
**3. Integration of SD into Council priorities and processes:**

**4. Community Leadership, accountability and partnerships:**

## Summary of the framework for implementing the Sustainability Standard:

The Standard has 5 levels, which take you through different stages of assessing the council's performance on sustainable development, and then drawing up objectives and an action plan. Implementation and monitoring follows, to facilitate improvement of performance and practice, particularly in areas prioritised by the action plan. The cyclic process ends with a review of progress towards the action plan and targets before starting the next cycle.

### Overview of the Sustainability Standard levels.



## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

**REPORT TO:** **EXECUTIVE**  
**DATE :** **20 APRIL 2010**  
**REPORT BY:** **CHIEF EXECUTIVE**  
**SUBJECT :** **ALL WALES DIGITAL TV (DITV) - WELSH ASSEMBLY  
GOVERNMENT PILOT**

### **1.00 PURPOSE OF REPORT**

- 1.01 To inform members of progress with Welsh Assembly Government's All Wales Digital TV Trial.

### **2.00 BACKGROUND**

- 2.01 DITV has been on the Welsh Agenda for some time and Flintshire County Council's Customer Access Vision and Strategy also identifies digital TV as an important component as a future communication channel.

A pilot project funded by WAG, encompassing the five Heads of the Valleys Councils has been running since April 2009. Although take up data has been collected for this pilot project, it has not yet been running for a sufficient period of time to analyse any channel shift data which may be available.

- 2.02 Rhondda Cynnon Taff, Powys and Wrexham have already self funded their own Digital TV channels.
- 2.03 WAG are keen to see an All Wales approach to Digital TV and a funding pot of £213,000 has been made available through the Making the Connections Development Fund for an All Wales trial to run from 1st April 2010 to 31 March 2011.
- 2.04 Each local authority has therefore received a grant offer of £15,431 (all inclusive) to develop and implement their own Digital TV channel utilising a managed content contract with Looking Local a subsidiary company of Kirklees Metropolitan Borough Council.

### **3.00 CONSIDERATIONS**

- 3.01 The following details a brief summary of the offer and what the Council has received as a result of being included in this pilot.
- a) **The Offer**
- WAG will fund each LA a total of £15,431 (all inclusive) to develop their Digital TV presence for a period of 1 year only with Looking Local

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- For those LA's who currently have a bi-lingual web site then the offer is inclusive of funding for a bi-lingual digital tv channel
- The offer will extend Powys/Wrexham/Rhondda Cynnon Taff's licence for a further 12 months
- The offer will include an extension of the current 5 heads of the valley pilot project
- The channel will be up and running by April 2010

**b) The Channel**

- A bi-lingual digital tv channel accessible via Sky and Virgin Media customers
- A standard 9 option Menu with flexibility to decide what sits behind the menu options
- Provision of static Information with some interactive options
- Mobile telephone functionality
- Wii functionality
- Kiosk functionality

- 3.02 The funding is for 1 year only. Should it decide to continue with the project beyond the pilot period, the Council will therefore need to make provision for year on year funding from April 2011 at an exact cost not envisaged to exceed £15,000, but which will be determined towards the end of the pilot project. The pilot project contract does however contain an exit strategy should any LA be unable to commit to future funding.
- 3.03 The television channel will provide static content which will be edited information from the Council's web site and updated approximately once a month. DITV also has the potential to publish 'real time' information for example Council news and emergency information.
- 3.04 Utilisation of this media channel really came into its own as a communication tool for some Local Authorities during the recent severe weather conditions (see best practice example at Appendix A).
- 3.05 For the Council to maximise the benefits of this access channel and be in a position to provide 'real time' information, we need to investigate and develop the implementation of additional technology called 'plug-ins' that will allow more effective publication of information from one data source to a range of media channels. However, there will be associated costs which are not included in the current grant offer.
- 3.06 At present Digital TV is accessible by Sky and Virgin Media customers only - however later this year a next generation interactive Freeview digi box will be available on the market. Looking Local will be available as a channel option on these new Freeview boxes thus enabling access to a much wider audience.

3.07 Anyone using Flintshire's DITV channel will also be able to access the same information via their mobile telephone.

3.08 The DITV channel can also be accessed via Nintendo Wii gaming consoles again widening the range of participation and take up.

#### **4.00 RECOMMENDATIONS**

4.01 That Executive endorse the decision to participate in the All Wales Digital TV Project and the acceptance of funding from WAG which will cover the full costs for one year's Digital TV presence for the Council.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 None for Year 1. The Council will however begin to incur costs Year 2 onwards should it wish to continue with the project. It is not possible at this point to identify the exact cost required although it has been raised as a pressure with Finance for inclusion in future debate around the 2011 budget.

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

6.01 Computer ownership is still beyond the means of many families within Flintshire. Providing information via a media channel that most homes already have access to, which will increase with the introduction of the next generation Freeview boxes, will help to improve communication and encourage participation with a far greater cross section of Flintshire's population.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 No identifiable impact.

#### **8.00 EQUALITIES IMPACT**

8.01 As identified in 6.01 above.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 No identifiable impact.

#### **10.00 CONSULTATION REQUIRED**

10.01 Through means of a feedback form available via the DITV channel - ongoing feedback will be collected and reviewed and will help to inform future developments.

#### **11.00 CONSULTATION UNDERTAKEN**



11.01 None to date.

## **12.00 APPENDICES**

12.01 Example of good practice - Fife Council

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

Unitary Authority Digital TV Service for Wales Business Case and Benefits  
- WAG 14 January 2010

Welsh Unitary Authority Digital TV Trial Service Project Initiation Document (PID) - WAG

Grant offer letter - WAG 4 March 2010

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## Snow drives record DITV access



You are here : [Home](#) > [News & Press Releases](#) > Fife Council break DITV access records due to bad weather



### Fife Council break DITV access records due to bad weather

Date: 20th January, 2010.

Council's digital interactive TV service takes pressure off as parents access school closure information via TV.

Fife Council has published services on digital interactive TV and mobile via Looking Local for over three years but the service came into its own in early January when Fife - as with most of the country - was covered in snow.

Fife's usage is primarily driven by the services they offer on Looking Local, importantly they give real time access to their most used databases; road/traffic updates, facility closures, bin collections dates, A-Z, school closures and local news. This means they manage the data once for all their channels and all their audiences, whether on DiTV, the website, mobile, visitors in person and call centre callers get equal access to the latest information.

In early January when the country was plagued by heavy snow falls parents needed immediate access as to whether the local schools were going to open and if not how to manage childcare. In this week alone Fife's Looking Local TV service logged 7,137 sessions (over 21,000 hits) on their school closures pages.

This example in itself has given Fife reason to offer Looking Local's DiTV and mobile service, redirecting over 7,000 enquiries to a self service channel at a peak time. In that Looking Local's research shows that most DiTV users would otherwise contact the council by phone, and based on SOCITM Insight 2008 channel benchmark figure of £3.22 per phone call, this was a saving of over £22,500 in one week alone.

Audience



Technology



Business Case



Book Demo



## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

**REPORT TO:**      **EXECUTIVE**  
**DATE :**            **20 APRIL 2010**  
**REPORT BY:**    **DIRECTOR OF COMMUNITY SERVICES**  
**SUBJECT :**        **STRATEGY FOR OLDER PEOPLE IN WALES - FUTURE  
IMPLEMENTATION IN FLINTSHIRE**

### **1.00 PURPOSE OF REPORT**

1.01 To approve the budget plan for the Older People's Strategy.

### **2.00 BACKGROUND**

2.01 In 2003 WAG produced a 10-year Strategy for Older People in Wales. It provided a structured basis for WAG, other public bodies and the independent sector to develop future policies and plans which better reflected the needs of older people, recognising changing demography and social circumstances.

2.02 The County Council has been given a leading role in implementing the strategy and the emphasis of the second phase of the strategy is on ensuring the consideration of older people's issues across all areas of the Council's work. There is also continued emphasis on the participation and engagement of older people and ensuring that the diverse communities of older people have opportunities to make their voices heard.

2.03 In 2010, grant funding for the strategy will be tapered but remain as a ring fenced grant. The level of funding in 2009/10 was £74,322. The level of funding for 2010/11 is £45,000. Revised guidance on the use of this grant has not been received to date but indications are that the focus must be to enable Councils to continue to support all three key roles played by the Strategy Co-ordinator, Champion for Older People and Older People's Forums. WAG has approved a carry forward of £29,500 from 2009/10 which was accrued from a vacancy in the Older People's Strategy Co-ordinator post.

### **3.00 CONSIDERATIONS**

3.01 The challenge for the County Council in meeting WAG requirements within a reduced budget allocation is to:

- Focus effort into the areas that will make the most significant improvement, in line with the recommendations of the independent evaluation of the Strategy to date.

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- Build on the successes and networks that have been established and enable these to become more independent.
- Take into account the recommendations of the local evaluation.

3.02 In 2009 /10 (as in previous years) the budget has focussed on three main areas:

- Full time Strategy Coordinator - £45,000.
- Forum Development - currently through a contract with Flintshire Neighbourhood Watch Association (FNWA) valued at £35,000.
- Small specific projects to promote change.

3.03 Available funding for 2010/11 is the WAG Grant of £45,000 and a carry forward of £29,500 from 2009/10, due to a six month vacancy of the Strategy Co-ordinator post.

The total available for 2010/11 is therefore £74,500.

3.04 An OPPN planning day on 26th February considered the future direction of the strategy and through the OPPN Core Group (and with a mandate from the individual forums) their recommendations are that:

(a) The £74,500 grant be allocated as follows:

- £35,000 to FNWA to maintain the Forum Development contract at its present level
- £27,000 for an Older People's Strategy Co-ordinator at a reduced level of 3 days per week
- £12,500 to fund projects that promote the strategy

#### **4.00 RECOMMENDATIONS**

4.01 That Executive agree the allocation of the Older People's Strategy budget :

- £35,000 to FNWA to maintain the Forum Development contract at its present level
- £27,000 for an Older People's Strategy Co-ordinator at a reduced level of 3 days per week
- £12,500 to fund projects that promote the strategy

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 In 2010/11 the WAG grant will reduce to £45,000. The proposals for expenditure in 2010/11 outlined in paragraph 4.01 are within the revised grant and the £29,500 carried forward, and meet the present WAG Grant conditions.

**6.00 ANTI POVERTY IMPACT**

- 6.01 The strategy is intended to combat poverty and poor housing, promote greater uptake of benefits and remove the barriers to employment of older people.

**7.00 ENVIRONMENTAL IMPACT**

- 7.01 None

**8.00 EQUALITIES IMPACT**

- 8.01 The work of the strategy gives older people an independent voice to represent their views and promote social inclusion. A key aim of the strategy nationally is to tackle discrimination against older people wherever it occurs, promote positive images of ageing and give older people a stronger voice in society.

**9.00 PERSONNEL IMPLICATIONS**

- 9.01 The current Strategy Co-ordinator post is currently vacant. It is proposed to reduce the post from 37 hours to 22.5 hours.

**10.00 CONSULTATION REQUIRED**

- 10.01 Strategy development in Flintshire is subject to ongoing consultation

**11.00 CONSULTATION UNDERTAKEN**

- 11.01 Ongoing consultation with key groups e.g. OPPN and its subgroups, Flintshire 50+ Advisory Group, Older Peoples Forums specifically for this report on the 26.2.10 OPPN planning day.

**12.00 APPENDICES**

None

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

None

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## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

**REPORT TO:** **EXECUTIVE**  
**DATE :** **20 APRIL 2010**  
**REPORT BY:** **DIRECTOR OF ENVIRONMENT AND HEAD OF HUMAN  
RESOURCES AND ORGANISATIONAL DEVELOPMENT**  
**SUBJECT :** **FUTURE JOBS FUND**

### **1.00 PURPOSE OF REPORT**

- 1.01 To advise Members of the ongoing provision in Flintshire to support young people into employment through the Department for Work and Pensions 'Future Jobs Fund' and the opportunities for the Council to provide job placements through Groundwork during 2010/11.

### **2.00 BACKGROUND**

- 2.01 The Department for Work and pensions' (DWP) Future Jobs Fund (FJF) was launched in May 2009 as a response to rising unemployment among the 18 - 24 age group. The aim of the FJF is to create 150,000 jobs for young people between October 2009 and April 2011. This will provide young people who have been unemployed 6-9 months, with a 6 month job opportunity to gain work experience and a qualification that will assist them in gaining future employment.
- 2.02 DWP provides sufficient funds per beneficiary to provide training and a salary at minimum wage level throughout the six month job opportunity. Funding is also available for overhead costs such as management and recruitment.
- 2.03 Groundwork Wrexham and Flintshire agreed that both Wrexham County Borough Council and Flintshire County Council would be named partners as part of a Groundwork UK submission to run the FJF programme in North East Wales between October 2009 and March 2010. This submission was successful with a commitment to place 36 young people in posts in Wrexham during this period.
- 2.04 The earlier months of the project were spent establishing the systems and identifying job placements. Since this initial development work 15 people have been placed. The target of 36 will be met by the end of March 2010.
- 2.05 Groundwork has confirmed that it will be submitting a further bid as part of Groundwork UK bid, to continue the FJF programme in North East Wales during 2010 providing a further 36 job opportunities in Flintshire.
- 2.06 In addition to the Groundwork scheme, Wales Council for Voluntary Action (WCVA) is running the FJF programme across Wales with provision for some

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placements in Flintshire. The Council is not named as partner as part of this scheme.

- 2.07 The WLGA has submitted a bid for 20 job opportunities per local authority area. This bid suggests that these job opportunities could form part of a package of work for a 'Green Team' comprising a mix of 'door-stepping' and other activity such as information/feedback on waste collection, recycling issues, energy and water efficiency messages, flood prevention and community safety.
- 2.08 Complementary to the suggestions listed in 2.07 above, a 'Green Team', in Flintshire could be used to support the Councils' Carbon reduction priority by expanding the energy advice scheme and/or could be used as a team to target communities to raise awareness of services. Additionally, consideration is being given to establishing a team of young people to deliver environmental improvements as part of the Deeside NRA.
- 2.09 There is no requirement for the jobs created through the FJF scheme to continue beyond the lifetime of the placement, although there is scope to continue to offer the job opportunity created to further beneficiaries of the FJF scheme.
- 2.10 Of the 1185 young people aged 18-24 claiming job Seekers Allowance (January 2010, Nomis) in Flintshire, 245 have been unemployed for 6 months or more and are eligible to take up the opportunities developed through the Future Jobs Fund scheme. Should both the extended Groundwork scheme and the WLGA submissions be successful, there will be a total of 56 job opportunities available in Flintshire for this target group between April 2010 and March 2011. The job opportunities must start during the 2010/11 financial year ending 6 months from the start date, this may go into the 2011/12 financial year.

### **3.00 CONSIDERATIONS**

- 3.01 The proposed WLGA scheme was discussed at the North Wales Economic Development Officers meeting in December 2009. The Group concluded that subject to agreement with each individual Local Authority, that building upon their existing experiences and established systems, Groundwork (operating on a North Wales basis) would be best placed to be the managing Agent for the WLGA scheme for the 6 North Wales Authorities.
- 3.02 Groundwork has suggested that the beneficiaries recruited and placed each month is staggered during the year with the WLGA beneficiaries being recruited towards the latter end of the scheme (October 2010 to March 2011) to ensure that there is an incremental build up to increased recruitment and job opportunities.



- 3.03 As Managing Agent, each beneficiary is recruited as an employee of Groundwork and as such all HR issues are dealt with by them. The host organisations providing the job opportunity are required to provide day to day supervision and deal with general managerial issues.

#### **4.00 RECOMMENDATIONS**

- 4.01 Members are asked to confirm that Groundwork Wrexham and Flintshire act as Managing Agent for the FJF scheme in Flintshire.
- 4.02 That officers be authorised to identify opportunities for FJF placements across the authority, with any proposals to be subject to a further report to Executive.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None directly to Flintshire County Council. The full wage, administration costs will be met by the Future Jobs Fund scheme.

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

- 6.01 Recruitment will be targetted to deprived areas of the County.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 It is proposed that some work undertaken will address carbon footprint reduction and environmental improvements.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None directly.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None directly.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 With WLGA and Groundwork Wrexham and Flintshire.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 Detailed discussions underway with Groundwork

#### **12.00 APPENDICES**

- 12.01 None.

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

None

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## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

**REPORT TO:** **EXECUTIVE**  
**DATE :** **20 APRIL 2010**  
**REPORT BY:** **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL  
DEVELOPMENT**  
**SUBJECT :** **PEOPLE STRATEGY 2009 - 2012 UPDATE**

### **1.00 PURPOSE OF REPORT**

- 1.01 To report to the Executive on progress achieved in the implementation of the revised People Strategy for 2009 - 2012.

### **2.00 BACKGROUND**

- 2.01 The revised People Strategy for 2009 - 2012 replaces the previous People Strategy 2006 - 2009 and has been designed to build upon the foundations already established. The overall aim of the strategy is to achieve more ambitious organisational development and change and people management excellence.
- 2.02 Given the significant reductions in available resources to the public sector over the next three years or more, there will be greater emphasis and importance placed upon delivering key elements of the strategy, particularly in relation to managing and embracing change, ensuring that managers are confident and competent in leading and managing change effectively and that planned organisational change and modernisation becomes embedded through our business processes and service planning.
- 2.03 The Single Status project, which forms part of the current People Strategy, continues to have a strong organisational and strategic focus and significant progress is being made on achieving the objective of implementing Single Status.
- 2.04 Updates on the delivery of key actions on the action plan will be provided to Executive on a quarterly basis with more detailed updates being given to the Overview and Scrutiny Corporate Management Committee as part of the Forward Work Programme.
- 2.05 This update covers the third and fourth quarters of 2009/10. Future updates will be produced on a quarterly basis.

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Date: 13/04/2010

### **3.00 CONSIDERATIONS**

#### **Single Status:**

- 3.01 Since the last report, further significant work has been undertaken in relation to the resolution that was passed at the County Council meeting on 3 November 2009, where the Council agreed that a review of some extreme job evaluation outcomes and possibly inconsistent job evaluation outcomes would be undertaken.
- 3.02 The Single Status Project Board, comprising elected members, trades union colleagues and officers have met regularly and are being kept fully up to date with progress made. John Cooke has been appointed as the Single Status Project Manager since 18 January 2010 and has developed a new Project Plan which focuses on re-energising the Single Status project and delivering a Single Status agreement.
- 3.03 The Project Plan has been designed in two phases. It is expected that the first phase of the project plan will be delivered by 30 June 2010 with the second phase running from July 2010 through to the end of December 2010. A communication was disseminated to the workforce in mid March 2010, setting out the main elements of the Single Status project plan, with a brief description of each workstream and likely timeframes.
- 3.04 Many of the service reviews which are being undertaken as part of the next stage of organisation redesign are being delivered in parallel with the Single Status project. The project team, in conjunction with senior management and HR Managers, are carefully working through the inter-dependencies of the service reviews and the Single Status project to ensure that important processes, such as the job evaluation of newly designed jobs, feed into the Single Status costing model and are considered in the development of any new / revised pay and grading model.
- 3.05 Coaching sessions are planned for mid-April on organisation design principles for Flintshire and job / role design focusing on the GLPC scheme. This will be aimed at managers who are leading on service reviews and will support managers in designing jobs that are modern, fit for purpose and which are closely aligned to the GLPC scheme and sound organisation design principles.

#### **Payroll Data Quality and System Review:**

- 3.06 A joint project led by the Heads of HR & OD, Finance and ICT and Customer Services to review and improve working practices and the quality of data held on the Midland Trent system was commenced in January 2010. This is a critical project which will improve the accuracy and integrity of the data held,

and will be essential for completing the data cleansing work that is required for the Single Status project and the Workforce Information reports.

**Establishment Control Review:**

- 3.07 Work commenced on the Establishment Control Review in February. The review is a jointly managed project between the Heads of HR & OD and Finance. The objective of the review is to develop a clearly documented process for managing the establishment to ensure that we have a clear baseline in relation to our establishment. This will allow us to accurately identify our agreed current workforce within directorates, will support vacancy and budgetary control and will support effective workforce planning. This review is critical given the medium term financial future and for the effective implementation of Single Status and service reviews.

**Casual / Relief Worker Review:**

- 3.08 The Casual / Relief Worker Review commenced in February 2010. The Council has a large number of workers on the Midland Trent system who are on 'zero hour' contracts (contracts where there is no guarantee of work being offered). There is the need to identify whether or not some of the casual/relief staff have acquired employment status by applying a legal employment status test. This decision will impact on the Single Status project as those who are considered to be employees will be included in the evaluation process and will need to be factored into the costing model for the Single Status project.

**Workforce Information and Attendance Management:**

- 3.09 The 'drill down' reports which provide data on Headcount, Employee Turnover, Attendance (Sickness Absence) and Diversity by service area have been designed and have started to be provided to directorate management teams. Priority is being placed on generating reliable and accurate information on attendance (sickness absence) to coincide with the implementation of the new Attendance Management Policy which is to be effective from 1 April 2010.
- 3.10 The Attendance Management Policy is currently being implemented via directorate management teams, with the support of HR Managers, to ensure that the content of the new policy is fully understood. As part of the implementation programme, managers at each level in the organisation will understand their roles and responsibilities in the context of the policy, there will be clear arrangements in place for each service area for monitoring attendance and reporting back to the directorate management team and the Corporate Management Team. Employees will be fully briefed on the policy and how their attendance will be managed moving forward.

### **Employee Opinion Survey:**

- 3.11 The survey reports (for the whole organisation and by directorate) have been received from BMG. The Corporate Management Team have grouped the findings into six key areas which include Being Valued, Involvement and Communication, Career Development and Progression, People Management, Organisational Change and Visibility of Leadership.
- 3.12 An initial response has been provided to the workforce by the Corporate Management Team and some of the specific management actions listed in the response have already been actioned. Further actions will be incorporated in the People Strategy action planning and referred to as appropriate in the service and directorate plans.

### **Management Development Programme:**

- 3.13 Further significant progress has been made in finalising the design of the Management Development Programme, which has been developed in partnership with Deeside College and is tailored to meet Flintshire's organisational requirements. The programme is to start in September 2010 and will consist of 10 days of classroom delivery with specific group tasks and the completion of an evidence based portfolio. The programme will be marketed throughout the organisation during April and May.

### **Corporate Training / Organisational Development and HR Service Reviews**

- 3.14 The initial phase of the Corporate Training and Organisational Development review which focused on gathering baseline data in relation to the current training and development provisions and arrangements in the Council has now been completed. A report outlining the findings will be considered by the Corporate Management Team in April. The purpose of this first phase is to gain a greater awareness and control on the Council's current training and development activities in order to plan the next phase of the review.
- 3.15 The scope of the HR Service Review has been extended to include all HR services, apart from the Occupational Health team. The revised scope and Project Initiation Document (PID) will be considered by the Corporate Management in April. The scope is extended to incorporate the second phase of the Corporate Training and Organisational Development Review into the HR Service Review given the strong co-dependencies of the two reviews.

### **Future Priorities**

- 3.16 During the next three months, the focus will be on supporting the organisation to manage major organisational change effectively with the further development of organisation design principles and an organisational

design 'toolkit' for managers. We will be seeking to work more closely in partnership with WAG and other local authorities to share resources and best practice in the preparing for the financial future and in meeting the challenge of the transformational change agenda.

#### **4.00 RECOMMENDATIONS**

4.01 That the Executive notes the progress made in relation to the delivery of the People Strategy.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 None arising directly as a result of this report. All project budgets are monitored and managed separately.

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

6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 None.

#### **8.00 EQUALITIES IMPACT**

8.01 All contained within the People Strategy Action Plan.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 All contained within the People Strategy Action Plan.

#### **10.00 CONSULTATION REQUIRED**

10.01 Ongoing dependent on actions to be delivered under the People Strategy Action Plan.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Completed in relation to the development of the People Strategy.

#### **12.00 APPENDICES**

12.01 None.

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

None

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## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

**REPORT TO:**     **EXECUTIVE**  
**DATE :**         **20 APRIL 2010**  
**REPORT BY:**   **CHIEF EXECUTIVE**  
**SUBJECT :**      **IMPROVEMENT TARGET ACTION PLANS**

### **1.00 PURPOSE OF REPORT**

1.01 To present to Executive on the progress of developing action plans for the Improvement Targets set by the Council.

### **2.00 BACKGROUND**

2.01 The Executive, on 5 January 2010, received a report confirming the revised list of Improvement Targets, and endorsed the recommendation that all Improvement Targets have appropriate action plans.

### **3.00 CONSIDERATIONS**

3.01 Progress has been made on all the Improvement Targets action plans to the standard endorsed by Overview and Scrutiny at their workshop on 5 November 2009. Action plans have now largely been internalised and good performance is being achieved against the targets. However, for Corporate Management and members to have a high level of confidence in the assurance of the plans there remains further work to be done.

3.02 Examples of two action plans which demonstrate assurance, accountability and challenge are provided in Appendix 1. This is the benchmark standard which we are seeking to achieve for all action plans and a programme of intervention will be introduced to support the targets where performance is of most concern.

3.03 All action plans for Improvement Targets will be considered by the appropriate Overview and Scrutiny Committees. Performance against all Improvement Targets will continue to be reported as part of each Quarterly Performance report at Head of Service level.

### **4.00 RECOMMENDATIONS**

4.01 Executive members to consider the progress made on Improvement Target action plans and to endorse the benchmark standard of the two illustrative action plans appended.

### **5.00 FINANCIAL IMPLICATIONS**

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Date: 13/04/2010

- 5.01 There are no direct financial implications associated with this report, although any resource implication should have been taken into account as part of the action planning considerations.

**6.00 ANTI POVERTY IMPACT**

- 6.01 There are no direct anti poverty implications associated with this report. Any anti poverty impacts should have been taken into account as part of the action planning considerations.

**7.00 ENVIRONMENTAL IMPACT**

- 7.01 There are no direct environmental impacts associated with this report. Any environmental impacts should have been taken into account as part of the action planning considerations.

**8.00 EQUALITIES IMPACT**

- 8.01 There are no direct equalities impacts associated with this report. Any equalities impacts should have been taken into account as part of the action planning considerations.

**9.00 PERSONNEL IMPLICATIONS**

- 9.01 There are no direct personnel implications associated with this report. Any personnel implications should have been taken into account as part of the action planning considerations.

**10.00 CONSULTATION REQUIRED**

- 10.01 The Overview and Scrutiny Committees will further consider these action plans and progress against them as part of their Forward Work Programmes.

**11.00 CONSULTATION UNDERTAKEN**

- 11.01 No specific consultation has been undertaken in relation to this report.

**12.00 APPENDICES**

- 12.01 Appendix 1: Benchmark standard for action plans

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

Executive 5 January 2010: Improvement Targets Review

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## Appendix 1 – Benchmark Improvement Target Action Plans

Reference	Description	2008/09 Outturn	2009/10 Q3 Outturn	2010/11 Target	Actions & By When	Responsibility
PLA/003bi	The percentage of these determined appeals that upheld the authority's decision, in relation to planning application decisions	59.52%	55%	80%	<p>1. Take forward the recommendations of the Planning Protocol Working Group with regard to the format and personnel who provide evidence at appeals for the Council. This will ensure that evidence is robust and professionally presented with officers working with Members to present the best case possible, and therefore improve our success rate of defending decisions to refuse planning permission. May 2010.</p> <p>2. Implement the recommendations of Constitution Committee to amend the Planning Code of Practice in relation to the procedures relating to planning appeals. This will enable Members and Officers to work together to present the best case possible on behalf of the Council, improving our success rate of defending decisions to refuse planning permission. June 2010.</p> <p>3. Continue to monitor performance at SMT, Planning Protocol Working Group and Overview and Scrutiny Committee. Throughout 2010/2011.</p> <p>4. Implement changes to procedures through the Development Control Manual to ensure clarity and consistency of process. June 2010</p> <p>5. Review changes to procedures to ensure the new procedures are as effective as possible. June 2011</p>	Head of Planning

## Appendix 1 – Benchmark Improvement Target Action Plans

Reference	Description	2008/09 Outturn	2009/10 Q3 Outturn	2010/11 Target	Actions & By When	Responsibility
CHR/001	The percentage of employees (including teachers and school based staff) who leave the employment of the local authority whether on a voluntary or involuntary basis	<b>9.72%</b>	<b>3.12%</b> for the quarter  <b>7.56%</b> cumulative for the year to 31 <sup>st</sup> Dec 2009	<b>9.30%</b>	<ol style="list-style-type: none"> <li>1. Further analysis of workforce information reports to be undertaken to establish where higher levels of turnover exists within services, i.e. above 9.5% From 1 June 2010</li> <li>2a. Identify employees who have left the Council within a twelve month period From 1 June 2010</li> <li>2b. Generate reports to include name, position, service, reason for leaving, date of commencement and date of leaving and analyse reasons From 1 June 2010</li> <li>3. Create a plan for improving retention and recruitment From 1 September 2010</li> </ol>	<p>HR Managers</p> <p>HR Managers</p> <p>HR Managers</p> <p>Head of Service, Service Managers &amp; HR Managers</p>

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

**REPORT TO:** **EXECUTIVE**  
**DATE :** **20 APRIL 2010**  
**REPORT BY:** **CHIEF EXECUTIVE AND HEAD OF ICT AND CUSTOMER SERVICES**  
**SUBJECT :** **NORTH WALES REGIONAL PARTNERSHIP BOARD (NWRPB) - PROJECT BOARDS**

### **1.00 PURPOSE OF REPORT**

1.01 To inform the Executive of the establishment of four Programme Boards to achieve greater collaboration across North Wales, and to seek endorsement of the terms of reference and proposed membership of the Boards.

### **2.00 BACKGROUND**

2.01 At the meeting of the Executive on the 17th November, 2009 it was agreed to present the NWRPB Vision on Collaboration to County Council on 29th November, 2009. The Vision was presented to County Council and endorsed.

2.02 The NWRPB recognises that to deliver this vision will require greater ambition and political "buy in" and this can only be achieved by wider engagement with Chief Officers and Executive Members on how to deliver the vision.

### **3.00 CONSIDERATIONS**

3.01 The NWRPB have agreed to establish four programme boards covering the major service groupings to drive the vision forward, each led by a nominated Chief Executive as indicated below:-

- Lifelong Learning - Lead Chief Executive - Denbighshire
- Social Services & Health - Lead Chief Executive - Wrexham
- Environment and Regulatory - Lead Chief Executive - Flintshire
- Corporate and Support Services - Lead Chief Executive - Gwynedd

3.02 The main purpose of the programme boards is to develop a "political mandate" and raise the level of ambition for joint working across North Wales to achieve cashable savings, service improvements and delivery of change. The complete terms of reference of the programme boards is attached at Appendix 1.

3.03 Regional Collaboration is a key theme within the Choice Programme of the developing Flintshire Futures Programme which was endorsed by Executive

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Date: 13/04/2010

on 30th March, 2010. If we are to meet the emerging target of 25% of the local/regional funding 'gap' from collaboration, we need to step up the pace and be more ambitious as to the scale and scope of joint working either on a regional or sub-regional basis. The programme boards have been established to do this. It is recognised that the financial benefits from new collaborative projects are unlikely to be realised in the short term. Project development, testing and implementation is likely to mean that it will be 2 to 3 years before benefits are realised, therefore the sooner we can get new projects started the better.

3.04 The membership of the programme boards will consist of the lead Chief Executive (see above), the Executive member with the portfolio covering the services in scope and a Director/Head of Service whose services are in scope. The nominated programme board members for Flintshire are:-

- Life Long Learning - Director of Life Long Learning and Executive Member for Life Long Learning
- Social Services - Head of Development & Resources and Executive Member for Social Services
- Environment & Regulatory - Director of Environment & Executive Member for Environment
- Corporate & Support Services - Head of ICT & Customer Services and Executive Member for Corporate Management & Strategy

3.05 Inaugural meetings for all boards have been held or are scheduled to be held in the near future. One of the first tasks for the boards will be to develop a programme of projects that will deliver service improvements and efficiencies. The programme board members from each Council have been asked to identify potential projects to be discussed at the inaugural meeting. Work has started locally within the Council to identify priorities with senior managers at recent 1st and 2nd tier officer sessions.

3.06 There will be further reports to Executive as the programme boards develop their work programmes and identify their priorities.

#### **4.00 RECOMMENDATIONS**

4.01 To note and endorse the establishment of the four programme boards, their terms of reference and membership nominations.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The work programmes will need to be ambitious to meet the emerging target efficiencies from collaboration and therefore will need effective programme and project management and other specialist skills and knowledge if they are to deliver; resourcing plans will need to be produced by the boards taking advantage of external funding and resources wherever possible.

**6.00 ANTI POVERTY IMPACT**

6.01 None direct

**7.00 ENVIRONMENTAL IMPACT**

7.01 None direct

**8.00 EQUALITIES IMPACT**

8.01 None direct

**9.00 PERSONNEL IMPLICATIONS**

9.01 Potentially significant impact from implementation of joint working and other alternative service delivery models.

**10.00 CONSULTATION REQUIRED**

10.01 On-going consultation with Members and staff as the work of the programme boards develop

**11.00 CONSULTATION UNDERTAKEN**

11.01 Informal consultation has taken place with 1st and 2nd tier officers.

**12.00 APPENDICES**

12.01 North Wales Regional Partnership Board - Programme Board Terms of Reference

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

North Wales Regional Partnership Vision, Flintshire Futures Model  
(Report to Executive 30th March, 2010)

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## Programme Boards – Terms of Reference

### Context

The North Wales Regional Partnership Board has adopted a Vision Statement to support joint working that will simultaneously deliver: -

- Service Improvement and efficiencies
- Cashable Savings

The delivery of the Board's Vision will require wide engagement in the discussion of how and where to deploy the tools available to simultaneously drive service improvement and efficiencies: -

- Alternative Service Delivery Models:
  - Partnership with external bodies including the private sector
  - Collaborative service delivery with other local authorities
  - User controlled services
- BPR and Lean Review of services
- Sharing of Best Practice
- Joint Procurement/Commissioning
- Succession Planning for Joint Senior Appointments which will provide a framework for developing shared services

The Board resolved to establish four Programme Boards to achieve greater ambition and political “buy in” through wider engagement of Chief Officers and Cabinet Members in how to deliver the Vision.

### Purpose

Programme Boards will enable the development of a political mandate and raise the level of ambition with regard to joint-working for service improvement, cashable savings and delivery of change. They will: -

- Discuss the strengths, weaknesses and challenges facing the services in their scope and identify and share best practice.
- Discuss the application of the tools of change (as above): -
  - Alternative service models including joint, collaborative service delivery to the services in scope
  - The opportunities for joint BPR and Lean Service Reviews
  - The opportunities for joint procurement and commissioning of externally sourced services
  - The opportunities for succession planning for Joint Senior Appointments to provide a framework for developing shared services
- Develop a programme of projects that will jointly deliver service improvement and efficiencies (project selection)
- Define and identify the resources necessary to manage the programme of priorities identified by the Programme Board
- Select, resource, launch and manage projects that meet the priorities identified by the project board.
- Set targets for service improvement and efficiency to be delivered by each project along with milestones and timescales for each project

# North Wales Regional Partnership Board

*Collaborating, Connecting, Improving*

## Principles of Operation

- Ambition
- Pace and timely delivery of proposed programmes
- Every Council will be heard and be respected
- A high level, strategic approach
- Joint working can be regional or sub-regional
- Open and frank communication
- Be open to new ideas and approaches
- Be prepared to compromise
- Bi-lingualism and a commitment to retaining Welsh language working environments in the design of joint service deployment.
- Consistency with other Programme Boards in deployment of Programme Management methods and terminology

## Membership

Programme Boards will consist of: -

- A lead and/or supporting Chief Executive
- A nominee from each Council drawn from the Cabinet Members whose services are in scope
- A nominee from each Council drawn from Chief Officers or Heads of Service whose services are in scope

Programme Boards may: -

- Co-opt chief officers and members to assist with particular service areas and deliver specific projects
- Invite scrutiny members to participate in particular discussions and projects.
- Invite representatives of other public services to participate e.g. police, fire and NHS.
- Include WLGA officers who work on the services in scope or within the region

## Scope

Education	Social Services	Environment and Regulatory	Other Services (inc. Support Services)
School Improvement Curriculum Support SEN Schools Planning Schools Admissions Adult Education Careers The Yoof Service Careers/Skills  Museums Libraries and Arts Leisure Commissioning	Children's Social Services Adult Services Supporting People NHS Interface and Health Care and Well Being Social Services Support Services	Waste Collection & Disposal Highways & Engineering Transport Policy & Commissioning Street Scene DSOs: Vehicle, Road Maintenance, Housing Repairs, Leisure and Grounds Planning Public Protection: Building Control Trading Standards Environmental Health Parks and Countryside, public footpaths	Finance Legal HR Policy and Performance IT Procurement Property and FM Architects and QS, Building Services Valuation Committee Services, Scrutiny Partnership and Community Planning Customer Interface (Contact Centres)

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

**REPORT TO:**      **EXECUTIVE**  
**DATE :**            **20 APRIL 2010**  
**REPORT BY:**    **DIRECTOR OF COMMUNITY SERVICES**  
**SUBJECT :**        **BUDGET REALIGNMENT - OLDER PEOPLES SERVICES**

### **1.00 PURPOSE OF REPORT**

1.01 To advise members of the proposed budget realignment within services to Older People that reflects the shift away from residential care services to supporting people to live longer in their own homes in the community.

### **2.00 BACKGROUND**

2.01 The development of new services such as telecare, reablement and extra care housing has assisted increasing numbers of Older People in Flintshire to live independently in the community. The impact of these initiatives has meant a steady decline in the numbers entering long term care.

2.02 In order to meet the increased demand in the number of people being supported at home that have complex care needs, who previously would have gone into a residential care, it is necessary to realign service budgets from funding residential care to funding domiciliary care.

### **3.00 CONSIDERATIONS**

3.01 To reflect this changing profile of service demand, it is appropriate that the Older People Services (Purchasing) budget for 2010/11 is realigned to meet this changing need.

3.02 It is proposed to make a virement of £500,000 from the Independent Sector Residential/Nursing budget to the Independent Sector Domiciliary Care budget.

3.03 For those people who do not wish to sell their house to fund a care home placement, the Council pays the assessed fee on the person's behalf, but places a charge on the property. The charge is then met from the person's estate. The Directorate pays the fees from the care home budget, whilst the income from the charge is received into a property income budget. It would make more sense for the income to be received into the budget which meets the costs, so it is proposed to re-align these two budgets to reflect this.

### **4.00 RECOMMENDATIONS**

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Date: 13/04/2010

- 4.01 That Executive approves the realignment of the Older Peoples Services (Purchasing) budget through the virement between Independent Sector Residential and Independent Sector Domiciliary Care.
- 4.02 That Executive approves the realignment of the Property Income budget from Development and Resources to Older People Services (Purchasing).

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 A budget virement of £500,000 will be made from Independent Sector Residential Care to Independent Sector Domiciliary Care to be effective from 1/4/10.
- 5.02 The property income budget for 2009/10 is £379,478 and is currently within Development and Resources service area. A budget virement will be made to move this budget from this area to within Older People Services (Purchasing) from 1/4/10.
- 5.03 The above virements will not affect the overall Community Services budget.

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

- 6.01 None arising from this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None arising from this report.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None arising from this report.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None arising from this report.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 None

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 None

#### **12.00 APPENDICES**

- 12.01 None

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

None

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**FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 13**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **20 APRIL 2010**  
**REPORT BY:**      **DIRECTOR OF COMMUNITY SERVICES**  
**SUBJECT :**         **SUPPORT WORKER POST, VULNERABLE ADULTS**

**1.00 PURPOSE OF REPORT**

1.01 To seek Executive approval to recruit a permanent Support Worker post as detailed within the Supporting People Strategy 2008 - 2010.

**2.00 BACKGROUND**

2.01 The Supporting People Strategy detailed new post to support the work of the Vulnerable Adults Social Worker as a priority for development in 2010. The strategy was agreed by Executive on 26th January, 2010.

**3.00 CONSIDERATIONS**

3.01 The post was identified as a priority for development following a comprehensive assessment of need and supply and wider consultation with stakeholders.

3.02 Funding for this post has been allocated from the Supporting People Grant for three years. Longer term Supporting People funding will depend on continued evidence of need and demonstrable outcomes.

3.03 The post will be located in the same service structure.

3.04 The Vulnerable Adults Social Worker post established in 2004 to provide a service to vulnerable adults who were in danger of losing their place in the community and / or were the subject of 'violence, degrading treatment or other abuse'. The post holder works between the Flint Housing Office and Social Services for Adults in County Hall.

3.05 Between June 2009 and December 2009, thirty nine referrals were allocated to the Social Worker, who also gave advice to a range of service users and professional staff, including colleagues from Housing.

3.06 At the moment a significant part of the post holders' time is taken up with enabling service users to maintain a place in the community, for example, taking them to appointments or helping them fill in forms for benefits. The support worker post will carry out some of these low level support tasks

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Date: 13/04/2010

which will ease the pressure on the Social Worker post and enable more vulnerable individuals to access support. The Support Worker will work to a support plan drawn up and monitored for each client by the Social Worker.

#### **4.00 RECOMMENDATIONS**

4.01 Executive approves the recruitment of the new post.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 Funding has been allocated from the Supporting People Grant from April 2010 to March 2013. This funding will be sufficient to fund this Scale 4 post for this fixed period of time. The total cost including on costs is £24,583 based on 2009 / 10 salary scales.

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

6.01 There are no specific anti poverty implications with this report

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no specific environmental implications with this report

#### **8.00 EQUALITIES IMPACT**

8.01 N/A

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 The creation of the Vulnerable Adults Support Worker post will increase the establishment within the Directorate.

#### **10.00 CONSULTATION REQUIRED**

10.01 No further consultation is envisaged

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Supporting People has held two provider forums over the summer to consult with providers of housing related support services on this proposal.

11.02 The team has also held one to one meetings with Senior Managers from within Flintshire County Council and Provider Organisations. The Supporting People Planning Group has agreed the proposal.

#### **12.00 APPENDICES**

12.01 None

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

None

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**FOR INFORMATION**

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:** EXECUTIVE  
**DATE:** 20 APRIL, 2010  
**REPORT BY:** CHIEF EXECUTIVE  
**SUBJECT:** EXERCISE OF DELEGATED POWERS

**1.00 PURPOSE OF REPORT**

1.01 To inform Members of action taken under delegated powers.

**2.00 BACKGROUND**

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

**3.00 RECOMMENDATION**

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

**4.00 FINANCIAL IMPLICATIONS**

4.01 As detailed in each report.

**5.00 ANTI-POVERTY IMPACT**

5.01 As detailed in each report.

**6.00 ENVIRONMENTAL IMPACT**

6.01 As detailed in each report.

**7.00 EQUALITIES IMPACT**

7.01 As detailed in each report.

**8.00 PERSONNEL IMPLICATIONS**

8.01 As detailed in each report

**9.00 CONSULTATION REQUIRED**

9.01 Not applicable

**10.00 CONSULTATION UNDERTAKEN**

10.01 Not applicable

## **11.00 APPENDICES**

11.01 Summary of Decisions taken under Delegated Powers.

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

Background documents: See individual report.

Contact Officer: See individual report.

**APPENDIX 1**

**EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN**

**Directorate**

**Subject**

Environment

Extension to seconded position of one Customer Services Officer to assist with the implementation of the Food Waste Pilot Scheme

Annual Trade Refuse Charges Review for Commercial Premises for the Year 2010/2011

Change to position of Administration Assistant Officer to Administration Officer based at Queensferry Depot

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

## **EXECUTIVE FORWARD WORK PROGRAMME** **MONTHS 11/09 to 04/10**

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

### ICT and Customer Services Update

- North Wales Procurement Partnership Annual Report  
(Deferred until 1 June 2010. The year end position will not be known until the end of May 2010)
- Organisational Redesign Programme – Design and Print Review Progress Report  
(Deferred until 22 June 2010. The review is in progress)

### Community Services Update

- Annual Council Reporting Framework – Annual Report 2007/08  
(Deferred until June. A new reporting format has been introduced and the full information will not be available until June)

### Environment Update

- Update Report – Progress in Relation to Food Waste  
(The original food waste report has not been submitted so the update will be incorporated into regular occurrences in the next Forward Work Programme)

**FORWARD WORK PROGRAMME ITEMS – NOVEMBER 2009 – APRIL 2010**

MEETING DATE	DIRECTORATE / DIVISION	TOPIC	REPORT TYPE (Strategic / Operational)	PORTFOLIO
17 November 2009	Chief Executive	<ul style="list-style-type: none"> <li>○ Community Strategy and Local Service Board: Mid Year Review</li> <li>○ Gypsies and Travellers Unauthorised Encampment Protocol - Final</li> <li>○ Improvement Targets Review</li> <li>○ Business Continuity</li> <li>○ Clwyd Theatre Cymru Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>Strategic</li> <li>Operational</li> <li>Operational</li> <li>Operational</li> <li>Operational</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Management &amp; Strategy</li> <li>Corporate Management &amp; Strategy</li> <li>Corporate Management &amp; Strategy</li> <li>Corporate Management &amp; Strategy</li> <li>Leisure, Public Protection and Clean Team Activity</li> </ul>
	HR and Organisational Development	<ul style="list-style-type: none"> <li>○ People Strategy</li> <li>○ Workforce Information Quarterly Report</li> </ul>	<ul style="list-style-type: none"> <li>Strategic</li> <li>Operational</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Management &amp; Strategy</li> <li>Corporate Management &amp; Strategy</li> </ul>
	Finance	<ul style="list-style-type: none"> <li>○ Council Tax Base for 2010/11</li> <li>○ Local Taxation Policies 2010/11</li> </ul>	<ul style="list-style-type: none"> <li>Operational</li> <li>Operational</li> </ul>	<ul style="list-style-type: none"> <li>Finance &amp; Asset Management</li> <li>Finance &amp; Asset Management</li> </ul>

	Community Services	<ul style="list-style-type: none"> <li>○ Respite Care for Children with Disabilities</li> </ul>	Strategic	Social Services
	Environment	<ul style="list-style-type: none"> <li>○ Making the Connections – Specialist Planning Services</li> <li>○ Food Waste Project Update Report</li> <li>○ Highways Asset Management Plan</li> <li>○ Municipal Waste Strategy</li> <li>○ Carbon Reduction Strategy</li> <li>○ E-Coli Action and Audit Checklist</li> <li>○ ERDF Bid Shotton/Travel Plan</li> <li>○ Environmental Conditions at Hawarden 2 Cemetery</li> </ul>	<p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Operational</p> <p>Operational</p>	<p>Housing Strategy &amp; Planning</p> <p>Waste Management, Strategy &amp; Function</p> <p>Environment, Regeneration &amp; Tourism</p> <p>Waste Management, Strategy &amp; Function</p> <p>Finance &amp; Asset Management</p> <p>Leisure, Public Protection and Team Clean Activity</p> <p>Environment, Regeneration &amp; Tourism</p> <p>Leisure, Public Protection &amp; Team Clean Activity</p>
	Lifelong Learning	<ul style="list-style-type: none"> <li>○ Welsh Public Library Standards 2009-2012</li> <li>○ Deeside Leisure Centre Progress Report</li> </ul>	<p>Operational</p> <p>Operational</p>	<p>Education &amp; Youth Services</p> <p>Leisure, Public Protection and Team Clean Activity</p>

<b>8 December 2009</b>	Chief Executive	<ul style="list-style-type: none"> <li>○ Welsh Language Scheme 2009 – 2012</li> <li>○ Organisational Redesign Phase 2 Review</li> <li>○ Improvement Agreement: Mid Year Review</li> <li>○ Strategic Partnerships: Mid Year Review</li> <li>○ Q2 Performance Reports</li> <li>○ Regulatory Plan Update</li> <li>○ Voluntary Sector Grant Management Mid Year Review</li> <li>○ Census 2011</li> </ul>	Strategic	Corporate Management & Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> <li>○ Organisational Redesign Programme – Corporate Services Business Development and Administration Review</li> </ul>	Operational	Corporate Management & Strategy
	HR and Organisational Development	<ul style="list-style-type: none"> <li>○ HR Policies Implementation Plan Update</li> </ul>	Operational	Corporate Management & Strategy
	Finance	<ul style="list-style-type: none"> <li>○ General Fund/Housing Revenue Account Revenue Budget Monitoring 09/10 (Month 6)</li> </ul>	Operational	Finance & Asset Management

		<ul style="list-style-type: none"> <li>○ Capital Programme 2009/10 (Month 6)</li> <li>○ Procurement Strategy Update</li> </ul>	Operational	Finance & Asset Management
			Operational	Finance & Asset Management
	Community Services	<ul style="list-style-type: none"> <li>○ Review of Children's Safeguarding</li> </ul>	Operational	Social Services
	Environment	<ul style="list-style-type: none"> <li>○ Local Development Plan – Programme for Delivery</li> <li>○ Progress Update - NWRWTP</li> <li>○ Corporate Asset Management Plan</li> <li>○ Traffic Calming</li> <li>○ Highways Asset Management Plan</li> <li>○ Car Park Management Study</li> </ul>	Strategic	Housing Strategy and Planning
			Strategic	Waste Management, Strategy & Function
			Strategic	Finance & Asset Management
			Strategic	Environment, Regeneration & Tourism
			Strategic	Environment, Regeneration & Tourism
			Strategic	Environment, Regeneration & Tourism
	Lifelong Learning	<ul style="list-style-type: none"> <li>○ A Strategy for Flintshire Libraries</li> </ul>	Strategic	Education & Youth Services
<b>22 December 2009</b>	Finance	<ul style="list-style-type: none"> <li>○ Final Settlement and Draft Budget Proposals (Excluding HRA) 2010/11</li> </ul>	Operational	Finance & Asset Management



<b>5 January 2010</b>	Chief Executive	<ul style="list-style-type: none"> <li>○ Disability Equality Scheme</li> <li>○ Annual Letter 2009/10</li> </ul>	Strategic	Corporate Management & Strategy
			Strategic	Corporate Management & Strategy
	HR and Organisational Development	<ul style="list-style-type: none"> <li>○ HRMIS Update</li> </ul>	Operational	Corporate Management & Strategy
	Finance	<ul style="list-style-type: none"> <li>○ General Fund/Housing Revenue Account Revenue Budget Monitoring 09/10 (Month 7)</li> </ul>	Operational	Finance & Asset Management
	Environment	<ul style="list-style-type: none"> <li>○ Response to Representations on the Proposed Modifications to the UDP</li> <li>○ ERDF Shotton Station</li> </ul>	Strategic	Housing Strategy and Planning
			Operational	Environment, Regeneration & Tourism
	Lifelong Learning	<ul style="list-style-type: none"> <li>○ School Admission Arrangements 2011</li> <li>○ School Modernisation</li> </ul>	Strategic	Education & Youth Services
			Strategic	Education & Youth Services
<b>26 January 2010</b>	Chief Executive	<ul style="list-style-type: none"> <li>○ Single Equality Scheme Proposals</li> <li>○ Local Government Measure: Consultation Response</li> </ul>	Strategic	Corporate Management & Strategy
			Strategic	Corporate Management & Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> <li>○ ICT Strategy Progress Report</li> </ul>	Strategic	Corporate Management & Strategy

	Finance	<ul style="list-style-type: none"> <li>○ Budget Proposals 2010/11 (HRA)</li> </ul>	Operational	Finance & Asset Management
	Community Services	<ul style="list-style-type: none"> <li>○ Phase 3 Housing Restructure</li> </ul>	Operational	Social Services
	Environment	<ul style="list-style-type: none"> <li>○ Regional Transport Plan – Outcome 2010-11</li> <li>○ Update Report – Progress in Relation to Food Waste</li> <li>○ Progress Update - NWRWTP</li> </ul>	Strategic  Strategic  Strategic	Environment, Regeneration and Tourism  Waste Management, Strategy and Function  Waste Management, Strategy and Function
<b>16 February 2010</b>	Chief Executive	<ul style="list-style-type: none"> <li>○ Regulatory Plan 2010/11</li> </ul>	Operational	Corporate Management & Strategy
		<ul style="list-style-type: none"> <li>○ Governance Plan</li> </ul>	Operational	Corporate Management & Strategy
	ICT and Customer Services	<ul style="list-style-type: none"> <li>○ Organisational Redesign Programme – Customer Services Review</li> </ul>	Operational	Corporate Management & Strategy
	HR and Organisational Development	<ul style="list-style-type: none"> <li>○ Workforce Information Quarterly Report</li> </ul>	Operational	Corporate Management & Strategy
	Finance	<ul style="list-style-type: none"> <li>○ General Fund/Housing Revenue Account Revenue Budget Monitoring 09/10 (Month 8)</li> </ul>	Operational	Finance & Asset Management
		<ul style="list-style-type: none"> <li>○ Final Budget Proposals 2010/11</li> </ul>	Operational	Finance & Asset Management

		<ul style="list-style-type: none"> <li>○ Treasury Management Policy &amp; Statement 2010/11</li> </ul>	Operational	Finance & Asset Management
	Community Services	<ul style="list-style-type: none"> <li>○ Review of Adult Safeguarding</li> </ul>	Operational	Social Services
	Lifelong Learning	<ul style="list-style-type: none"> <li>○ School Admission Arrangements 2011 (Post Consultation)</li> </ul>	Strategic	Education & Youth Services
<b>9 March 2010</b>	Chief Executive	<ul style="list-style-type: none"> <li>○ Q3 Performance Reports</li> </ul>	Operational	Corporate Management & Strategy
		<ul style="list-style-type: none"> <li>○ Census 2011: Update</li> </ul>	Operational	Corporate Management & Strategy
	Finance	<ul style="list-style-type: none"> <li>○ General Fund/Housing Revenue Account Revenue Budget Monitoring 09/10 (Month 9)</li> <li>○ Capital Programme 2009/10 (Month 9)</li> <li>○ Prudential Indicators 2010/11</li> <li>○ Minimum Revenue Provision 2010/11</li> <li>○ Procurement Strategy Update</li> </ul>	Operational	Finance & Asset Management
			Operational	Finance & Asset Management
			Operational	Finance & Asset Management
			Operational	Finance & Asset Management
			Operational	Finance & Asset Management
	Community Services	<ul style="list-style-type: none"> <li>○ Neighbourhood Renewal Area</li> </ul>	Strategic	Housing Management and Function
		<ul style="list-style-type: none"> <li>○ Adoption Inspection</li> </ul>	Operational	Social Services

<b>30 March 2010</b>	Chief Executive	<ul style="list-style-type: none"> <li>○ Business Continuity</li> </ul>	Strategic	Corporate Management & Strategy
	Finance	<ul style="list-style-type: none"> <li>○ General Fund/Housing Revenue Account Revenue Budget Monitoring 09/10 (Month 10)</li> </ul>	Operational	Finance & Asset Management
	Environment	<ul style="list-style-type: none"> <li>○ Parking Strategy – Update</li> <li>○ Property Review of the Agricultural Estate</li> <li>○ Progress Update - NWRWTP</li> </ul>	Strategic  Strategic  Strategic	Environment, Regeneration and Tourism  Finance & Asset Management  Waste Management, Strategy and Function
	Lifelong Learning	<ul style="list-style-type: none"> <li>○ School Modernisation Update</li> </ul>	Strategic	Education & Youth Services
<b>20 April 2010</b>	ICT and Customer Services	<ul style="list-style-type: none"> <li>○ North Wales Procurement Partnership Annual Report</li> <li>○ North Wales Regional Collaboration</li> <li>○ Organisational Redesign Programme – Design and Print Review Progress Report</li> </ul>	Strategic  Strategic  Operational	Corporate Management & Strategy  Corporate Management & Strategy  Corporate Management & Strategy
	Community Services	<ul style="list-style-type: none"> <li>○ Annual Council Reporting Framework – Annual Report 2007/08</li> </ul>	Operational	Social Services
	Environment	<ul style="list-style-type: none"> <li>○ Update Report – Progress in Relation to Food Waste</li> </ul>	Strategic	Waste Management, Strategy & Function

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

**REPORT TO:** **EXECUTIVE**  
**DATE :** **20 APRIL 2010**  
**REPORT BY:** **DIRECTOR OF ENVIRONMENT AND CHIEF EXECUTIVE**  
**SUBJECT :** **FOOD WASTE COLLECTION PARTNERSHIP - OVERVIEW OF AFFORDABILITY ENVELOPE**

### **1.00 PURPOSE OF REPORT**

- 1.01 This report provides detail on the work which has been undertaken by the Food Waste Collection Partnership. Specific financial information is contained within the report and supporting appendices which are Part 2 items also included within this agenda.

### **2.00 BACKGROUND**

- 2.01 Wise about Waste, the Waste Strategy launched in 2002 by Welsh Assembly Government, set specific targets for Local Authorities to increase levels of recycle and composting in order to divert waste from Landfill and avoid Infracation fines through the Landfill Allowance Scheme (LAS), this subsequently led to the introduction of kerbside collection schemes for dry and compostable waste. This has seen the County deliver diversion in 2008/09 of 42% under LAS, from a starting point of 7% in 2001. In order to maintain progress and continue to meet the new targets, further areas for development will be required:
- a) The introduction of a separate food waste collection service.
  - b) The development of a Food Waste Treatment facility in North Wales.
  - c) The North Wales Residual Waste Treatment Partnership (NWRWTP) and the work currently in progress to develop a residual waste treatment solution. This report, however, deals with the work of the food waste partnership.
- 2.2 In October 2007 Welsh Assembly Government (WAG) released, for consultation to local and national government, a paper entitled 'Future Directions for New Municipal Waste Management in Wales' for consultation. The paper contained a series of new targets for the management of municipal waste including specific targets in relation to the kerbside collection of food / kitchen waste. Future Directions was developed into the Welsh Assembly Governments proposed national strategy 'Towards Zero Waste' and this has been consulted upon widely.

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Date: 13/04/2010

- 2.3 The consultation process has now concluded and the WAG Strategy 'Towards Zero Waste' is likely to be adopted in June 2010. In addition to this WAG have enacted a new Measure (Waste (Wales) Measure) which was laid before the National Assembly of Wales on the 23 February 2010 and will come into force during the current calendar year. This will give the new strategy real 'teeth' and in doing so it is widely understood that many of the targets within the strategy will become statutory. Some of the key targets relating to food waste are set out in Table 1 below.

**Table 1**

Targets for each Local Authority**	Targets for each Target Year				
	2009/10	2012/13	2015/16	2019/20	2024/25
Food & Kitchen Waste (Min %) {Collected and treated}	-	12%	14%	16%	16%
Maximum amount of residual waste per inhabitant per annum	-	295 kg	258 kg	210 kg	150 kg
Minimum levels of reuse and recycling / AD (or composting)		52%	58%	64%	70%
Maximum Level of Landfill	-	-	-	10%	5%

\*\* Targets likely to be adopted in June 2010

- 2.4 The collection of food waste will also be necessary in order to meet the waste minimisation target (maximum amount of residual waste per inhabitant per annum) and in doing so, meet the target for the maximum amount of permissible waste to landfill in the later years.
- 2.5 Funding has been ring fenced within the Sustainable Waste Management Grant (SWMG) for 2009/10 to the value of £429,417 specifically for food waste to enable the development of collection systems to deliver the 2012/13 target (Table 1 above). A further £1,091,748 has been placed in the SWMG for 2010/11 to support ongoing food waste diversion services. Initially the Council proposes to pilot a food waste collection service utilising the funding advised above.
- 2.6 In 2008/09 Flintshire County Council, along with other Local Authorities in Wales, took advantage of available Regional Capital Access Fund (RCAF) of £605,066 to procure 65,000 7 Litre and 25 Litre kitchen caddies and compostable sacks. These have been placed into secure storage ready for distribution to the residents of Flintshire, on the introduction of a food waste

collection scheme. Members will be aware through previous updates that Flintshire County Council is currently planning the rollout of a pilot food waste collection scheme which is scheduled to commence in April 2010 and will cover approximately 20,000 properties. Work has progressed well in respect of the pilot and is currently on plan to commence as scheduled. Flintshire County Council is currently one of the last remaining authorities in Wales to roll out such a service.

- 2.7 As advised in the report to Executive on 21 April 2009 the Welsh Assembly Government (WAG), through the Department of Environment, Sustainability and Housing (DESH) is coordinating nationally the procurement of plants for food waste treatment through six joint working Partnerships (or Hubs). WAG has prescribed that procurements shall be based upon long-term service contracts for treatment capacity, transferring all risk of construction, planning and operation to the market. Payment will be via a gate fee per tonne of food or kitchen waste treated. It will be up to bidders to propose where and how treatment capacity is provided, although solutions will be compared against a reference solution. WAG has offered capital funding and ongoing revenue support of up to 25% of the gate fee to Partnerships submitting an approved Outline Business Case (OBC) will be made available. Denbighshire County Council, Flintshire County Council and Conwy County Borough Council have formed a Partnership 'Hub'.
- 2.8 Hyder (Consulting) UK Limited was appointed as Technical Advisors to the Partnership, via a competitive tender process under the OGC (Office of Government Commerce) framework agreement. Hyders initial scope of work was to prepare the OBC for the project. Pinsent Mason and Grant Thornton have been appointed Legal and Financial Advisors respectively.
- 2.9 The purpose of the OBC is to present a Strategic and Economic Case for the project to provide a sound basis for its procurement by determining the treatment capacity required, the approximate cost of a reference solution and the preferred means of procuring it. The OBC does not determine the site or sites on which the plant(s) will be built, however, as part of the reference development of the project a reference site has been purchased at Rhualt using WAG capital funding.
- 2.10 National statistics indicate, through the AEA Technology plc and Eunomia reports, which have informed Welsh Assembly Government's food waste targets, that there is the potential of 2.1kg of food waste per household per week. Flintshire's overall municipal waste arising was 89,000 tonnes in 2008/09. We have calculated that approximately 8% (7,120 tonnes) of this is food waste, mostly within the black sack collection. WAGs current target is 12% (refer to Table 1 above). The best performing food waste collection services in the United Kingdom are currently collecting between 2.0kg/household/week and 2.5kg/household/week.

- 2.11 As reported in April 2009, following submission of the OBC, a presentation was made to WAG in order that they could challenge and have input into the project at this stage. WAG subsequently wrote to the Partnership with a number of points of clarification. In responding to WAG, the Partnership also queried a number of assumptions in the WAG model. As a result it has been necessary to undertake further work on the OBC around the pan North Wales position regarding facilities, funding, and tonnages. Subsequently senior officials from WAG have visited the Hub to understand the overall position in relation to tonnages as these are, in real terms, relatively small and concern had been voiced about viability and market interest, particularly in the context of a new facility as opposed to a merchant facility (ie one already built and operating in the commercial sector).
- 2.12 Further work has been undertaken in relation to operator selection and developing understanding around market interest. A short list of six potential partners has now been established; all have expressed interest and suggested varying delivery models from merchant facility to the use of the reference site. This will be developed further as the procurement process proceeds.

### **3.00 CONSIDERATIONS**

#### **3.01 Cost Implications and financial analysis**

- 3.1.1 In order to satisfy EU Directives, the Welsh Assembly Government (WAG) has established statutory landfill diversion targets, together with a mechanism for levying fines (on councils) if the targets are not met (Landfill Allowance Scheme) and is proposing further statutory targets (with the potential to fine Local Authorities) through the Waste (Wales) Measure 2010 linked to its new strategy 'Towards Zero Waste', Welsh Assembly Government have suggested that the level of such fines are likely to be in the order of £200/tonne and would be in addition to those fines that could be applied through the Landfill Allowance Scheme (LAS) . WAG has consistently given clear guidance to councils that (in their view) the only feasible way of avoiding Landfill Diversion fines would be to separately collect and recycle food waste and also develop facilities for treating residual waste (residual waste treatment is being dealt with through the North Wales Residual Waste Treatment Project {NWRWTP}).
- 3.1.2 In developing solutions to achieve this objective it is likely that there will only be two possible outcomes falling out of a procurement exercise. However, the Partnership must first assure WAG, through a Readiness Review that all matters have been fully considered. In relation to the two possible outcomes these are considered further below, however, the outcome will be determined by the procurement exercise which will follow on from the readiness review.
- i) A purpose built treatment facility, most likely situated on the 'reference site'



(the former Rhualt Abattoir site). This would be a Design, Build, Fund, Operate contract (DBFO). The contract length is likely to be 15 years.

(ii) Procurement of 'merchant capacity' i.e. purchasing capacity from an existing treatment facility. The contract length is likely to be 10 years with an option to extend by 5 years.

- 3.1.3 WAG has promised levels of financial support that amount to around 25% of the gate fee costs. This support is however conditional upon Anaerobic Digestion (AD) being the chosen treatment technology. WAG's financial incentive (in favour of AD) will be taken into account when the evaluation of the tenders takes place.
- 3.1.4 The likely gate fees (identified within the OBC) are commercially sensitive. Nevertheless, it is clear that the gate fees are likely to be significantly lower than continuing to pay landfill charges, even after all transportation costs and other ancillary costs have been taken into account.
- 3.1.5 The 'Affordability Envelope' sets out the upper limit of the financial threshold calculated for each Council. The majority of food waste collection costs are currently supported through WAG's Food Waste element of the Sustainable Waste Management Grant. It is therefore necessary that the members of the Hub have confidence in long term financial support (to cover the length of the treatment contract). WAG has written to local authorities giving indicative allocations for the Sustainable Waste Management Grant in 2010 / 11. In addressing the Hub's concerns regarding how long this financial support will be maintained for food waste collections WAG has provided the following statement:
- 'This funding is of course subject to the Assembly's passing the Welsh Assembly Government's draft budget. The letter sets out substantial increase in SWMG to £73m from this year's figure of £59m; up from £35m in 2007/08. Subject to future Assembly Government budget decisions and for planning purposes you should assume that SWMG continues at the proposed level on the basis that though not guaranteed, there are no current directives that this will not be the case going forward. In the long term WAG recognises waste as a high priority in order to deliver on the statutory waste targets.'*
- 3.1.6 The NE Hub food waste project is based purely on procuring food waste treatment capacity. The treatment costs will be associated with either a DBFO facility or the gate fee & haulage to an existing merchant facility. However, food waste collection is a new service for the authorities and consideration also needs to be given to the collection costs involved (vehicles, fuel and staffing). The collection costs at present are funded from the specific 'food element' of the Sustainable Waste Management Grant. This grant is released to the authorities on an annual basis (details at para 2.5). Table 2 shows what the anticipated collection costs will be for 2012/13 (should further phases of the food waste collection service be rolled out).

**Table 2**

Food waste collection costs 2012/13	'Food component' of the Sustainable Waste Management Grant provided by WAG
£1,091,748	£1,059,059

- 3.1.7 WAGs revenue support for the gate fee will be guaranteed over the contract period at Final Business Case (FBC), assuming that the partnership is able to demonstrate that its plan will enable it to continue to meet the recycling and diversion targets. The Wales Procurement Programme Office (WPPO) requires minuted acceptance of the projected affordability gap based on the reference financial model by the relevant Council Committees.
- 3.1.8 A financial analysis has been undertaken covering the period from January 2011 to December 2025 and covers the following areas of comparison:
- a) Cost of the Reference Project which is based on the solution set out in paragraph 3.1.2 (ii) of this report.
  - b) The cost of 'Do Nothing' which varies between the three Authorities and is a mixture of using existing processing capacity , where applicable, and landfill.
  - c) The Value of each Authority's budgets which is currently spent on food waste collection/treatment.
- 3.1.9 Key assumptions are set out within the Part 2 report, as is a detailed comparison of budgets against the cost of 'Do Nothing' and the Reference Project for the period January 2011 to December 2025. It should be noted that:
- i) The tonnage of food waste assumed is the total projected food waste (forecast) as opposed to a minimum tonnage guarantee that each Authority would seek to incorporate in any contract and the IAA.
  - ii) No costs have been included for collection or changes to the collection regimes (but also refer to Table 2 and 3.1.6).

iii) No Landfill Allowance Scheme (LAS) costs have been modelled as it has been assumed that these costs will be borne through the Residual Waste contract.

3.1.10 Appendices within the Part 2 report advise the cost of the Reference Project, the Contribution from WAG, the cost of the 'Do Nothing' and the Budgets for the period January 2011 to December 2025.

3.1.11 The WAG contribution amounts to £4.03m in total for the project and would be received as an annuity payment over the contract term. It should be noted that there would be no automatic right to additional WAG contributions should the cost of the Reference Project exceed the anticipated cost per tonne gate fee as the contribution is capped at the costs included within the OBC.

3.1.12 In setting the Affordability Envelope for the Reference Project, the upper end sensitivity i.e. base case gate fee plus 10% has been used to provide a cost estimate and some protection against movements in commercial gate fee prices.

3.1.13 The Affordability Envelope needs to be viewed on a whole project level basis as well as on an Authority level basis to identify any affordability gaps or surpluses. If considered on a whole project level basis, all other things being equal, the gate fee would need to rise to a level significantly above the anticipated gate fee at April 2009 prices for the 'Do Nothing' scenario to be cheaper in nominal cash flow terms (see Part 2 report). This reflects the anticipated high level of landfill cost going forward.

## 3.2 **Current timetable of activities**

3.2.1 The current activity schedule is included at Table 3 below for reference.

**Table 3**

	Action	Responsibility	By when
1	WAG Readiness Review	Project Team / WAG	03/2010
2	Invitation to Participate in Dialogue	Project Team	04/2010
3	Shortlist to 3 Bidders	Project Team / Project Board / Management Board	04/2010
4	Bidder Dialogue Meetings	Project Team	05 / 2010
5	Invitation to Submit Detailed Solutions	Project Team	06 / 2010

6	Recommendation Report	Project Team	06 / 2010
7	Approval of Recommendation	Project Board / Management Board	07 / 2010
8	Call for Final Tenders	Project Team	07 / 2010
9	Recommendation Report	Project Team	08 / 2010
10	Approval of Recommendation	Project Board / Management Board	08 / 2010
11	Contract Award	Project Team	10/2010

#### **4.00 RECOMMENDATIONS**

That Executive:

- 4.1 Approve the report noting that the detailed financial information is contained within this agenda as a Part 2 item.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The proposal is for a partnership arrangement with a private sector partner that will provide the capital investment or merchant capacity needed in order to treat the food waste collected by the authorities making up the Hub. Whichever solution is ultimately adopted will create significant financial implications for the Council and ongoing reliance on the Sustainable Waste Management Grant (SWMG) provided by WAG.
- 5.2 The Outline Business Case, contained within this agenda as a Part 2 item demonstrates that this is the most cost effective solution and supports the three authorities' joint bid for Assembly funding.

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

- 6.01 None as a direct result of this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 Positive in that it will reduce the amount of biodegradable waste being land filled and subsequent emissions of ozone depleting gases to atmosphere.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None as a direct result of this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 Will create employment opportunities.

**10.00 CONSULTATION REQUIRED**

10.01 Stakeholders and Members of the Council.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Scrutiny and Executive Committees.

11.02 Food Waste project Board and Joint Committees.

11.03 Presentation to Members - An overview of Current Service Provision, Regional Projects and Waste Strategy.

11.04 Presentation of Flintshire's Municipal Waste Strategy to Members and Town and Community Councils.

**12.00 APPENDICES**

12.01 None

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

Towards Zero Waste – Welsh Assembly Government

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## FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 20 April 2010

AGENDA ITEM NO: 18


REPORT OF: (Director of originating Department)

Director of Environment and Chief Executive

SUBJECT:

FOOD WASTE COLLECTION PARTNERSHIP – AFFORDABILITY  
ENVELOPE AND INTER AUTHORITY AGREEMENT

**The report on this item is NOT FOR PUBLICATION because it is considered to be exempt information in accordance with the following paragraph(s) of Schedule 12A to the Local Government Act 1972.**

	<u>Para</u>	
Information relating to a particular individual *	12	
Information likely to reveal the identity of an individual *	13	
Information relating to financial/business affairs of a particular person * See Note 1	14	
Information relating to consultations/negotiations on labour relations matter *	15	
Legal professional privilege	16	
Information revealing the authority proposes to:	17	
(a) give a statutory notice or		
(b) make a statutory order/direction *		
Information on prevention/investigation/prosecution of crime *	18	
<u>For Standards Committee meetings only:</u>	Sec.	
Information subject to obligations of confidentiality	18a	
Information relating to national security	18b	
The deliberations of a Standards Committee in reaching a finding	18c	
<u>Confidential</u> matters which the County Council is not permitted to disclose	Sec. 100A(3)	

### PLEASE TICK APPROPRIATE BOX

\* Means exempt only if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Note 1: Information is not exempt under paragraph 14 if such information is required to be registered under Companies Act 1985, the Friendly Societies Acts of 1974 and 1992, the Industrial and Provident Societies Act 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972  
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

**REPORT:** FOOD WASTE COLLECTION  
PARTNERSHIP – AFFORDABILITY  
ENVELOPE AND INTER AUTHORITY  
AGREEMENT

**AUTHOR:** Neal Cockerton

**MEETING AND DATE  
OF MEETING:** Executive on 20 April 2010

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

**Exemptions applying to the report:**

Paragraph 14.

**Factors in favour of disclosure:**

Transparency.

**Prejudice which would result if the information were disclosed:**

Disclosure of the complete document would be likely to seriously prejudice the Council's ability to undertake an effective procurement process due to the commercially sensitive nature of some of the information contained in the Outline Business Case. This information relates to and is owned by each of the three authorities involved in the Partnership Project.

**My view on the public interest test is as follows:**

The public interest test favours non-disclosure at this stage.

**Recommended decision on exemption from disclosure:**

That the report and Outline Business Case be considered as exempt under Paragraph 14 and the press and public be excluded during consideration of the item.

**Date:** 10/03/2010

**Signed:**



**Post:** Head of Legal and Democratic Services

I accept the recommendation made above.



Proper Officer

Date: 11/03/2010