

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

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

Your Ref /
Eich Cyf

Our Ref / Ein NG
Cyf

Date / Dyddiad 14/04/2009

Ask for / Gofynner am Graham Connah

Direct Dial / Rhif Union 01352 702336

Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD** on **TUESDAY, 21 APRIL 2009** at **09:30** to consider the following items.

Yours faithfully



Assistant Director (Democratic Services)

AGENDA

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on 01/04/2009 (copy to follow)

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. COUNCIL PLANNING FRAMEWORK

Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy

County Hall, Mold. CH7 6NA
Tel. 01352 702400 DX 708591 Mold 4
www.flintshire.gov.uk
Neuadd y Sir, Yr Wyddgrug. CH7 6NR
Ffôn 01352 702400 DX 708591 Mold 4
www.siryfflint.gov.uk

5. PERFORMANCE REPORTING - AN IMPROVED APPROACH
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
6. INTERNAL AUDIT STRATEGY 2008/09 TO 2010/11
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
7. PROCUREMENT OF ANAEROBIC DIGESTION CAPACITY
Report of the Director of Environment and Chief Executive and County Legal and Democratic Services Officer and County Finance Officer - Portfolio of the Executive Member for Waste Strategy and Management
8. RESIDENT INVOLVEMENT STRATEGY
Report of the Director of Community Services - Portfolio of the Executive Member for Estate Management (Housing and Industrial/Commercial and Agricultural)

OPERATIONAL REPORTS

9. RESTRUCTURING OF HOUSING OPERATIONAL SERVICES
Report of the Director of Community Services - Portfolio of the Executive Member for Housing Strategy and Planning
10. ORGANISATION RE-DESIGN - HUMAN RESOURCES OPERATIONS
Report of the Interim Assistant Director of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance and Strategy
11. MANAGED AGENCY STAFF SOLUTION (MASS)
Report of the Interim Assistant Director of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance and Strategy
12. EFFICIENCY PROGRAMME
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management (copy to follow)
13. REVIEW OF CCTV SERVICES
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education and Youth
14. CARDBOARD PILOT REPORT
Report of the Director of Environment - Portfolio of the Executive Member for Waste Strategy and Management
15. ESTABLISHMENT CONTROL - APPOINTMENT OF SESSIONAL/RELIEF YOUTH WORKERS
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education and Youth
16. EXERCISE OF DELEGATED POWERS
Report of the Chief Executive enclosed

17. FOR INFORMATION

A copy of the Executive Forward Work Programme (Month 12/08 to 04/09) together with an update are enclosed for information

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **21 APRIL 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **COUNCIL PLANNING FRAMEWORK**

1.00 PURPOSE OF REPORT

1.01 To present to Members the progress of the Council Planning Framework.

2.00 BACKGROUND

2.01 Executive on 10 March received a report outlining the broad contents of the new Council Planning framework. An improved approach to the Council Plan ties together the changes to governance and business planning the Council has adopted over the last 12 months. These include:

- development of the model for presentation and review of the Strategic Assessment of Risks and Challenges
- development of accountability frameworks across the Council's structures
- service planning and new directorate planning arrangements
- categorisation of targets
- consistent approach to target setting methodology
- Improvement Agreement with Welsh Assembly Government (WAG)
- development of the Medium Term Financial Strategy
- development of the People Strategy
- development of the Asset Management Plan
- strategic partnership commitments and governance arrangements.

3.00 CONSIDERATIONS

3.01 The Council Planning Framework is a family of co-related documents which together state ambition, priorities and targets within an overall governance framework.

3.02 The framework comprises:-

- the Council (Plan) governance framework
- annual statements
- service and directorate planning

The relationships, timing and process within each of these parts of the framework is described below.

3.03 The Council (Plan) Governance Framework

Date: 14/04/2009

An outline of this framework is given at Appendix 1.

This framework describes how the Council is run and governed and identifies organisational values, roles and responsibilities. Some of the key contributing strategies such as the ICT Strategy and People Strategy are under review in time for this framework to be complete in draft form in June 2009. This framework will also include all Corporate Services.

3.04 **Annual Statements**

The annual statements are already in existence and are committed to throughout the reporting year. These statements have both a historical (backward-looking) and predictive (forward-looking) context. Some of these statements are required by statute, for example the Improvement Plan; others we have developed as good practice e.g. quarterly reporting on risk and challenges.

The predictive (forward-looking) documents will be available around the start of the financial year; including the budget, risks and challenges and performance targets both in-year and aspirational longer term improvement targets.

Other statements made throughout the year will be on the quarterly assessment of service performance and on an annual basis the historical reporting of our previous year's performance as required as part of the Improvement Plan by 30 October.

3.05 **Service and Directorate Planning**

All council service areas will have reviewed and completed their service plans before the end of the first quarter (30 June 2009.) These will be annual plans which are reviewed and refreshed periodically throughout the year; at least quarterly to inform ongoing budget and resource planning. Some plans will have longer term considerations when considering sustainable services, business continuity and longer term performance and improvement commitments.

The timescales for the completion of the service plans are as follows:

Community Services Directorate:

- Social Services for Adults (including separate plans for Older People, Learning Disability, Physical Disability and Sensory Impairment, Mental Health, Substance Misuse) - all by 29 May
- Social Services for Children - by 29 May
- Housing Services (including separate plans for Housing and Property Maintenance, Housing Grants, Housing Estates, Housing Options, Capital Works, Welfare Rights) - all by 29 May
- Development and Resources - by 29 May

Environment Directorate:

- Support and Performance - by end June

- Highways and Transportation - by end June
- Technical Services - by end June
- Public Protection - by end June
- Regeneration - by end June
- Planning Services - by end June

Lifelong Learning Directorate:

- Leisure Services - by end June
- School Services (including Secondary Strategy and Primary Strategy) - completed
- Development and Resources including separate plans for:
 - Access - admissions and transport - by end June
 - Capital Projects and Planning - by end May
 - Financial Management - by end June
 - Facilities Services (including CCTV, Caretaking, Cleaning, Staffing and Governance) - by end May
 - Youth and Community - to be confirmed
- Libraries, Culture and Heritage including separate plans for:
 - Arts, Culture and Events - by end May
 - Museum Services - by end June
 - Public Libraries - by end June
 - Records Management - by end June
 - Records Office (archives) - by end June
 - Schools Library Service - currently under review with partner authorities

3.06 In addition the three service Directorates will also have produced Directorate Plans which summarise the critical performance, risk and improvement activity for the Directorate as well as reflecting key aspects of delivery commitments for the strategic partnerships. An overview of these Directorate Plans will be presented to the Executive on 2 June.

3.07 All service and directorate plans will be available on the council's intranet.

4.00 RECOMMENDATIONS

4.01 Executive to support and endorse the contents of the Council (Plan) Governance Framework and note the timings for the production of the service and directorate plans.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no direct financial implications to this report; although financial resources will be considered as part of the specific elements within this framework.

6.00 ANTI POVERTY IMPACT

- 6.01 There are no direct anti poverty implications to this report; although these will be considered as part of the specific elements within this framework.

7.00 ENVIRONMENTAL IMPACT

- 7.01 There are no direct environmental implications to this report; although environmental resources and impact will be considered as part of the specific elements within this framework.

8.00 EQUALITIES IMPACT

- 8.01 There are no direct equalities implications to this report; although equalities will be considered as part of the specific elements within this framework.

9.00 PERSONNEL IMPLICATIONS

- 9.01 There are no direct personnel implications to this report; although personnel implications will be considered as part of the specific elements within this framework.

10.00 CONSULTATION REQUIRED

- 10.01 All aspects of the Council Planning Framework require consultation with relevant officers and members at periodic times throughout the year.
- 10.02 Aspects of service and directorate plans will inform Overview and Scrutiny's Forward Work Programmes.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Corporate Management Team have developed and refined this model.

12.00 APPENDICES

Appendix 1: Council (Plan) Governance Framework contents.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None

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

COUNCIL (PLAN) GOVERNANCE FRAMEWORK 2009/10

INTRODUCTION

The Council (Plan) Governance Framework describes how the Council is run and governed and identifies organisational values, roles and responsibilities.

Some of the key contributing strategies such as the ICT Strategy and People Strategy are under review in time for this framework to be complete in draft form in June 2009. The framework will also include all Corporate Services.

This Governance Plan will describe for each of the sections outlined below the key elements of specific process, commitments, roles, responsibilities and timings which we will undertake in 2009/10.

A suggested outline is shown below for development.

CONTENTS

1. THE COUNCIL AND DEMOCRACY

- Unitary Council, status, corporate body
- Constitution
- Democratic structure
- Organisational structure
- Governance arrangements and Annual Governance Statement
- Regulation and accountability (internal and external)
- National and regional relationships

2. ORGANISATIONAL VISION AND VALUES

- Vision e.g. Community Leader
- Values
- Style (modernising, efficient, employer of choice etc.)

3. RESOURCES

- People Strategy
- Medium Term Financial Strategy
 - Procurement Strategy
 - Value for Money / Efficiencies
- ICT Strategy
- Asset Management Plan
- Organisational Change Strategy
- Corporate Services support and functions
 - HR and Organisational Development
 - ICT and Customer Services
 - Finance
 - Legal and Democratic

4. BUSINESS PROCESSES

- Business Planning
 - Service and Directorate Plans
 - Target setting
 - Regulatory arrangements
 - Sustainable Development
 - Business Continuity Plans
 - Resource planning
- Risk Management
 - Strategic Assessment of Risks and Challenges
 - Operational risks
- Regulation and Assurance
 - Regulatory Plan
 - Internal Audit Plan

5. PARTNERSHIPS

- Strategic Partnerships
 - Children and Young Peoples Partnership
 - Health, Social Care and Wellbeing Partnership
 - Regeneration Partnership
 - Voluntary Sector Compact
 - Local Development Plan
- Local Service Board
 - Community Strategy
 - Local Delivery Agreement

6. CUSTOMER SERVICES AND CITIZENSHIP

- Customer Services Strategy
- Communications and Engagement
- Equalities and Welsh Language

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **21 APRIL 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **PERFORMANCE REPORTING - AN IMPROVED APPROACH**

1.00 PURPOSE OF REPORT

1.01 To present to Members an improved style of quarterly performance report with four model examples.

2.00 BACKGROUND

2.01 The content and format of performance reports to Executive and Overview and Scrutiny has varied in recent years as requests for changes to presentation and analysis have been met and data capture, analysis and reporting systems have become more sophisticated. Performance reporting needs to be to a high standard of rigour and consistency.

2.02 The Executive on 10 March endorsed the proposal to develop an improved and more meaningful style of performance reporting.

2.03 An improved style for quarterly performance reporting has been devised. Four model examples are to be presented at the meeting:-

- Community Services Directorate - Social Services for Adults
- Environment Directorate - Planning Services
- Lifelong Learning Directorate - Development and Resources (with a focus on school modernisation)
- Corporate Services - ICT and Customer Services.

3.00 CONSIDERATIONS

3.01 The model performance reports are at Head of Service level of reporting accountability and are broadly based on the performance and evidence 'position' as at quarter three i.e. reflecting performance for the October to December period. Where more up to date data is available, this has been incorporated.

3.02 The quarterly performance reports are based on the following sources of performance information:-

Date: 14/04/2009

- performance indicators - both national and local including Improvement Targets
 - actions / milestones in relation to the Strategic Assessment of Risks and Challenges
 - performance against the Improvement Agreement
 - resource management (HR, budget, ICT, Assets)
 - internal / external audit regulation – key findings
 - awards / accreditations
 - customer satisfaction
- 3.03 Each model performance report starts with a managerial assessment which is a contextual executive summary of the issues contained within the report.
- 3.03 Where appropriate a Red, Amber, Green (RAG) status is provided to indicate status of performance or action. Any RAG status is a subjective assessment:-
- RED equates to a position or forecast position of under-performance, downward trend, non-achievement of target, non achievement of action milestones.
 - AMBER equates to a mid position where improvement may have been made (i.e. improved trend) but the target for the year is unlikely to be reached, or where action milestones have been deferred or slightly missed.
 - GREEN equates to a position or forecast position of positive trend on performance, meeting of target, and meeting of action milestones.
- 3.04 All quarterly performance reports will be accompanied by a table of performance data. Members are reminded that they can access the performance data for quarter three for our Improvement Targets from Member's Services.
- 3.05 It is proposed that the new model of reporting for all services would begin for the first quarter (April to June) in 2009/10.
- 3.06 In addition the year end performance report for 2008/09 and targets for 2009/10 will be presented to the Executive in June.
- 3.07 A training session is being held with Overview and Scrutiny members on 20th April. The new style of reports is being consulted upon as part of this session.

4.00 RECOMMENDATIONS

4.01 Members endorse the improved approach to performance reporting and approve the start of the new arrangements for all services for the first quarter (April to June) in 2009/10.

4.02 Members note the consultation with Overview and Scrutiny Committees.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no financial implications for this report.

6.00 ANTI POVERTY IMPACT

6.01 There are no anti poverty implications for this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no environmental implications for this report.

8.00 EQUALITIES IMPACT

8.01 There are no equalities implications for this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no personnel implications for this report.

10.00 CONSULTATION REQUIRED

10.01 Full consultation will be undertaken with Overview and Scrutiny Committees as part of the development of the approach.

11.00 CONSULTATION UNDERTAKEN

11.01 Corporate Management Team have supported the principles of the new approach and the development of the model examples.

12.00 APPENDICES

12.01 Appendix 1: Quarterly Performance Report - Community Services Directorate - Social Services for Adults

Appendix 2: Quarterly Performance Report - Environment Directorate - Planning Services

Appendix 3: Quarterly Performance Report - Lifelong Learning Directorate - Development and Resources (with a focus on school modernisation)

Appendix 4: Quarterly Performance Report - Corporate Services - ICT and Customer Services.

Copies of appendices to follow.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

As listed in section 3.2

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

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 6

REPORT TO: **EXECUTIVE**
DATE : **21 APRIL 2009**
REPORT BY: **HEAD OF FINANCE**
SUBJECT : **INTERNAL AUDIT STRATEGY 2008/09 TO 2010/11**

1.00 PURPOSE OF REPORT

1.01 To inform the members of the committee of the outline Internal Audit plan for the next three years.

2.00 BACKGROUND

2.01 Each year Internal Audit prepare a three year rolling audit plan, with the first year completed in more detail. This plan is subject to consultation with each Directorate and with external regulators. It is considered and approved by the Audit Committee.

2.02 There has been significant recent progress within the Authority in developing a register of strategic and operational risks and challenges.

2.03 The Internal Audit plan has been drawn up which is largely based on these strategic and operational risks and challenges. It also includes work which is expected to be completed to satisfy regulators and other advisory work arising from the consultation or from our involvement in development projects.

3.00 CONSIDERATIONS

3.01 The plan is being presented to the Audit Committee on 15th April 2009 for approval. Any comments from the Audit Committee will be reported verbally to the Executive.

4.00 RECOMMENDATIONS

4.01 The committee is recommended to note the report.

5.00 FINANCIAL IMPLICATIONS

5.01 None arising from the report.

6.00 ANTI POVERTY IMPACT

6.01 None arising from the report.

Date: 14/04/2009

7.00 ENVIRONMENTAL IMPACT

7.01 None arising from the report.

8.00 EQUALITIES IMPACT

8.01 None arising from the report.

9.00 PERSONNEL IMPLICATIONS

9.01 None arising from the report.

10.00 CONSULTATION REQUIRED

10.01 All Directorates, Chief Executive and external regulators.

11.00 CONSULTATION UNDERTAKEN

11.01 All Directorates, Chief Executive and external regulators.

12.00 APPENDICES

12.01 Internal Audit Strategic Plan

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

None.

Contact Officer: David Webster
Telephone: 01352 702248
E-Mail: david_webster@flintshire.gov.uk

Internal Audit Strategic Plan 2009/10 to 2011/12

CORPORATE

Risk Based Coverage

Risks / Source	Risk Area	2009 /10	2010 /11	2011 /12
Council Governance				
2	Performance Management/ Business Planning.	10		
4	Risk Management.	10	10	10
17	Health and Safety Strategy.	15		15
Community Leadership				
2	Flintshire in Partnership - Transition to LSB - Strategic partnerships	5	20	
3	Voluntary Sector Compact and Grants review.	15		
Council Delivery				
32	Business Continuity.		20	

Advisory Input and Other Internal Audit Coverage

Topic	2009 /10	2010 /11	2011 /12
Project Management	10	20	
Corporate Governance	10	10	10
Theatr Clwyd	10		
Capital Contract Management	20		15

Total	105	80	50
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FINANCE

Risk Based Coverage

Risks/ Source	Risk Area	2009 /10	2010 /11	2011 /12
Council Governance				
6c	Capital Programme		20	
6d	Efficiencies	20	20	20
6e	Procurement	20		20
6f	Income Fees and Charges	20		
7	Financial Management and Control		20	

Coverage for External Audit Reliance or to fulfil Regulatory Requirements

Systems	2009 /10	2010 /11	2011 /12
Main Accounting	40	40	40
Pensions Admin	20	20	20
Housing Benefit	25	25	25
Council Tax and NNDR	20	20	20
Taxation	10	10	10

Advisory Input and Other Internal Audit Coverage

Topic	2009 /10	2010 /11	2011 /12
Clwyd Pension Fund Management	20		
Pensions Investment Management			20
Treasury Management	20		
Single Status	20		
Banking and Insurance tender arrangements	15		
IFRS	10		
Trading Accounts	10		

270	175	155
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LEGAL AND DEMOCRATIC

Advisory Input and Other Internal Audit Coverage

Topic	2009 /10	2010 /11	2011 /12
Commons Register		10	
Data protection	10	10	10
Freedom of information			10
RIPA Compliance	10		
Electoral Register	10		
Time Management		10	
Members Allowances	10		
Fees Paid to Counsel		10	

40	40	20
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HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

Risk Based Coverage

Risk / Source	Risk Area	2009 /10	2010 /11	2011 /12
Council Governance				
10	Human Resources Strategy and Management	20	20	
11	Terms and Conditions of Employment - implementation of Single Status	20		

Coverage for External Audit Reliance or to fulfil Regulatory Requirements

Systems	2009 /10	2010 /11	2011 /12
Payroll & HR System	20	20	20

Advisory Input and Other Internal Audit Coverage

Topic	2009 /10	2010 /11	2011 /12
Payroll System	15	15	15
Agency Staff	20		20
CRB checks		10	
Recruitment Policy	20		20
Holiday Entitlements	20		10
	135	65	85

INFORMATION AND COMMUNICATIONS TECHNOLOGY

Risk Based Coverage

Risks / Source	Risk Area	2009 /10	2010 /11	2011 /12
Council Governance				
8	ICT Strategy.	10	10	10
9a	Information management Strategy.	20	20	
9b	Information Security, Governance and Sharing.	30	30	30
Operational Risk				
	Aging ICT infrastructure and systems used within the Environment directorate.	10		

Advisory Input and Other Internal Audit Coverage

Topic	2009 /10	2010 /11	2011 /12
Change Management	20		
Telephony	20		
Help Desk	10		
Software Licences		10	
IT Procurement		15	
Networks	20		20
Systems Development	30	30	30
Disaster Recovery	15		15
	185	115	105

LIFELONG LEARNING

Risk Based Coverage

Risks / Source	Risk Area	2009 /10	2010 /11	2011 /12
Council Delivery				
CD10a	Leisure Strategy	15		

Coverage for External Audit Reliance or to fulfil Regulatory Requirements

Systems	2009 /10	2010 /11	2011 /12
Grants	10	10	10

Advisory Input and Other Internal Audit Coverage

Topic	2009 /10	2010 /11	2011 /12
Pupil Statistics – Central Control			15
Schools Budgetary Control - Central		20	
Schools Corporate Governance – Central support	10		
Grant Funding	15	15	15
Leisure Centres - operation		20	
Youth & Community		10	
Records Management (EMP)	10		
E-Teach	10		
Recruitment and CRB	10		
Ticketless Meals System	15		5
Dinner Debts	10		
Libraries		20	
ICT Unit		20	
Changes in Headteacher	5		
Control Awareness Sessions New Heads and Governors	10	10	10

Primary School Audits	75	75	75
Secondary School Audits	35	35	35
Special School Audits	25	10	10

255	245	165
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COMMUNITY SERVICES

Risk Based Coverage

Risk / Source	Risk Area	2009 /10	2010 /11	2011 /12
Community Leadership				
4	Affordable Housing Policy			10
Council Delivery				
13	Housing Repairs and Maintenance Service operational controls	30	20	20
19	Supporting People.			15
26	Direct Payments.	15		

Advisory Input and Other Internal Audit Coverage

Topic	2009 /10	2010 /11	2011 /12
Social Care for Older People	10		
Community Equipment Partnership		15	
Integration of Learning Disabilities Assessment and Care Management Service with the NHS		15	
Integration of Mental Health / Drug and Alcohol Assessment and Care Management Service with the NHS		15	
Children Leaving Care		15	
Fostering and Adoption		15	
Integrated Children's System / PARIS	15		
Housing Repairs and Maintenance Service	20		
Homeless Strategy		10	
Private Sector Housing Renewal			10
Diagnostic Reporting	15		15
Allocations	15		15
Complaints Management			15
Deputeeships		15	
Blue Badges		15	
Cash Control		20	
	120	155	100

ENVIRONMENT

Risk Based Coverage

Risks/ Source	Risk Area	2009 /10	2010 /11	2011 /12
Community Leadership				
8	Climate Change and flood risk management.		20	
10	County Town Network and Regeneration and Protection		20	20
Council Delivery				
2	Street Scene	20	20	20
6	Transport arrangements for service users.		15	

27b	Waste Management	20		20
31	DSO Performance		20	20
Operational				
	Finance.	15		

Advisory Input and Other Internal Audit Coverage

Topic	2009 /10	2010 /11	2011 /12
Highways	20	20	20
Car Parking	5		
Taxis	10		
Public Protection related legislation	15	15	
Data Management	20	20	20
Affordable Housing	10		
TAITH	15		
Sheltered Business Accommodation	20		
Technology Forge	20		20
AD Waste	20		15
North Wales Waste Treatment Project	20	20	20

230	170	175
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Other Internal Audit Coverage

	2009 /10	2010 /11	2011 /12
Strategic Audit Planning	20	20	20
Liaison with External Audit	10	10	10
Liaison with Directorates and other audit groups	30	30	30
Preparation and attendance at audit committees	20	20	20
Pro-active fraud work and NFI	100	100	100
Provision for investigations	200	200	200
Provision for Follow Up reviews	50	50	50
Provision for ad-hoc requests from Directorates	100	100	100

Total	530	530	530
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Overall Total	1870	1575	1385
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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: **EXECUTIVE**
DATE : **21 APRIL 2009**
REPORT BY: **DIRECTOR OF ENVIRONMENT AND CHIEF EXECUTIVE AND
COUNTY LEGAL AND DEMOCRATIC SERVICES OFFICER
AND COUNTY FINANCE OFFICER**
SUBJECT : **PROCUREMENT OF ANAEROBIC DIGESTION CAPACITY**

1.00 PURPOSE OF REPORT

1.01 The purpose of this report is to seek approval to work in partnership with Conwy County Borough Council (CCBC) and Denbighshire County Council (DCC) to procure Anaerobic Digestion (AD) capacity for the treatment of food / kitchen waste.

2.00 BACKGROUND

2.01 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.

2.02 The initial consultation process has now concluded and this has resulted in a number of changes to the previously proposed municipal waste targets. This document has amended the food waste collection target from 15% in all target years to an escalated target as detailed below.

Targets for each Local Authority	Targets for each Target Year				
	2009/10	2012/13	2015/16	2019/20	2024/25
Food & Kitchen Waste (Min %) as part of target above	-	12%	14%	16%	18%
Maximum amount of residual waste per inhabitant per annum	-	295 kg	258 kg	210 kg	150 kg
Maximum Level of Landfill	-	-	-	10%	5%

2.03 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

Date: 14/04/2009

annum) and in doing so, meet the target for the maximum amount permissible waste to landfill in the later years.

- 2.04 The revised targets relating to food waste continue to be discussed and challenged by Local Authorities through the Welsh Local Government Association (WLGA). In relation to the above targets as applied to Flintshire's food waste this would equate to the separate collection of food waste in 2012/13 of 11,238 tonnes and 16,857 tonnes in 2024/25. Modelling exercises undertaken by waste officers suggests that the maximum percentage based upon 100% capture rates of available food and kitchen waste in the waste stream (including trade) is 8,554 tonnes (9.13%)

3.00 CONSIDERATIONS

- 3.01 WAG has recognised that Wales has a large deficit in the capacity available to treat food waste and has approved funding from the Strategic Capital Investment Fund (SCIF) over the next 3 years to support the procurement fees and capital costs of developing appropriate Anaerobic Digestion facilities and also to provide revenue relief on additional gate fees (refer to Section 5 – Financial Implications)
- 3.02 WAG has established a Programme Office to support the formation of Procurement Hubs to accelerate the procurement and delivery of food waste treatment capacity. The preferred technology is Anaerobic Digestion.
- 3.03 WAG advocates working in discrete hubs to ensure procurement efficiencies are delivered and to enhance attractiveness to the market. There are a total of seven such hubs as detailed in the table below.
- 3.04 The five Authorities collaborating on the North Wales Residual Waste Treatment Project have been in discussions regarding food waste treatment solutions. As a result of those discussions Flintshire County Council (FCC), Conwy County Borough Council (CCBC) and Denbighshire County Council (DCC) have, in principle, established a Procurement Hub for Anaerobic Digestion. Isle of Anglesey County Council (IACC) and Gwynedd County Council (GCC) were invited to join the hub but already have existing In-Vessel Composting (IVC) capacity and therefore do not wish to participate.
- 3.05 A Project Initiation Document (PID) has been produced by waste officers from the three participating Authorities (see appendix). The PID has been submitted to WAG for in principle support pending executive approval by all partnership authorities. On approval of the PID, work will commence on producing the Outline Business Case (OBC) which will justify the case for undertaking the procurement stage of the project based on the estimated costs, the risks and the anticipated benefits. The OBC will also establish the reference site(s) and determine the procurement type and contract structure. It has been confirmed that the Lead Authority for the Anaerobic Digestion Project will be DCC.

- 3.06 Consultants (eg legal, technical, financial) need to be engaged to support Flintshire County Council, Denbighshire County Council and Conwy County Borough Council develop the Outline Business Case. This will involve a procurement process and in view of the tight WAG timescales for completion of the document, it will be important to appoint the consultants at the earliest possible opportunity. Hence it is recommended that delegated authority be given to the Director of Environment, following consultation with the Executive Member for Waste Strategy and Management, to enter into a contract with consultants to support the project.
- 3.07 As mentioned above, the Outline Business Case has to be developed within extremely tight timescales set by the Welsh Assembly; the length of time available to do this will be extremely limited following appointment of consultants. To maximise the time available, it is recommended that delegated authority be granted to the Director of Environment, following consultation with the Executive Member for Waste Strategy and Management, to finalise the Outline Business Case and submit to WAG before 26th June 2009.
- 3.08 The following table sets out the 'procurement hubs' and associated participating authorities across Wales.

Hub	Participating Authorities	Current Status on Food Waste Programme
North	Conwy, Denbighshire and Flintshire	The PID has been submitted to WAG for in principal support pending Executive approval.
Mid-Wales	Powys and Ceredigion	Food Waste PID completed, a Project Manager has been appointed and advisers are being sought for the OBC stage.
Valleys West	Merthyr Tydfil and Rhondda Cynon Taff	An established procurement which is currently nearing completion of the ISOS stage.
Valleys East	Blaenau Gwent, Caerphilly, Torfaen	Blaenau Gwent's and Torfaen's Food Waste OBC and PID will be refreshed to include Caerphilly.
South West Wales	Bridgend, Carmarthenshire, Neath Port Talbot, Pembrokeshire, Swansea	Work is underway to produce a PID for the Food waste treatment programme and a Project Manager has been appointed.
South	Vale of Glamorgan	Discussions on-going as to whether Vale of Glamorgan wishes to participate with

		<i>others.</i>
<i>SE</i>	<i>Newport</i>	<i>Standalone Procurement.</i>

3.09 Each of the three partnering Authorities need to separately approve the Outline Business Case prior to entering into a formal procurement process.

4.00 RECOMMENDATIONS

That Members approve:-

4.01 Flintshire County Council joining with Conwy County Borough Council and Denbighshire County Council to form a Procurement Hub to source Anaerobic Digestion capacity for food waste treatment. Also, that delegated authority is granted to the Director of Environment, following consultation with the Executive Member for Waste Strategy and Management to finalise the formal agreement.

4.02 The Project Initiation Document for the procurement of Anaerobic Digestion capacity.

4.03 Delegated authority be granted to the Director of Environment following consultation with the Executive Member for Waste Strategy and Management, to select and enter into a contract with consultants to support the project.

4.04 Delegated authority be granted to the Director of Environment, following consultation with the Executive Member for Waste Strategy and Management, to finalise the Outline Business Case and submit to WAG before 26th June 2009.

5.00 FINANCIAL IMPLICATIONS

5.01 The allocation of Sustainable Waste Management Grant (SWMG) has an additional element relating specifically to the collection and treatment of food and kitchen waste. The Table below is extracted from the Sustainable Waste Management Grant letter dated 1st April 2008 (Annexe 2 from the letter). It should be noted that the collection tonnages shown are not currently targets.

Funding allocation from SWG ringfenced for Food Waste Treatment

	2009/10		2010/11	
	Separate food waste element	Tonnage to be collected	Separate food waste element	Tonnage to be collected
Conwy	£315,315	2,450	£805,806	4,900
Denbighshire	£306,306	2,380	£782,783	4,760

Flintshire	£414,414	3,220	£1,059,059	6,440
Total	£1.036m		£2,647,648	

5.02 The monies cannot be allocated to non-food related recycling projects.

Funding provided via SCIF (Strategic Capital Investment Fund) on completion of stages 1 - 4

Stage	Completion Date	Funding
Stage 1 – Notification of Consortia to DESH	19 th Dec 2008	£50,000
Stage 2 – Approval of PID by WAG	27 th Feb 2009	£120,000
Stage 3 – Submission for Approval of OBC by WAG	26 th June 2009	£380,000
Stage 4 – Procurement Support		£250,000
Stage 4 - Service Delivery - Capital Payment ¹	2011/12	x%
Stage 4 - Service Delivery - Revenue Payment ²	2011/12	x%

Extract from Future Directions 2 paper

¹On approval of the Final Business Case (FBC), each procurement hub will be allocated a final capital contribution based on x% of the qualifying capital identified in the Preferred Bidders (PB) proposal. This will not exceed the amount identified at OBC stage. If it is less then the difference will be shared 50/50.

² On approval of the FBC, each procurement hub will be allocated a final revenue contribution based on [x%] of the qualifying gate fee in the preferred bidder’s proposal. This will not exceed the amount agreed at the OBC stage. Should the required amount be less than that agreed at OBC stage then the difference will be shared 50/50.

6.00 ANTI POVERTY IMPACT

6.01 There are none envisaged as a direct result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 Continued use of landfill is not sustainable due to cost, lack of capacity and environmental impact. The purpose of the project is to secure a more sustainable method of food waste treatment. Sustainability issues, including carbon emissions from transport, will be considered in the evaluation process of potential solution providers, technologies and locations.

8.00 EQUALITIES IMPACT

8.01 There are no discernible equal opportunities implications.

9.00 PERSONNEL IMPLICATIONS

9.01 Additional resource may be required to backfill posts at key milestone periods within the procurement process. Should this be deemed necessary the current provision of £278k from the waste reserve could be utilised.

10.00 CONSULTATION REQUIRED

10.01 None as a direct result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None as a direct result of this report.

12.00 APPENDICES

12.01 Project Initiation Document (PID).

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

'Scoping New Municipal Waste Targets for Wales' (Eunomia Research & Consulting)

'Future Directions for Municipal Waste Management in Wales 2' (WAG), December 2008.

Contact Officer: Neal Cockerton
Telephone: 01352 704948
E-Mail: neal_cockerton@flintshire.gov.uk

PROJECT DOCUMENTATION

PROJECT INITIATION DOCUMENT (PID)

FOOD WASTE TREATMENT

Draft V5.4

Date: 27th February 2009

Project Methodology: **PRINCE 2**

Lead Authority: Denbighshire County Council

Food Waste Treatment Project

Project Initiation Document

14/04/2009

Document Location

This document is only valid on the day it was printed. The source of this document will be found on the projects document filing structure

www.e-box.net

Revision History

Revision Date	Version	Summary of Changes	Distributed (Y/N)
12-02-09	V5.0	2.2, 2.8, 2.9, 2.13, 2.14, 2.15, 2.16, 2.19, 3.10, 3.11, 3.12, 3.16, 3.18, 3.24, 4.1, 5.2, 5.4.2, 5.4.4, 5.4.4, 6.4, 6.8.3, 7.6.1, 8.2, 11.1, 12.2, 12.4, 12.6, 12.7, 12.13, 12.23	Y
16-02-09	V5.1	1.1, 3.15, 5.1, 5.3.1, 5.4, 5.6.1, 5.6.2, 7.4.1, 8.1.3, 11.1	Y
19-02-09	V5.2	Removed 'confidential' from heading and watermark; Accepted tracked changes	Y
23-02-09	V5.3	2.3, , 3.24, , , 8.1.5,	Y
27-02-09	V5.4	2.12, 2.18, 3.5, 3.6, 3.13, 3.21, 3.22, 4.1, 5.1, 5.2.2, 6.5, 11.1,12.5	Y

Approvals This document requires the following approvals.

Signed approval forms are filed in the Project Management Office (PMO)

Name	Signature	Title	Date of Issue	Version

Food Waste Treatment Project

Project Initiation Document

14/04/2009

Distribution This document has been distributed to:

Name	Title	Date of Issue	Version
Carl Longland	Environment Director	09-01-09	V5.0
Iwan Prys-Jones	Corporate Director Environment	09-01-09	V5.0
Geraint Edwards	Head of Service	09-01-09	V5.0
Steve Parker	Head of Service	09-01-09	V5.0
Alan Roberts	Senior Waste Officer	09-01-09	V5.0
Martha Savage	Waste Technical Officer	09-01-09	V5.0
Enid Roberts	Project Manager	09-01-09	V5.0
Andrew Wilkinson	Waste Manager	09-01-09	V5.0
Neal Cockerton	Head of Technical Services	09-01-09	V5.0
Andy Macbeth	Environmental Services Mgr	09-01-09	V5.0
Gabrielle Povey	Waste & Recycling Officer	09-01-09	V5.0
Steve Parkinson	Environment Agency	09-01-09	V5.0
Alastair Young	Partnerships UK	09-01-09	V5.0

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Important Notice

Freedom of Information

Requests under the provisions of the Freedom of Information Act 2000 or the Environmental Information Regulations 2004 specifically referring to information relating to the Partnership received by any Partner will be copied to the Lead Authority. The Lead Authority will consult with the Partners and other affected parties on the request and advise the recipient authority of the outcome of that process so as to facilitate a response

The completed PID will be sent to:

Dawn Brace,
Welsh Assembly Government
Waste Policy and Local Environmental Quality,
Department for Environment, Sustainability and Housing,
1st Floor CP2,
Cathays Park,
Cardiff, CF10 3NQ

1. Executive Summary

- 1.1. The document has been compiled by officers from Conwy, Denbighshire and Flintshire Councils (“the Authorities”) in consultation with various external bodies including the Environment Agency, and Partnerships UK.
- 1.2. It should be noted that the content of this report is limited to exploring benefits, resources (financial and officer) methodology and structures that are required in order to successfully deliver an Anaerobic Digestion facility for the Authorities of Conwy, Denbighshire and Flintshire. The treatment of food waste (via Anaerobic Digestion) is seen as a vital component in the Authorities’ strategy in diverting waste away from landfill.

2. Project Objectives – Strategic Fit

2.1. Background

- 2.2. This Project Initiation Document (PID) relates to the procurement of an Anaerobic Digestion plant(s) for the treatment of food / kitchen waste for use by the Authorities of Denbighshire, Conwy and Flintshire.
- 2.3. The Future Directions 2 paper states “The re-estimated proportion of food waste in MSW is 18%. In addition, some 6% of MSW is estimated to be fines and “much of this” is likely to be food waste and thus compostable / digestible. The introduction of source segregated weekly food waste collection services should create the opportunity to access most of this food waste material which is in excess of 20% of all Welsh MSW”.
- 2.4. From 2009-10 a proportion of the Sustainable Waste Management Grant (SWMG) will be ring-fenced by WAG to assist the Authorities in introducing kerbside food and kitchen waste collection schemes from residents. The collection and treatment of food wastes is seen by WAG as a vital component of the Wales waste strategy because¹:
 - when deposited in landfills food waste generates methane, a greenhouse gas 21 times as potent as carbon dioxide. Generating gas from food wastes in a properly managed anaerobic digestion (AD) facility provides the opportunity to derive energy from food wastes in a sustainable manner;
 - the recycling of nutrients, especially trace minerals, helps to maintain soil health. Further benefits for soils may be derived from applying aerobically treated AD digestate or compost from non-AD processes, which benefits soil biota;
 - dry recycling invariably increases when food wastes are separately collected, because the dry recyclables are uncontaminated by food wastes;

¹ Source Dr. Andy Rees – Head of Waste Strategy Branch (WAG)

- diversion of food wastes will contribute significantly to meeting LAS targets as food waste is the biggest single biodegradable fraction of municipal solid waste (MSW); and
- diversion of food waste will help to avoid landfill costs, including landfill tax escalator.

2.4.1. The allocation of SWMG has an additional element relating specifically to the collection and treatment of food and kitchen waste. The table below is extracted from the sustainable waste management grant letter dated 1st April 2008 (Annexe 2). It should be noted that the collection tonnages provided are not currently targets.

	2009/10		2010/11	
	Separate food waste element	Tonnage to be collected	Separate food waste element	Tonnage to be collected
Conwy	£315,315	2,450	£805,806	4,900
Denbighshire	£306,306	2,380	£782,783	4,760
Flintshire	£414,414	3,220	£1,059,059	6,440

2.5. Legislative Drivers

2.6. The Waste and Emissions Trading (WET) Act was introduced in 2003 which implemented Articles 5(1) and (2) of the EU Landfill Directive 1999/31/EC. The overall aim of the Directive is to reduce the amount of Biodegradable Municipal Waste (BMW) sent to landfill for disposal.

2.7. In order to encourage this legislation to be complied with in Wales the WAG introduced the Landfill Allowance Scheme (LAS) Regulations (Wales) 2004. This statutory instrument defines the amount of BMW permitted to be sent to landfill for each of the 22 authorities in Wales and was calculated on the basis of the tonnage of MSW arising within each authority in 2001/02.

LAS Allowance	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Conwy	36,942	34,300	30,373	26,570	22,651	21,740	20,773
Denbighshire	21,884	19,400	18,056	15,059	13,536	12,321	11,773
Flintshire	40,367	36,473	33,851	28,226	25,380	23,094	22,068

2.8. Under the LAS scheme Authorities are required to declare waste collection data to the Environment Agency using the national reporting regime WasteDataFlow (WDF). Authorities landfilling more BMW than the Landfill Allowance applicable for that year face a fine of at least £200 per tonne, plus the additional landfill gate fee, landfill tax and other associated costs with the disposal e.g. transport. In addition, if the United Kingdom (UK) fails to meet its landfill diversion targets, the Authorities could be liable for their share of possible infringement proceedings from the European Union (EU).

2.9. The LAS targets stated above are currently under review. The impact on each of the procuring Authorities will be determined during the waste modelling exercise as part of the Outline Business Case (OBC).

2.10. Policy Drivers

2.11. In the WAG's National Strategy for Wales 'Wise About Waste' (2002) targets were set with the emphasis on the collection of Dry-Recyclate and Compostable materials along with measures to reduce waste before it arises (waste minimisation) together with the inclusion of Re-Use schemes.

2.12. At the present time the Wales Waste Strategy and the North Wales Regional Waste Plans are all under review and will be republished following consultation during 2008/09. The review will build upon the foundation blocks established in the 2002 Wales Waste Strategy which states:

'to make Wales a model for sustainable waste management by adopting and implementing a sustainable, integrated approach to waste management and regulation (including litter and fly-tipping) which minimises the production of waste and its impact on the environment, maximises the use of unavoidable waste as a resource and minimises where practicable, the use of energy from waste and landfill

2.13. A consultation paper on waste entitled 'Future Directions for Municipal Waste Management in Wales (January 2009 revision)' is currently being undertaken by the National Assembly for Wales, within which targets are set in relation to waste minimisation and landfill diversion.

2.14. The targets set out below are under review and cannot therefore be assumed to be final.

TARGET FOR EACH INDIVIDUAL LOCAL AUTHORITY:	TARGETS FOR EACH TARGET YEAR				
	09-10	12-13	15-16	19-20	24-25
Minimum levels of reuse and recycling / AD (or composting)	40%	52%	58%	64%	70%
Minimum levels of AD (or composting if currently committed to this technology) of source separated food waste from kitchens as part of the combined recycling/ composting target above	-	12%	14%	16%	18%
Maximum level of energy from waste (net)	-	-	42%	36%	30%
Maximum level of landfill	-	-	-	10%	5%
Maximum level of residual household waste per inhabitant per annum	-	295kg	258kg	210kg	150kg

2.15. The consultation process is due to complete in spring 2009, though regular feedback from all authorities will be on-going as points requiring further consideration are raised.

- 2.16. Project Objectives
- 2.17. The project seeks to secure a landfill diversion solution (infrastructure) for food and kitchen waste which ensures that the 3 Local Authorities within north Wales minimise the amount of BMW sent to landfill and by so doing meet or improve upon their performance against their LAS targets up to and beyond 2025 whilst also enabling the Authorities to comply with WAG National Assembly for Wales Performance Indicators (NAWPI) targets and the emerging 'Future Directions for Municipal Waste Management in Wales' strategy.
- 2.18. The procurement of regional facilities accords with the Wales Waste Strategy and Waste Policy Unit that recognises that there are economies of scale in providing outlets that treat more than one LA's waste. The project objectives can be defined in simple terms as:
- Ensure that each of the 3 LA's has access to sufficient treatment capacity from 1st April 2012
 - Ensure that the treatment solution selected is at least in line with the targets set out in WAG's Future Directions Paper (January 2009 revision)
 - To find an affordable solution for all 3 LAs
- 2.19. The project objectives outlined above will be further developed as part of the OBC.
- 2.20. More detailed Outline and Final Business cases will be developed as outputs of the project.

3. Outline Project Description – Strategic Outline Case

3.1. Project Requirements

3.2. Based on the legislative and policy drivers stated in Section 2, this project will seek to procure an Anaerobic Digestion plant to treat food / kitchen waste in line with WAG policy and associated targets .

3.3. Strategic Outline Case:

3.4. The guidance issued by WAG for the production of a Project Initiation Document suggests that the outline of the project should be supported by the production of Strategic Outline Case to inform the scope of services, technology options, delivery options and indicative costings; and for these to be informed by a simple SWOT analysis.

3.4.1. Scope of the Services

The scope of this project shall relate to the provision of food and kitchen waste treatment services only.

3.4.2. Treatment Capacity Required

The treatment capacity required will depend on a number of things, including:

- The final policy position adopted by WAG for food waste;
- The levels of current food waste arising; and
- The rate of growth (or reduction) in food waste per person;

- The change in population levels within each of the authorities; and
- The tonnage of commercial and industrial food waste (if any) to be included in the project.
- The collection methods adopted by each Authority.
- Other treatment facilities available e.g. small scale units.

3.5. Future Directions 2 estimates that the proportion of food waste in MSW is 18%. In addition, some 6% of MSW is estimated to be fines and “*much of this*” is likely to be food waste and thus compostable/digestible and therefore in excess of 20% of all Welsh MSW. On a total MSW arising of 223,991 (2007/08) this would equate to 45,000 tonnes of food waste.

In the WRAP report ‘Evaluation of the WRAP Separate Food Waste Collection Trials (September 2008 ISBN: 1-84405-403-9), it estimates that Average food waste yields per household served per week are in the region of 2.2 kg which would give an equivalent annual tonnage of 17,571t (based on the 2001 Census combined number of households for Conwy, Denbighshire & Flintshire being 153,601).

Reference	Anticipated Tonnage	
WAG Future Directions 2 (January 2009 revision). Proportion of Food waste estimated at 20% of MSW.	45,000 tonnes	2007/08 Conwy / Denbighshire / Flintshire Total MSW 223,991 tonnes
WRAP ‘Evaluation of the WRAP Separate Food Waste Collection Trials’. Average food waste yield per household per week estimated at 2.2kg	17,571 tonnes	2001 Census total number of households in Conwy, Denbighshire & Flintshire combined.

A range for likely capacity therefore has to be considered between 17,500 and 45,000 tonnes. Actual data on food waste collected will be available from May 2009 as food waste collections are commencing in Conwy and Denbighshire in April 2009. This data will be used to further refine anticipated capacity requirements.

3.6. Number of Facilities

The OBC will investigate whether it is in the interests of the Authorities to jointly procure a single facility rather than to procure multiple separate facilities. There is a need to consider that additional transport costs will be outweighed by the reduction in gate fees for a larger single facility.

3.7. Timing of Facilities Coming on Stream

3.8. Due to food waste collections being mandated by WAG the AD facility is required as soon as practicable. Collections are starting: DCC April 2009; CCBC April

2009. FCC are currently investigating opportunities in relation to interim arrangements.

3.9. Treatment of Other Wastes

The OBC will investigate any potential benefits of including organic waste from other sources.

3.10. Technology Options

3.11. The technology will be Anaerobic Digestion as determined by WAG. The OBC will determine to what extent the type of AD plant will be specified in procurement process.

3.12. Consideration should be given to the engagement of an expert AD consultant to inform the discussion on the type of AD facility required.

3.13. Delivery Options

As part of the OBC (and when there is further clarity on the funding support available from WAG), delivery options will be tested to determine which has the best potential to deliver value for money. The delivery options are as set out in the WAG guidance.

The WAG procurement programme has prescribed that the method of delivery must be via a service contract.

The OBC will also seek to determine the optimum contract term for the preferred delivery structure, the optimum risk allocation around asset ownership and the probable accounting treatment of the envisaged contract.

3.14. Summary of Scope

3.15. The project (at this stage) can be defined in simple terms as:

- Ensure that the Authorities have access of circa 15 - 20,000 tonnes per annum of food and kitchen waste treatment capacity AD treatment facility(ies) from 1st April 2012.
- The Authorities will deal with short-term food waste treatment requirement before the main treatment facilities come on stream in 2012.
- The treatment solution selected is at least in line with the targets set out in WAG's Future Directions Paper (January 2009 revision).

3.16. The project objectives outlined above will be further developed as part of the OBC.

3.17. Method of Approach to Project Development & Procurement

3.18. A team of Officers and Consultants, supported by PUK, the Environment Agency and the WLGA will work together to deliver the activities required to award the contract. This will include:

- a) Officers – a project team drawn from the Authorities

- b) Consultants – to include Technical, Financial, Legal and Public Relations (where considered necessary)
- c) Establishing project governance and groups

3.19. Producing the Outline Business Case (OBC)

3.20. The production of the OBC will be led by the Project Team with support from the appointed Consultants working along side waste Officers.

3.21. The OBC will be developed in accordance with guidance recently issued by WAG for consultation. The OBC will investigate all infrastructure provision which is to including amongst other things; power offtake, the provision of transfer stations and the feasibility of a centrally coordinated operational base.

3.22. The OBC will explore the potential benefits regarding the ownership of output materials by the 3 local authorities.

3.23. The OBC will take into account issues currently being clarified within WAG that impact on waste and financial modelling. Specifically it will seek to clarify the level and type of financial support that will be made available from WAG to assist Authorities to commission waste treatment infrastructure.

3.24. The OBC will be approved by the management board, and then by Authorities' Executives prior to being forwarded to WAG for final approval.

3.25. Preparing Tender documents

3.26. The production of the tender documents will be led by the Project Team with support from the appointed legal, technical and financial consultants in co-operation with nominated officers within the 3 participating Authorities.

3.27. Method of Procurement

3.28. There are a number of procurement methodologies available for this Project. The most appropriate method of procurement will be determined during the compilation of the Outline Business Case (OBC). The contract procedure regulations to be adhered to will be that of the Lead Authority. The role of the Lead Authority is described further in Section 5.

3.29. Managing the Procurement

3.30. The central point of contact for bidders during the procurement process will be primarily undertaken by the nominated Project Manager.

3.31. Evaluation Methodology

3.32. The evaluation of alternative options for the reference solution for food waste shall be undertaken in accordance with the guidance recently issued by WAG (National Evaluation Framework). This same guidance shall be used as the basis for the project Evaluation Methodology to assess bids submitted during the procurement process.

4. Project Timetable

4.1. For full details please refer to the Project Plan (PMD)

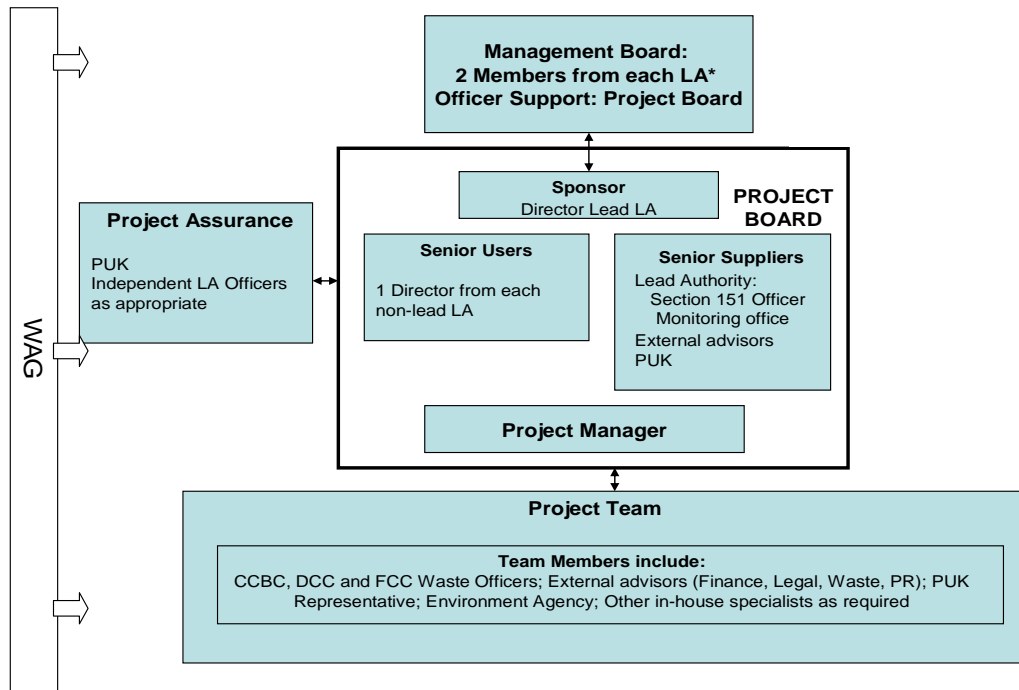
Activity	Target Date
PID Drafted	
Commence Appointment of Specialist Consultants	
Submission of PID to Department of the Environment Sustainability & Housing	27 th February 2009
Appointment of Specialist Consultants	
Outline Business Case (OBC) Developed	May 2009
OBC Approved by Authorities	June 2009
Submission of OBC	June 2009
Approval of OBC by DESH	July 2009
Official Journal of the European Union (OJEU) Published	July 2009
Invitation to Submit Outline Solutions (ISOS) Issued	
Invitation to Submit Detailed Solutions (ISDS) Issued	
Invitation to Submit Final Tenders (ISFT)	
Preferred Bidder Selected (PB)	
Submit detailed Planning Application	
Planning Permission Granted	
Submission of Final Business Case (FBC) to DESH	
Approval of FBC by DESH	
Award Contract	July 2010
Food Waste Treatment Available	December 2011

4.2. Tolerances

- a) Time – the outputs of the project should be delivered so that the participating authorities are able to meet the food and kitchen waste NAWPI targets in 2012/13.
- b) Cost – the project should be completed within the procurement budget agreed with the participating authorities
- c) Quality – the outputs of the project should meet the scoped waste management requirement of the participating authorities throughout the agreed life of the contract

5. Project Governance Arrangements

5.1. Governance / Project Structure



The Governance arrangements above will be subject to review by the appointed legal advisors during the OBC stage.

5.2. Waste Strategy / Management Board

5.2.1. The following internal arrangements are in place to communicate and monitor progress and to ensure that their own Business Case for participating in the Partnership remains sound.

5.2.2. **Management Board** – 2 members from each local authority

5.3. The Management Board will provide the project team with Authorisation to proceed at key decision making points as identified below;

- Submission of PID to WAG Programme Office (PO)
- Submission of OBC to WAG PO
- Submission of OJEU Notice and Advert
- Completion of Invitation to Submit Final Tenders
- Completion of Preferred Bidder

- Submission of the Final Business Case to WAG PO
- Contract Award

5.3.1. Matters reserved for each LA shall include;

- PID Approval
- OBC Approval
- PQQ Shortlist
- Appointment of Preferred Bidder
- FBC Approval
- Contract Award

5.4. Lead Authority

5.4.1. The role of the lead Authority is detailed below;

- Project leadership, management and co-ordination;
- Hosting of project team;
- Liaison and communication with WAG; and
- Co-ordination of communication and public relations.
- Engagement, employment and payment of consultants to deliver services and products to the project
- Invoicing partners for the costs of the project and accounting to the partners for monies raised for the purposes of the project

5.5. Project Board

5.5.1. The Project Board is comprised of the Project Sponsor (Director of Lead Authority), Senior Users (Other Directors), and Senior Suppliers (Consultant).

5.5.2. The primary role of the Project Board is to support the project, manage the project manager and provide information when called upon to the Management Board.

5.6. Decision Matrix

5.6.1. The following table identifies where key decisions are obtained.

Subject	Project Board	Waste Programme Boards	Individual Councils Executive
PID Approval	√	√	√

OBC Approval (scope, affordability, risk allocation, etc)	√	√	√
OJEU Notice / Advert	√	√	-
Tender Documents	√	-	-
PQQ short-list	√	√	-
Bidder Short listing	√	√	-
Preferred Bidder Appointment	√	√	√
FBC Approval	√	√	√
Contract Award	√	√	√

6. Appointment of Advisors

6.1. The procurement of an AD facility will require as a basic requirement external support from financial, legal and technical / waste management consultants

6.2. WAG has appointed Partnerships UK to assist LA's with the procurement of waste treatment infrastructure and their assistance is being realised when opportunities present themselves.

6.3. The project will seek to commission external advisors/consultants at the earliest opportunity once the PID has been approved by each of the participating Authorities.

6.4. It is intended to utilise OGC strategic framework agreements (through Catalyst) to procure the specialist advice required.

6.5. The specification for advisors will incorporate a duty to provide a platform for the personal development of local authority officers.

6.6. The framework for payment of the consultants will be based upon identified milestones and defined work packages to encourage the selected consultancies to meet the project timescales and to reduce exposure to external costs.

6.7. The scope of the work expected from external consultants is detailed below.

6.8. Technical / Waste Management Consultants – To include:

6.8.1. To develop a reference project designed to thoroughly test any assumptions applied in the OBC

6.8.2. Waste flow modelling to include an assessment of projected minimum tonnages to be provided by each LA to the Contractor

6.8.3. Planning Support in relation to the identification and development of suitable sites.

6.8.4. Environmental permitting support in relation to consideration of the timing and interconnectivity to planning and risk if not obtained on time.

6.8.5. Development of tender documentation including scoring matrices, deliverables and evaluation criteria.

6.8.6. Developing the output specification, performance framework and other technical schedules of the Project Agreement

6.8.7. Supporting the Project Team in discussions with bidders.

6.9. Financial Consultants – to include:

6.9.1. The production of robust financial models and affordability analysis within the OBC including any one off costs (including any underwriting of risk) and any provision of funding.

6.9.2. Development of tender document including deliverables and evaluation criteria.

6.9.3. Developing the payment mechanism and other financial schedules of the project Agreement.

6.9.4. Supporting the Project Team in discussions with bidders.

6.10. Legal Consultants – to include:

6.10.1. Advise on procurement law

6.10.2. Advise on contract structures and risk allocation

6.10.3. Drafting all contract documents

6.10.4. Supporting the Project Team in discussions with bidders.

7. Project Management

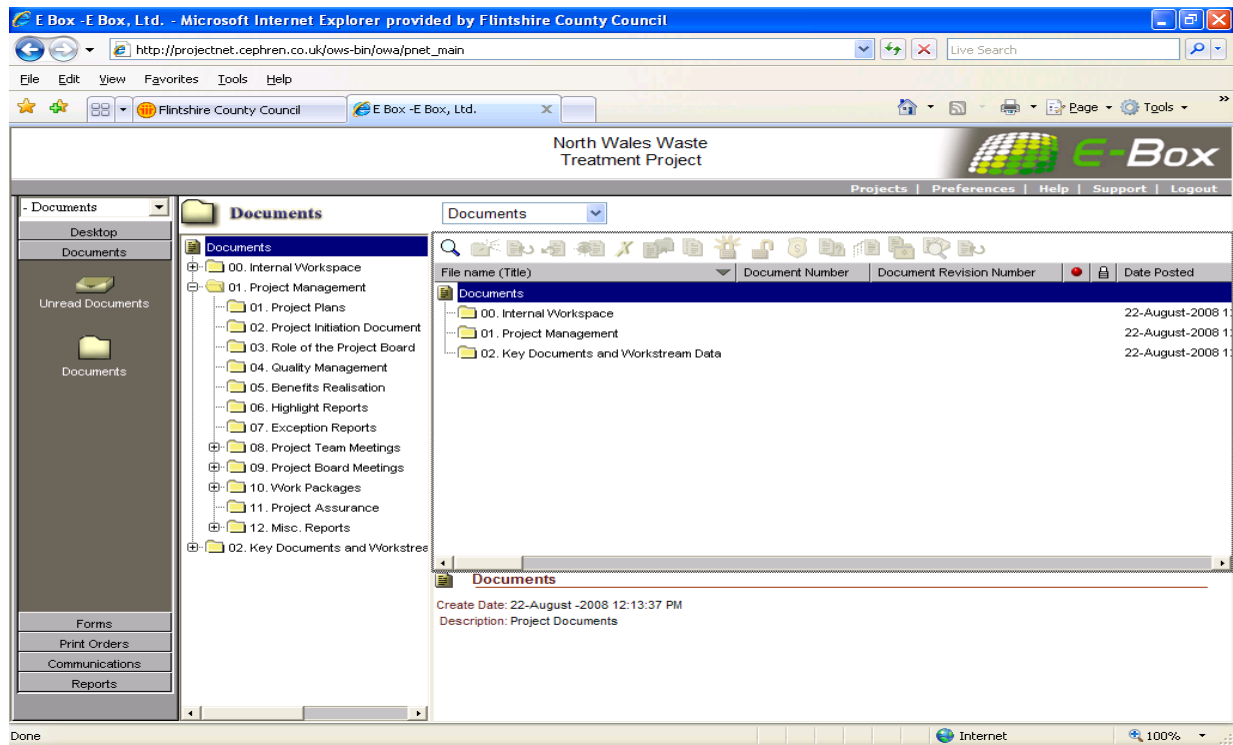
7.1. Project Management – Interim Arrangements

7.1.1. FCC appointed a Project Manager on an interim basis in June 2007 to develop the project and bring 'best-practice' to the procurement process. As the project has developed additional project management resource has been added to the project team.

7.1.2. The interim arrangements will remain in place until a permanent Project Manager has been appointed by the Lead Authority to ensure there is no downtime in the development of the project

7.2. Project Filing Structure

All project documentation is held in a secure remote 'on-line' document management system hosted by E-Box.



7.3. Project Management Procedures

7.3.1. The project management procedures to be adopted will be in-line with PRINCE 2 methodology. A summary of the key processes and exceptions are detailed below.

7.4. Exception Process

7.4.1. The Project Manager will provide reports as required to the Project Board (Joint Committee) via a Project Exception Report (PER) recommending corrective action.

7.5. Project Reporting

7.5.1. The Project Manager will be responsible for providing monthly Progress Reports to both the Project Board and the WAG PO which will include progress against key milestones / deliverables together with an update on resource usage and availability.

7.6. Risk & Contingency Plan

7.6.1. The Project Manager will provide monthly reports to the Project Board in respect to the status of Risks within the Risk & Issues Register (RIR) including any mitigation plan associated and necessary for the effective management of such risks.

7.6.2. Please refer to the Risk and Issues Register (RIR)

7.7. Communications Plan

7.7.1. The Project Manager will be responsible for the production of a project communication plan in line with the WAW tool kit.

7.8. Budget Management

7.9. The appointed Project Manager will be fully accountable to the Project Board with the support of the Project Team in the management of the project budget. A quarterly position statement against spend profile will be formally reported to each participating Authority.

7.10. Project Team

7.10.1. The project team is comprised of a number of different groups which will continue to develop and support the project throughout the project lifecycle. The group will contribute to and produce work identified by the Project Manager. The group (with support from advisors) will be actively involved in the following activities:

- Produce and periodically update the Project Initiation Document (PID);
- Produce and periodically update the Project Timetable;
- Produce and periodically update the Risk and Issues Register (RIR);
- Produce and periodically update the Communications Plan for the project;
- The development of the OBC
- The development of Contract and Tender documentation
- Score the bids in line with scoring criteria and procurement regulations
- ensure that all participating authorities receive regular reports to facilitate decision-making and to maintain confidence in the project; and
- Support the production of periodic project progress reports to other parties such as WAG.

8. Budget and Financial Management

8.1. Procurement Budget

8.1.1. The cost of the project procurement is provisionally estimated at £835,000 over 18 months. This is an estimate based on other similar open specification waste treatment procurement projects. The procurement cost estimates have been profiled, and actual costs against this profile will be monitored and reported to the Project Board as the project progresses. The cost estimate includes for the procurement process and external advisors for financial, legal, technical and public relations consultancy.

8.1.2. The Department for Environment Sustainability & Housing (DESH) have secured £4m (£2m 2009/10 and £2m 2010/11) from the Strategic Capital Investment Fund (SCIF) to support Local Authorities (LA's) to procure Anaerobic Digestion facilities.

- 8.1.3. WAG has determined that a further £22m is required in order to fully support this programme, though this cannot be guaranteed until the next CSR period (1st April 2011). The £22m is broken down into £2m to support procurement and £20m to support the capital costs of the new AD facilities in 2011/12.
- 8.1.4. Should this be achieved financial support for Wales will total £26m over 3 years.
- 8.1.5. The funding will be equally divided between the procurement consortia to finance the procurement process (project team, external advisors etc) and is approximately divided as shown below;

Stage	Completion Date	Funding
Stage 1 – Notification of Consortia to DESH	19 th Dec 2008	£50,000
Stage 2 – Approval of PID	27 th Feb 2009	£120,000
Stage 3 – Approval of OBC	26 th June 2009	£380,000
Stage 4 – Procurement Support		£250,000
Stage 4 – Service Delivery – Capital Payment ²	2011/12	x%
Stage 4 – Service Delivery – Revenue Payment ³	2011/12	x%

The level of funding will depend on the number of consortia formed. Once this is confirmed and advisors appointed the monies currently set aside by the participating authorities should be re-evaluated.

8.2. Indicative Disposal Costs

The only readily available data on the possible costs of AD treatment of food waste comes from the recently published WRAP report – “Gate fees Report 2008”. This suggests gate fees in the range of £30 to £60/t but these are projected to fall as markets for the output mature. However the report does state that that these figures are based on very little data for AD and that prices can vary substantially.

WAG have recently commissioned an affordability report from Grant Thornton and AEA Technology to support them in developing funding support packages for local authorities. It is understood that from this report a prudent estimate of a standalone 20,000tpa AD facility with its own weighbridge could cost up to £100/t assuming a DBFO model and a 15 year contract term. Food waste is not currently collected for treatment and therefore this initiative will have a direct impact on revenue streams. In recognition of this the WAG have confirmed financial support to LAs in relation to gate fees (25% of gate fee).

² On approval of the Final Business Case (FBC), each procurement hub will be allocated a final capital contribution based on x% of the qualifying capital identified in the Preferred Bidders (PB) proposal. This will not exceed the amount identified at OBC stage. If it is less then the difference will be shared 50/50.

³ On approval of the FBC, each procurement hub will be allocated a final revenue contribution based on [x%] of the qualifying gate fee in the preferred bidder’s proposal. This will not exceed the amount agreed at the OBC stage. Should the required amount be less than that agreed at OBC stage then the difference will be shared 50/50.

9. Project Assurance

- 9.1. In addition to each authority's internal audit function it is proposed that the following project assurance regime be adopted.
- 9.2. The nominated PUK transactor under the Authorities MOU with WAG be appointed to the Project Board to provide independent advice.
- 9.3. In addition and in accordance with the WAG QA regime, it is noted that the project will be subject to an independent 'Health Check' prior to inviting bidders to submit detailed solutions and prior to appointing a preferred bidder.
- 9.4. The role of Internal Audit across all 3 authorities
- 9.5. Each Authority within the partnership will determine the role, if any, of Internal Audit. Where internal audit is utilised their role will be an advisory one to provide a perspective on the establishment of, and adherence to, sound dealings and financial controls within the scope of the individual Authority's Financial Regulations and Standing Orders.
- 9.6. The project is being managed using a PRINCE2 methodology which is a process based method for effective project management. (**PR**ojects **IN** **C**ontrolled **E**nvironments). PRINCE2 is a de facto standard used extensively by the UK Government and is widely recognised and used in the private sector, both in the UK and internationally. Internal Audit will review the methodology on an on-going basis.

10. Communication Strategy & Stakeholder Engagement

- 10.1. Communication Strategy
- 10.2. The Communications plan will be developed in accordance with the WAW tool kit.

11. Sites & Planning

- 11.1. Through RCAF the acquisition of the former abattoir site at Rhualt has been procured and is in local authority ownership. The purpose of the RCAF grant was to purchase this site as an AD facility.
- 11.2. In view of the above circumstances, the Rhualt site will be nominated as the reference site.
- 11.3. The choice of Rhualt as the reference site does not pre-judge the final outcome and tenderers will be at liberty to nominate their own sites, or combinations of sites. To this end, other potential sites suitable for the treatment of food and kitchen waste will be identified by each of the participating Authorities during the compilation of the OBC. This will be done in accordance with the Planning Health Check Framework as issued by WAG.
- 11.4. The Project Team will submit an initial generic AD planning application for the reference site during August 2009. It is envisaged that the detailed planning application and application for other relevant environmental permits will be made by the preferred bidder.

12. Key Success Factors, Risks, Constraints and Inter-Dependencies

12.1. Critical Success Criteria

12.2. Sustainability – that the solution selected will strive to meet WAG’s aspirations. Also, the solution must be at least in line with NAWPI targets as specified in the Future Directions paper (January 2009 revision).

12.3. Time based – contract awarded according to Project Plan.

12.4. Deliverability – ensuring that the right solution is selected

Planning – recognising that planning is very much on the critical path – undertaking all necessary work to ensure a planning application is determined in a timely manner and will include all upstream activity such as screening and scoping studies, land investigations etc.

Affordability - Key to the delivery of the project is the participating Authorities ability to afford the final proposed solution. This will be determined by the reference solution identified in the OBC

12.5. Benefits expected

- a) During 2010 fiscal year award a contract that delivers a robust and sustainable treatment solution for source segregated food and kitchen waste, to provide further opportunities for Authorities to meet their LAS targets and comply with WAG’s policy objectives for recycling and composting.
- b) Shared procurement costs and deliver value through reducing the overall cost of procurement.
- c) Secure a solution which is affordable to all Authorities, with a municipal disposal price less than the current combined landfill tax and gate fee
- d) Provide a platform for further partnership working
- e) Use of waste as a resource for energy generation

12.6. Main risks

- a) On-going changes to WAG’s policy position and regulatory environment for securing permits
- b) Meeting Planning and other regulatory requirements
- c) Affordability of the purchasing process/cost control
- d) Successful contractor becomes insolvent
- e) Technology provided does not work
- f) Availability of suitably qualified officers and LA capacity issues

- g) Lack of Bidder interest or market saturation
- h) Timescale available
- i) Third party objections to the project

12.7. Unresolved Issues

- a) The Future Directions for Municipal Waste Management in Wales paper is currently in a consultation phase with LA's. The targets contained within the original document issued in October have been adjusted recently to take into account observations from LA officers. In addition the targets have been set based upon various legislative powers being given to the Welsh Assembly and these have yet to be obtained.
- b) The targets contained within the paper are based per Authority. Waste modelling exercises based upon the most recent out-turn LAS performance shows an overall benefit if targets are shared or if trading were permitted

12.8. Constraints

12.9. WAG policy and Targets

12.10. Planning

12.11. Compliance with Environmental regulations

12.12. Exclusions

12.13. The procurement will not include any elements associated with the management of waste collection activities or associated contracts (collection)

12.14. The provision of enhanced waste minimisation / prevention activities is out of the scope of this project. Such activities will be undertaken by each of the Authorities on a stand alone basis (albeit sharing best practice and collaborating where appropriate).

12.15. Assumptions

12.16. The Contract will be performance based.

12.17. The consortia will carry out preparatory planning works (EIA's, HIA's Ground Condition Inspections etc) for land identified in the OBC as suitable for the location of Anaerobic Digestion.

12.18. Procurement fees will be shared equally by all participating authorities.

12.19. The Operator would be allowed to take 3rd party waste in order to provide economies of scale. This could be classified as Municipal Trade Waste.

12.20. All 3 Authorities remain within the procurement process throughout the project

12.21. Each Authority will agree to identify and sign up to a minimum tonnage to be processed by the successful contractor during the compilation of the OBC.

12.22. Other Reference Data

- a) Wise About Waste (2002)
- b) Eunomia Report
- c) Future Directions for Municipal Waste Management in Wales (January 2009 revision)

12.23. Links to other projects / Inter-dependencies

- a) Kerbside collection services
- b) Waste minimisation strategies
- c) Recycling targets
- d) Waste disposal contracts

13. Project Approval

14. Sign Off

ANNEX 1 - ABBREVIATIONS

A	
AD	Anaerobic Digestion
B	
BMW	Biodegradable Municipal Waste
C	
C&I	Commercial & Industrial
CHP	Combined Heat Power
D	
DE&T	Department for the Economy & Transport
DESH	Department for the Environment, Sustainability & Housing
E	
EfW	Energy from Waste
EIA	Environmental Impact Assessment
F	
FBC	Final Business Case
FCC	Flintshire County Council
H	
HIA	Health Impact Assessment
I	
IVC	In-Vessel Composting
L	
LA	Lead Authority
LA's	Local Authorities
LAS	Landfill Allowance Scheme
M	
MSW	Municipal Solid Waste
N	
NAWPI	National All Wales Performance Indicator
O	
OBC	Outline Business Case
OJEU	Official Journal of the European Union
P	
PB	Preferred Bidder
PID	Project Initiation Document
PO	Programme Office
PQQ	Pre-Qualifying Questionnaire
R	
RCAF	Regional Capital Access Fund
S	
SMT	Soft Market Test
W	
WAW	Waste Awareness Wales
WAG	Welsh Assembly Government
WDF	WasteDataFlow
WET	Waste & Emissions Trading
WLGA	Welsh Local Government Association
WRAP	Waste Resource Action Programme
WRATE	Waste & Resource Assessment Tool for the Environment

ANNEXE 2 – SWMG

Chief Executives
County and County Borough
Councils in Wales

Eich cyf . Your ref
Ein cyf . Our ref

1st April 2008

Dear Chief Executive,

SUSTAINABLE WASTE MANAGEMENT IN WALES – 2008-09

Introduction

1. This letter gives details of the Sustainable Waste Management Grant (SWMG) and related allocations for 2008-09 and indicative allocations for 2009-10 and 2010-11. The letter also clarifies some areas of Assembly Government policy, as requested by some local government colleagues.
2. Local authorities are continuing to make good progress towards achieving targets in the Wales waste strategy and under the Landfill Allowances Scheme towards meeting Wales' obligations under the Landfill Directive. Performance reported in 2007-08 included:
 - the overall 2006-07 local authority recycling/composting figure was 27.64% (measured by Performance Indicators). Recycling was 17.91% and composting 9.73%;
 - 17 local authorities achieved the 25% recycling and composting target in 2006-07 and of the 5 that failed 3 were within 2% of the target;
 - in respect of reducing the landfill of biodegradable municipal waste, all local authorities met their Landfill Allowances Scheme targets for 2006/07; and
 - Assembly Ministers have, once again, allocated considerable additional resources for waste policy, the bulk of which will be allocated to local authorities in Wales as outlined in this letter.
3. The Welsh Assembly Government recognises that there is much more to do to deliver sustainable resource management across Wales and Jane Davidson AM, Minister for Environment, Sustainability and Housing will soon announce long-term recycling targets following a consultation process that started last October. It is essential that additional funding is provided to help local authorities continue their progress and put in place the infrastructure of collection, treatment and disposal that is required and to increase public

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **21 APRIL 2009**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **RESIDENT INVOLVEMENT STRATEGY**

1.00 PURPOSE OF REPORT

1.01 To seek the endorsement by the Executive for the work undertaken to date by Council officers, Council tenants, and Councillors in relation to resident involvement, and to ask the Executive to adopt the attached Resident Involvement Strategy on behalf of the County.

2.00 BACKGROUND

2.01 Resident Involvement has for many years been a key part of good quality housing management for social landlords, with local authorities and housing associations recognising the value and the benefits of communicating and consulting with their customers.

2.02 With the increasing numbers of owner occupiers and leaseholders occupying former Council Stock, what was once seen as traditional tenant participation has broadened its scope by adopting the more inclusive term of "resident involvement".

2.03 At the outset, it is worth clarifying the various definitions used, and particularly the distinction between tenants and residents, terms that can be used to mean the same things, and which are often used as interchangeable in some circles. However, they are different.

- Tenants mean those persons who currently live in a FCC property and who therefore have a legal tenancy with the Council, while 'residents' covers tenants and others who live on predominantly Council owned estates.
- Residents therefore will include leaseholders and those who have exercised the Right To Buy, as well as other owners or tenants.

2.04 For the sake of clarity, it should also be noted that any involvement in decision making that directly affects tenants, such as their conditions of tenancy, the landlord service delivery mechanisms, or the introduction of new charges, will only be influenced by tenants. Any level of influence that is broadened to include non tenants will only be on issues that affect all residents regardless of tenure.

Date: 14/04/2009

- 2.05 At the same time as widening the definitions for involvement, good practice examples have evidenced increasing levels of engagement with tenants and residents by all social landlords, and a recognition that the old mechanisms of participation such as sharing information can be replaced by more inclusive mechanisms and hence the emphasis on the concept of resident involvement.
- 2.06 Flintshire County Council has embraced tenant participation for some time. However there is a recognition that in terms of the involvement spectrum that runs from information through consultation and participation to partnership working, Flintshire County Council can increase the level of resident involvement and take a more developmental approach to the subject.
- 2.07 For this reason, officers and tenants together with councillors have worked to produce a strategy for resident involvement to set this approach in context. Supporting this strategy, an action plan has been drafted aimed at delivering improvement at all levels of resident involvement in Flintshire.
- 2.08 Setting the context for this local strategy, Councillors will be aware that in 2008, the Welsh Assembly Government published its National Strategy for Tenant Participation setting out the government's policy and requirements for engagement. One of the requirements of the National Strategy is for every social landlord to develop and publish a local Involvement Strategy. Subject to adoption of the strategy by the Executive, Flintshire's strategy will be submitted to WAG for consideration and comment.

3.00 CONSIDERATIONS

- 3.01 Flintshire's Resident Involvement Strategy is attached as an appendix to this report. In developing the strategy, efforts have been made to build on the linkage to several other local and national strategies as identified in the document.
- 3.02 At all times in developing the Strategy it has been recognised that elected Members are the decision makers in Flintshire. The Strategy explores ways to increase opportunities for residents to have an input into the decision making process, but without compromising the role of Councillors.
- 3.03 The basis of the Strategy is a statement of commitment to provide effective opportunities for residents to participate and influence the design and management of their homes and related services through a variety of mechanisms.
- 3.04 The overall aims of the Strategy are identified in the document and these are summarised as follows:
- to improve the quality of services
 - to establish better arrangements for involvement

- to ensure this involvement is inclusive
 - to work with wider-represented groups
 - to provide training and support
 - to work in partnerships
 - to meet the requirements of WAG
- 3.05 The Strategy identifies the benefits of having effective and meaningful involvement from all residents where possible, and these are benefits for both the residents themselves and the Council. The Strategy also identifies key objectives which build on the strengths and aim to improve further the current approach in Flintshire.
- 3.07 These key objectives form the basis of the initial action plan to help derive improvements and they are summarised as follows:
- to establish a Resident Involvement Working Group consisting of officers, residents and Councillors to steer the development and delivery of an action plan
 - to provide effective opportunities for all parties to influence service provision by broadening the range of approaches to involvement
 - to provide effective and timely communication
 - to raise awareness of equality and diversity issues
- 3.08 The Resident Involvement Working Group will develop an action plan arising from the strategy, which will set out detailed objectives and tasks, together with timescales and resource implications to ensure the strategy is delivered. This group will also monitor, review, and update the strategy, which should be seen as a living document, and one which develops as our approach to involvement broadens.
- 3.09 Membership of the Resident Involvement Working Group will include three Councillors nominated by Community and Housing Overview and Scrutiny Committee, as well as the Executive Member for Housing Management.

4.00 RECOMMENDATIONS

- 4.01 The Executive is asked to endorse the aims and objectives outlined in the Resident Involvement Strategy, to adopt the document as a corporate strategy, and to agree to it being submitted to WAG.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None as a direct result of this report. Proposals can be contained within existing budgets.

6.00 ANTI POVERTY IMPACT

6.01 None as a direct result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a direct result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a direct result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 Tenants and residents have contributed to the development of the strategy, and the wider tenants' movement have been consulted on the Strategy. At the annual tenants' conference on 24th February 2009, tenants endorsed it as a document they wish to see implemented.

11.02 Councillors have been consulted via a Seminar held on 26th February 2009 and given opportunities to comment on the Strategy and suggest improvements which will be forwarded to the Resident Involvement Group.

11.03 The strategy was also considered at the meeting of the Housing and Community Overview and Scrutiny Committee on March 16th, where after a detailed discussion, members agreed to note the report.

12.00 APPENDICES

12.01 Resident Involvement Strategy.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Chris Hegarty

Telephone: 01352 703846
E-Mail: chris_hegarty@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL RESIDENT INVOLVEMENT STRATEGY

This is Flintshire County Council’s Resident Involvement Strategy and Action Plan. It has been developed with residents, officers and Elected Members working in partnership and sets out how the Council will develop its resident involvement and continually improve and review involvement opportunities.

STRATEGIC DOCUMENT

Background and Policy Context:	<p>Resident involvement offers a unique opportunity for residents and housing organisations to work together to improve housing conditions and housing. This view is encouraged within the Welsh Assembly Government’s National Housing Strategy ‘<i>Better Homes for People in Wales</i>’ by its commitment to:</p> <ul style="list-style-type: none"> • improve the contribution, and widen the involvement, of tenants to complement and reinforce its application of Best Value to housing; • deliver more efficient housing services with better quality decisions and sustainable improvements in council and housing associations’ performance which will benefit everyone; and • place tenants at the heart of the management of housing services in the future. <p>The Welsh Assembly Government’s ‘<i>National Tenant Participation Strategy</i>’ aims to build on these commitments, which are also in keeping with the citizen-centred approach adopted to provide improvements in all public sector services in Wales.</p> <p>Flintshire County Council’s Resident Involvement Strategy will cover all its landlord services and give a clear vision for the future by introducing a range of measures to promote resident involvement as a service improvement tool. It will build on its longstanding commitment to working closely with the Flintshire Federation of Tenants and Residents Associations and will continue to develop this relationship by consulting on the delivery of its housing services with all residents.</p>
Putting the Resident Involvement Strategy together:	<p>This Strategy has been put together by the Resident Involvement Working Group consisting of residents, Elected Member and staff from different sections within Flintshire’s Housing Services. It has widely consulted with residents, officers and Elected Members during focus groups, the Annual Residents Conference, Resident Involvement Visioning Day and through informal discussions. The Steering Group has looked at current opportunities for resident involvement, how these are currently monitored and reviewed, what resources are available, and how information is shared throughout the organisation. It has also considered good practices in other organisations across the United Kingdom.</p>

**Flintshire
Regeneration
Strategy 2009 -
2020**

The Strategy will be developed on the following principles:

- we will work to improve economic performance across the County;
- we will work to improve economic activity levels and support enterprise in our most deprived areas;
- we want to create sustainable places where people want to live and work and where businesses want to invest;
- we want to develop a stronger sense of common purpose for regeneration across different agencies;
- we recognise that Flintshire is part of a closely interrelated wider economic sub region in the Mersey Dee area. We will work with our partners in the Mersey Dee Alliance to sustain our shared economic social and environmental features.
- we will involve local people and businesses from the start, using local knowledge of what works best;
- we will work to create the right conditions for businesses to grow and to help local people into work; and
- we recognise that some areas have been left behind and that what works well in one area of Flintshire may not be appropriate in another area. We will ensure that our actions are better targeted, are co-ordinated and are based on our shared strategy.

**Flintshire County
Council Community
Safety Strategy**

The Community Safety Strategy is collectively agreed by the Community Safety Partnership which each year are required to produce a Strategic Assessment and a Strategic Plan. The Plan is the delivery vehicle for the Partnership, enabling it to address its priority areas for the period of 1st April 2008 to 31st March 2011. The Partnership's priorities are as follows:

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

**Flintshire County
Council Housing
Strategy**

Flintshire County Council's Housing Strategy 2007-12 has identified resident involvement as a key priority area. The Strategy's states:

"Our vision is to ensure that existing and future residents of Flintshire can access quality housing that is affordable, equitable and meets diverse needs and aspirations within safe, healthy and sustainable communities".

The Housing Strategy is currently under review.

<p>Statement of Commitment:</p>	<p>Flintshire County Council is committed to providing effective opportunities for residents to participate and influence the design and management of their homes and related services.</p> <p>We will ensure:</p> <ul style="list-style-type: none"> • A Resident Involvement Group is established to promote opportunities for resident involvement and monitor progress with the Resident Involvement Strategy. • A flexible approach which will give all residents a choice in how and at what level they get involved, are provided with opportunities to comment on performance, influence service delivery, and decision making. • Residents, officers and Elected Members will receive the support and training needed get the most out of the resident involvement process. • Resident input makes a difference and is clearly identifiable valued by Flintshire County Council. • Annually review this Resident Involvement Strategy and Action Plan to ensure that its aims and objectives continue to be relevant and to ensure that the resources dedicated are efficiently and effectively used.
<p>Aims of Strategy:</p>	<ul style="list-style-type: none"> • Improve the quality of all housing-related services provided by the Council through improved engagement and involvement of all residents. • Establish working arrangements which ensure residents have genuine opportunities to influence the planning, design and review of all current and future housing service delivery arrangements on both a day-to-day and strategic level. • Ensure that all approaches to resident involvement are inclusive, monitored, reviewed, updated with outcomes then feedback to residents. • Identify and work with traditionally underrepresented groups in order to maximise appropriate involvement opportunities. • Ensure that appropriate training and support is available for those residents who wish to become formally involved, which enables them to become empowered and able to make a positive contribution to their personal, and organisational development.
<p>Key Objectives:</p>	<p>The main objectives of the strategy are to build on the strengths and overcome the weaknesses of the current approach to involvement. The key objectives are to:</p> <ul style="list-style-type: none"> • Establish a Resident Involvement Working Group to promote and support opportunities for resident involvement and facilitate the work of the Tenant Participation Officer. • Provide effective opportunities for all residents, officers, Executive

	<p>Member, Councillors and stakeholders to influence the design and management of their homes and related services.</p> <ul style="list-style-type: none"> • Strengthen and improve the range of approaches available for formal and informal resident involvement across all communities within Flintshire which reflects the wider view of all residents and stakeholders. • Provide effective and timely communications in a variety of formats for all residents on service delivery issues and resident involvement opportunities. • Raise awareness of equal opportunity and diversity issues and adopt a targeted approach to hard to reach groups and under represented areas of the County.
<p>What the benefits are to Flintshire County Council and its residents:</p>	<p>Effective involvement will allow Flintshire County Council to respond to, and better understand its residents and ensure that expectations, quality of service delivery and perceptions will be met. It will also facilitate:</p> <ul style="list-style-type: none"> • Positive involvement and influence in the work and delivery of the service by Flintshire County Council leading to: <ul style="list-style-type: none"> ➢ Continuous service improvement and cost effectiveness. ➢ Improved and more effective decision making. ➢ Greater transparency and accountability. • Greater choice about services received leading to: <ul style="list-style-type: none"> ➢ Higher levels of customer satisfaction. ➢ Greater partnership working with residents and improved tenant/landlord relationships. ➢ Improved monitoring of services and performance.
<p>Current Situation:</p>	<p>Flintshire County Council currently delivers housing services to 7,500 properties.</p> <p>The formal structure for resident involvement includes:</p> <ul style="list-style-type: none"> • All residents are provided with a copy of their tenancy agreement which sets out the rights and responsibilities of residents and Flintshire County Council. • Flintshire Tenant Compact. • Flintshire Federation of Tenants and Residents' Associations. • Task and Finish Groups looking at Allocations, Rents, Void Properties. • Resident Seminars. • Telephone surveys to residents asking for their level of satisfaction on responsive repairs. • Service Standard information provided to residents on all Capital Works programmes, along with satisfaction surveys. • Pool of Interest Group. <p>The informal involvement structure includes:</p> <ul style="list-style-type: none"> • Twice yearly Residents' Newsletter.

	<ul style="list-style-type: none"> • Annual Residents' Conference. • Four Community Houses in Holway, Holywell, Knight's Green, Flint, Saltney Ferry, The Strand, Holywell. • Policy and Procedure documents which residents can request (Complaints Procedure, Allocation Policy, etc). • Estate walkabouts on request. • Housing Officers attending Resident Group meetings. • Feedback via Flintshire County Council website. <p>The '<i>Tenant Involvement</i>' budget for 2007/2008 is £56,963. The budget is spent primarily on staffing costs, publicity, photocopying, printing, community room hire, resident training and start up grants.</p> <p>All new Resident Groups receive '<i>Start Up</i>' support from the Tenant Involvement Officer, including funding, training, etc.</p> <p>All documents are available in both Welsh and English. Whilst some are also available in British Sign Language and Polish.</p> <p>There are 22 recognised Resident Groups which are predominantly located in the south of the County.</p>
<p>Monitoring and Review:</p>	<p>The Resident Involvement Strategy will be a working document subject to continuous review by the Resident Involvement Group to ensure it is meeting objectives and achieving targets. An Annual Report will be presented to the Housing Overview and Scrutiny Committee. These reports will consider a range of information and feedback options, exploring:</p> <ul style="list-style-type: none"> • How involvement took place? • What arrangements were made to encourage involvement and maximise accessibility? • How were residents' views represented in the outcome of involvement? • How were the results of involvement fed back to participants?
<p>Monitoring and Review: <i>Continued...</i></p>	<ul style="list-style-type: none"> • What timescales were allowed for effective involvement to take place. • The cost of developing effective tenant involvement. • Did residents receive adequate information, support and resources to allow them to get involved effectively? • How happy are residents with the range of involvements options available to them? How could this be improved? • Did residents have the opportunity to get involved regardless of age, ethnic background, language, sexual orientation, particular needs or location? <p>The RIG will develop and monitor implementation of an action plan which will be used as a basis for measuring tenant involvement activities, ensuring the key actions are implemented effectively.</p>

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **21 APRIL 2009**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **RESTRUCTURING OF HOUSING OPERATIONAL SERVICES**

1.00 PURPOSE OF REPORT

1.01 To outline to Executive the first phase of restructuring of the Housing Service which involves the redesign of senior management roles responsible for operational services.

2.00 BACKGROUND

2.01 Housing is a service which is regarded as high risk and under a formal improvement programme. The Council needs to deploy the management and workforce more flexibly, to modernise and improve services as part of this programme.

2.02 The current housing structure in Flintshire is no longer 'fit for purpose'. It was last reviewed in 2000 and is based on the principle of specialisms of rents, estate management and allocations which has fragmented service delivery to tenants. The repairs function is equally disparate and no longer meets the needs of the service. Support services to help people to maintain their accommodation also need attention.

The key principles which are being followed in designing a new structure are:

- A neighbourhood focus and one-stop shop approach for tenants on all tenant-related issues;
- Continuous improvement in the repairs and maintenance service combining responsive repairs and planned programmes of works;
- A comprehensive and tenure neutral Community Advice, Information and Support Service (CAISS).

2.03 This phase of the project does not include services broadly falling under the headings of Housing Strategy, Renewal, Performance Management and Business and Finance Support, which will form part of separate projects, in a second phase.

3.00 CONSIDERATIONS

- 3.01 Accountability and promoting positive practice and innovation will be integral to the new service structure. Currently customers report being confused about who to approach with queries; that they do not understand why they have to speak to x in relation to their transfer application, y in relation to difficulties with rent arrears and z about a problem neighbour. This confusion is mirrored in the repairs service where responsibility for repairs is spread across several teams.
- 3.02 The proposal is therefore to develop a one-stop approach via generic neighbourhood based service delivery rather than the current specialisms that do not reflect customer needs. In addition to improving service for the customer it removes the potential for gaps in communication inherent in the current structure.
- 3.03 To facilitate this we will need intensive management of smaller localities and multi-skilled neighbourhood officers to give the quality and flexibility of service required by our customers. With the creation of smaller management 'patches' comes a need to ensure that effective co-ordination of the service is achieved and that excellent standards of service are applied. For the housing management it is proposed this responsibility rests with three newly recruited senior officers positions. The budget for these posts was put into the establishment in 2008/09; they have not been recruited pending this service redesign and restructuring. Three neighbourhoods are therefore proposed to each have a dedicated Neighbourhood Housing Manager responsible for all staff based in the offices to facilitate property accountability and flexibility around the use of resources.
- 3.04 On property repairs and maintenance the proposal is to establish one Housing Asset Manager with a structure beneath that will reflect the Housing Management neighbourhood approach. The Responsive Maintenance and Capital Programme functions are proposed to be merged under one service manager to ensure co-ordination and complementary working between the services.
- 3.05 Roles and job descriptions for staff reporting to the new management structure will need to be rewritten and evaluated in due course, and a significant part of the project will be to manage the issues of job design; ensuring the suitability of staff teams reporting to the new Senior Managers with new, extended teams and roles. Current staff will need support to develop a wider range of skills, and will benefit from access to a different range of career options.
- 3.06 Regardless of the ownership and management of the housing stock in the future, it will be necessary to review the accommodation strategy in relation to co-location of Community Services staff. For example we are currently

assessing the feasibility of creating a Customer Services Headquarters at the Greenfield Technical park i.e. incorporating the Depot, Carelink, Grants and Capital Works teams alongside frontline management and potentially other Community Services staff as appropriate. This will not only achieve a modern working environment for many employees who are currently located in inappropriate and inaccessible locations, but will also provide efficiency gains in productive time, travel costs and parking etc.

3.07 Welfare Benefits, Housing Options, Carelink and Sheltered Housing are currently managed separately and under this proposal will be merged into a Community Advice and Information Support Service function under one senior manager, again reflecting the one stop approach to service delivery.

3.08 **In summary, as part of this project, the deletions of the following roles are proposed:**

Estates Manager
Allocations & Welfare Manager (also known as Housing Options)
Housing & Property Maintenance Manager
Capital Programme Manager
3 x Area Manager posts not implemented

As a consequence, the following new management roles will be considered to replace them:

- a. Three Neighbourhood Housing Managers each serving a geographical area. The proposed areas are: North, South and East.
- b. Community Advice and Information Support Services (CAISS) Manager incorporating welfare rights, homelessness delivery and sheltered housing
- a. Housing Assets Manager incorporating capital investment and responsive repairs service

3.08 The restructure and redesign will provide an opportunity to design management posts which will meet the needs of the service, including ensuring that Flintshire's Housing Service continues to modernise and improve. These senior employees will then be in a position to roll out the restructure of new teams to the frontline workforce. Matching and redeployment processes will be undertaken with those individuals directly affected by the proposals in line with Council policies and procedures.

4.00 RECOMMENDATIONS

4.01 That Members consider the proposed restructuring of the management of operational service delivery as outlined in the report

5.00 FINANCIAL IMPLICATIONS

5.01 These proposals will be met within the existing budget

6.00 ANTI POVERTY IMPACT

6.01 None at this time

7.00 ENVIRONMENTAL IMPACT

7.01 Not at this time

8.00 EQUALITIES IMPACT

8.01 None at this time

9.00 PERSONNEL IMPLICATIONS

9.01 None arising directly from this report.

10.00 CONSULTATION REQUIRED

10.01 A programme of consultation with staff directly affected, and Trade Unions, is underway.

10.02 A communication plan is currently being developed to keep all staff within Housing Services, and the Community Services Directorate as a whole, updated on the proposed changes.

11.00 CONSULTATION UNDERTAKEN

11.01 Senior staff in Housing have been involved in informal discussions in developing these proposals, and there have been outline briefings to wider staff groups.

11.02 These proposals were discussed by Community and Housing Overview and Scrutiny Committee on 16th March 2009.

12.00 APPENDICES

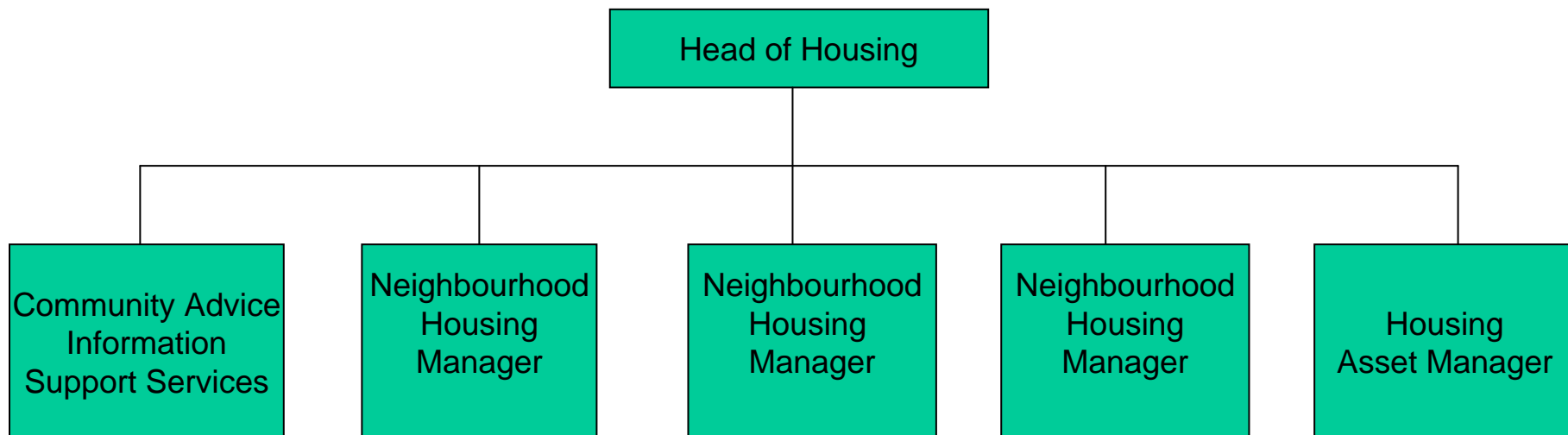
12.01 Restructure diagram

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Susan Lewis
Telephone: 01352 702500
E-Mail: susan_lewis@flintshire.gov.uk

Proposed Restructuring of Housing Service



FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **21 APRIL 2009**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT**
SUBJECT : **ORGANISATION RE-DESIGN - HUMAN RESOURCES
OPERATIONS**

1.00 PURPOSE OF REPORT

1.01 To endorse the scope of one of the Human Resources reviews included in Phase II of organisational change and re-design.

2.00 BACKGROUND

2.01 A review of the Human Resources Operations function, which includes the Human Resources Service Centre (including the Senior H.R. Advisors), Payroll Processing and the HR and Payroll Systems Administration Teams was included in the list of services to be reviewed as part of Phase II of organisational change and re-design agreed by Executive on 29th October 2008.

3.00 CONSIDERATIONS

3.01 A review of the first quarter of operating with the new HRMIS/Payroll Trent system will be carried out as part of the project planning in order that the full benefits of new ways of working can be designed into any amended organisation structure.

3.02 The impact of moving to Phase II of the HRMIS/Payroll Trent system, to include employee and manager self-service will be considered and factored into the project planning.

3.03 The workflow impact of moving to sign-post recruitment advertising will be evaluated and factored into the project planning.

3.04 The draft new People Strategy will be a key driver of the services required from the Human Resources Operations Team and directorates will be fully consulted as part of the project.

3.05 As the Single Status project is drawing to a close it is timely to design and set up ongoing arrangements for managing and maintaining the new job evaluation (GLPC) scheme, therefore the current pay and grading team are included in the scope of this project.

Date: 14/04/2009

- 3.06 There is some small overlap between this organisational review project and the Corporate Training and Organisational Training re-design project (also one of the 36 areas of organisational change and re-design) which will be taken into account in this work. A further report to Executive outlining the high level scope of that project will follow in due course.
- 3.07 The initial project scoping document has been endorsed by the Corporate Management Team. A Planning Definition Workshop for identified project team members will be held during April. The outcome from that meeting will be the Project Initiation Document (PID). At the same time the PID for Phase II of HRMIS will be created. Both of these documents will be completed by the end of May 2009.
- 3.08 Project timelines for the Phase II HRMIS project and HR Operations Organisational Re-design project will be published at that point.

4.00 RECOMMENDATIONS

- 4.01 Members are requested to note and endorse the scope of the Human Resources Operations Review and the timescales for the project initiation phase of the work.

A further report will be presented to Executive on completion of the review work to explain proposals for the re-design of the Human Resources Operations function, timetable for implementation of the project plan and to outline any potential efficiencies that may have been identified as a result of this early work.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Part-time project management resources will be required both for the HRMIS Phase II project and the Human Resources Operations Organisation Re-design project. The cost of this will be met from the agreed project budget for HRMIS Phase II and the portion of the contingency fund identified to support the 36 areas of organisational change.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None.

8.00 EQUALITIES IMPACT

- 8.01 All the review and re-design work will be undertaken in line with agreed equality impact assessment processes.

9.00 PERSONNEL IMPLICATIONS

9.01 Immediate notification to employees in scope of the project and how they will be consulted during the first phase of review and analysis.

10.00 CONSULTATION REQUIRED

10.01 The detailed project plan will include both communication and consultation plans for all employees within scope of the review and their joint trades unions representatives.

11.00 CONSULTATION UNDERTAKEN

11.01 The initial scoping document has already been shared with all employees within scope of the review and their joint trades unions representatives.

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Helen Stappleton
Telephone: 01352 702711
E-Mail: helen_stappleton@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: **EXECUTIVE**
DATE : **21 APRIL 2009**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**
SUBJECT : **MANAGED AGENCY STAFF SOLUTION (MASS)**

1.00 PURPOSE OF REPORT

1.01 This report provides an update on the contract for the provision of agency workers.

2.00 BACKGROUND

2.01 A collaborative procurement project with Denbighshire County Council and Wrexham County Borough Council was managed under the Official Journal of the European Union (OJEU) regulations. Flintshire was the lead authority and provided a Project Manager to co-ordinate the procurement phase.

2.02 The provision of full and accurate management information on agency worker usage was highlighted by Audit and Overview & Scrutiny, People & Performance as a key benefit of the project.

2.03 Matrix SCM was selected as the successful supplier. Matrix is not an agency and does not provide agency workers. It manages the supply chain of agencies on behalf of the councils.

2.04 Following the procurement phase, each council has managed its own implementation of the MatrixHR web-based application for order management, timesheet authorisation and consolidated weekly invoicing.

2.05 Flintshire County Council went live on MatrixHR on October 20th, 2008. Wrexham County Borough Council went live in December 2008 and Denbighshire County Council in February 2009.

3.00 CONSIDERATIONS

3.01 That the savings reported represent the net savings (i.e. after deducting Matrix SCM Management Fee) from the use of Matrix SCM to procure agency workers as a result of negotiated rates with supplying agencies.

3.02 That Flintshire's share of the cost of the Contract Manager position is to be funded out of these savings. This cost is split three-ways between Flintshire County Council, Denbighshire County Council and Wrexham County Borough Council.

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4.00 RECOMMENDATIONS

- 4.01 That Executive note the information contained within this report.
- 4.02 That Executive be provided with a quarterly update report on the agency workers position.
- 4.03 That Directorate Management Teams be provided with a monthly Management Information report from the MatrixHR system to allow monitoring of the spend and savings on agency workers and to facilitate workforce planning.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The spend and savings on agency workers since go-live of the MatrixHR system on October 20th, 2008 is given in Table 1 below. A projected figure for the total 12 months' spend and savings is also given. Points 5.02-5.07 should be considered with regard to these figures.

Table 1

Flintshire County Council Finance Summary October 08 - Feb 09

Month	Weeks	Spend	Net Savings	Ave. weekly number of agency workers
Oct 08	1	80,930	6,513	270
Nov 08	4	434,404	38,522	267
Dec 08	5	310,941	28,149	248
Jan 09	4	318,217	29,592	250
Feb 09	4	341,795	32,882	236
Total	18	1,486,287	135,658	N/A
Projected Annual Total	52	4,293,718	391,901	N/A

- 5.02 From the projected annual savings total of £391,901 two figures need to be deducted. These are:
 - a. The cost of Implementation Management (£33,954) and the Flintshire County Council share of the Contract Manager (£17,953) which total £51,908.

- c. The savings achieved for the Housing Revenue Account which must be passported back to that account which is projected to total £46,222. This will give a remaining projected annual saving of £293,771.
- 5.03 The spend on agency workers at go-live increased markedly in November as all assignments were identified and more traffic was driven through the system. This then dropped in December and January due to the Christmas period. This has increased again in February although not back to the level of November. Initial indications are that there is a reducing spend on agency workers but this will need further monitoring to establish a clear trend.
- 5.04 The improved management information available from the system is allowing close monitoring of agency placements and of the authorisation of extensions. The 12 months prior to the start of the contract saw a total approximate spend of £6,500,000, whereas the projected annual spend under Matrix is £4,293,718. However, this projection is based on 18 weeks of actual data from the Matrix system and is subject to review and further trend analysis.
- 5.05 Savings are made from the reduced mark up charged by supplying agencies which has been negotiated by Matrix SCM. The amount of savings is a function of spend i.e. the more that is spent on agency workers, the higher the savings achieved. Consequently, the savings pattern mirrors the pattern of spend. The current savings projection suggests an annual percentage saving of 9.13% on the lower spend figure of £4,293,718. After the deductions for Implementation and Contract Management costs and the passporting of savings back to the Housing Revenue Account this percentage figure is 6.84%.
- 5.06 In October 2007 the Head of Finance reinforced the need for cashable and non cashable efficiencies across the Council and for this to be an ongoing process. The net savings achieved from the Matrix Contract have, on this basis, been transported directly to the corporate centre. Projected savings of £217,000 were approved for the financial year 2009/10. This was estimated prior to data being available from the Matrix system based on a projected spend of £6m an 3.95% net saving less project management costs. From the current projections in Table 1 it appears that the total spend will be lower than estimated with a higher percentage and total savings figure. Going forward the budget will be monitored closely by the Matrix Contract Manager and Finance staff, who will report outcomes in the General Fund monthly budget monitoring report.
- 5.07 At go-live there was a weekly average usage of 270 agency workers. This has decreased steadily to a weekly average of 236 in February. This trend of decreasing numbers will be monitored over the course of the year to understand if seasonal factors are affecting the trend.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 Electronic-based system for timesheeting, invoicing and reporting provided by the MatrixHR system will reduce use of paper-based systems.

8.00 EQUALITIES IMPACT

8.01 All documentation for the tender phase of the project were reviewed to ensure equalities and Welsh language requirements are fully considered.

8.02 An Equalities Impact and Welsh Language Assessment will be conducted during the first 12 months of the new processes to ensure that best practice is maintained under the contract.

9.00 PERSONNEL IMPLICATIONS

9.01 As shown in Table 1 the new process for recruiting and managing agency workers may reduce the numbers recruited via Matrix SCM. It is hoped it will encourage more permanent recruitment against the establishment and better control of establishment costs.

9.02 There may be a reduction in the agency process-related workload of staff with responsibilities for agency liaison within individual Directorates. This will be monitored during the course of the contract.

10.00 CONSULTATION REQUIRED

10.01 On-going consultation internally on the operation of the contract with: Directorates, Unions, Legal Department, Audit, Finance.

10.02 Quarterly updates to LSG.

10.03 Monthly updates to Directorate DMTs from the appropriate HR Manager and Contract Manager.

10.04 Update to Overview & Scrutiny People & Performance in April 2009.

10.05 On-going consultation externally with Denbighshire County Council and Wrexham County Borough Council via the Contract Manager and Contract Review Board.

11.00 CONSULTATION UNDERTAKEN

- 11.01 SMTs for all Directorates were consulted throughout the procurement project.
- 11.02 A Working Group met fortnightly throughout the procurement project and since go-live to maintain full involvement of Directorate representatives nominated by SMTs.
- 11.03 Existing Agency suppliers invited to consultation meetings in July 2007 and July 2008 to explain the new processes and assist them in the transition to new working arrangements.
- 11.04 Regular update report provided to Overview & Scrutiny People & Performance Committee and FJTUC at key project milestones and in January/February 2009 to update on the position since go-live.

12.00 APPENDICES

- 12.01 None.

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

None

Contact Officer: Helen Stappleton
Telephone: 01352 702711
E-Mail: helen_stappleton@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **21 APRIL 2009**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **REVIEW OF CCTV SERVICES**

1.00 PURPOSE OF REPORT

- 1.01 This report has been produced to provide Executive Members with **information** on options for the future of the CCTV Service in Flintshire and to provide a summary of the outcome of the recent CCTV service review, including risks to the Council.
- 1.02 The report also **explains** the critical role of the CCTV Control Room for the Council including specialist staffing and equipment. Additionally, the report highlights service standards that need to be met in the future, and the investment required to achieve these standards.
- 1.03 This report **recommends** replacement of outdated equipment and other capital investment at a cost of £440k over 2 years (2009-10 and 2010-11), an increase in CCTV specialist staffing with an immediate and future revenue cost of £82k and a single £11k additional revenue for installation costs.
- 1.04 The report also **identifies** the importance of potential partnership working with Wrexham County Borough Council and North Wales Police, and negotiations with the latter over an improved partnership funding management, given the mutual benefits of CCTV operations.

2.00 BACKGROUND

- 2.01 The CCTV Service was launched by Flintshire County Council in 2002, to initially monitor 46 open space Town and Community Council CCTV Cameras.

The main goal of this partnership arrangement with North Wales Police and Town and Community Councils has been to reduce the acts of criminal damage, alcohol related violent crime and acts of anti-social behaviour in Flintshire towns, and specifically areas in which members of the community have the right to feel safe whilst carrying out their everyday business. Since the launch of the CCTV Service the number of cameras being monitored has steadily increased to a current active total of 120 (see **APPENDIX 1** for distribution in Flintshire).

- 2.02 Effective development and delivery of the CCTV service is important to the County as it makes a significant and proven contribution to the control and

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reduction of crime and disorder, whilst also benefiting the local economy and having a positive impact on safety across the County.

2.03 The recent CCTV service review has been undertaken in the light of service growth and the service delivery expectations of Town and Community Councils and North Wales Police, and as part of the continuing improvement approach of the County Council's Facilities Services in Lifelong Learning. A key finding of the review is that contract monitoring has demonstrated a sound level of compliance by the contractor. However, as is set out under the 'Considerations Section' below, there is a specific risk that has been identified regarding the staffing ratio available within the contract to adequately achieve satisfactory CCTV monitoring levels.

2.04 **SECTION 17 - CRIME AND DISORDER ACT**

CCTV has contributed directly towards the reduction of crime and disorder in Flintshire and is a central part of the Safer Community Safety Strategy, and enables the Council to comply with Section 17 of the Crime and Disorder Act.

The following table shows the number of incidents (i.e. those generated by the operator or where the operator has given assistance at the time) in which CCTV has been involved during the last six month period. The figures labelled "other" show cases in which Flintshire CCTV Operators have given assistance to the Police (e.g. missing persons, covert/directed surveillance etc.)

	August 08	September	October	November	December	January 09
Incidents	1605	1595	2035	2236	2120	2005
Other	3	7	4	5	9	3

3.00 CONSIDERATIONS

3.01 A review of CCTV services, commissioned by Flintshire County Council, has recently been completed in consultation with Town and Community Councils and North Wales Police.

3.02 A major finding of the review is that the future of specialist staffing arrangements of the CCTV Control Room should be addressed as a matter of priority. The CCTV Control Room is currently being staffed through temporary contract arrangements. Achieving a sufficient level of appropriate staffing is critical to the effective performance of the service. Further staffing review may be required since staffing levels are dependent on any specified future contract level for managing the CCTV Control Room.

3.03 The review of CCTV services has identified five main options for the future staffing of the service. These are set out below in section 3.04. Section 3.04

shows comparative staffing data for North Wales Authorities. Data on levels of incidents is supplied in Section 5.02

3.04 Future Staffing Arrangements

Summary of main options identified in the review: -

Option 1

Continue the present outsourced arrangement using a specialist security company (currently Broadland Guarding Services) for the operation of the CCTV Control Room and relating an in-house manager.

Option 2

Continue the present outsourced arrangement using a specialist security company for the operation of the CCTV Control Room and retaining an in-house manager but to increase the current staffing levels.

Option 3

Flintshire County Council to take over all operations on the existing staffing levels.

Option 4

Flintshire County Council to take over all operations but increase the existing staffing levels.

Option 5

Introduce an unstaffed/automated CCTV Operation.

Detailed Assessment of Options

Option 1

Continue Present Outsourced Arrangements

The CCTV Control Room is staffed 24 hours a day, 7 days per week, 52 weeks per annum. There are currently 120 cameras being monitored by a single CCTV Operator Sunday to Friday and additional specialist CCTV Operator cover is provided for the following hours: -

Friday 12 noon until Saturday 04.30 hours
Saturday 12 noon until Sunday 04.30 hours

The CCTV monitoring service at present falls short of delivering an adequate monitoring provision. In addition to monitoring 120 cameras, the CCTV Operator must record and deal with incidents reported through the 02 Airwave Radio System which is linked directly to the North Wales Police Force HQ and to Police Officers "on the beat", assist Police Officers and Enforcement Agencies when they want to review recordings for potential

evidence and deal with the Apex "Shopwatch" Radio System which is linked to businesses in Flintshire.

A single staffed operation increases the risk of an incident not being seen by the Operator and creates the potential whereby when multiple incidents occur, only one incident/camera at a time can be monitored. Also, where an incident involves "runners" at least two cameras need to be operated simultaneously. Flintshire County Council currently operates a single staffed service for the majority of the time and as such the risk of falling below expected standards in this area presents a high risk to the Council. In addition the CCTV Operators must take meal breaks and comfort breaks during their 12.25 hour shift which leaves the Control Room unmonitored for periods of time.

At present these staffing arrangements within the current outsourced contract cost the Authority £96,769 per annum and this charge covers all staff leave and any unplanned absences. However, the CCTV Control Room Staffing Contract has now expired and, pending a decision regarding future provision, there are temporary staffing arrangements in place until the 29th May, 2009, with Broadland Guarding Services on the same terms as the original Contract.

Option 1: Analysis

Strengths:

Very manageable contract arrangements, known operation, effective but with current monitoring limitations.

Weaknesses:

understaffed, wider monitoring and control room management required.

Option 2

Continue Present Outsourced Arrangements but with increased Staffing

Consideration should be given to increasing the number of CCTV Operators on duty in the CCTV Control Room each shift. The estimated additional revenue cost of increasing the number of Operators on duty to a minimum of two Operators at all times, would be in the region of £82,000 if the current service provider were to continue to provide the service on the same terms.

If Flintshire County Council decide to enhance staffing levels there are no official guidelines on the ratios of CCTV Operators to cameras, however, reference is made in a publication by the Police Scientific Development Branch now the Home Office Scientific Development Branch in a document called "CCTV Control Room Ergonomics" (1998). At Section 2.6.4 of this document the matter of the number of camera images an operator can effectively monitor is discussed. The research into this subject is

inconclusive ranging from 4 to 16; it further explains that research has shown that efficiency of the Operator decreases with a corresponding increase in Monitors.

As this research is inconclusive the document advises that CCTV Managers should make the final decision regarding the number of camera views an Operator should monitor taking into consideration such factors as: -

- Purpose of the observation
- Type of activity being viewed i.e. busy town centre, nightclub etc.
- The activity of the targets in the image e.g. assaults, damage to property, graffiti, traffic offences etc.
- Incident frequency
- The length of time for which reviewing is being carried out
- Other tasks being carried out in the CCTV Control Room
- Competence of the Operator

The issue of the number of images which can be effectively monitored at any given time impacts directly on the number of Operators to be deployed in the CCTV Control Room, a major issue as this is the most costly part of any CCTV operation.

It should also be noted that a second CCTV Operator could utilise times of low incidence to review CCTV footage in the viewing suite, to try to identify incidents that have been reported by the Police and entered into the incident log.

The current staffing levels in relation to the number of cameras in other North Wales Local Authorities are set out in the table below: -

AUTHORITY	O.OF F/T STAFF	NO.OF P/T STAFF	NO.OF CAMERAS	Operational Hours
CONWAY	12	3	102	24/7 365 days a year
DENBIGHSHIRE	9	3	80	24/7 365 days a year
FLINTSHIRE	4	1	120	24/7 365 days a year
GWYNEDD	4	10	106	08.00 to 24.00 Sun to Thurs. 24/7 365 days a year
WREXHAM	7	-	91	24/7 365 days a year
YNS MON	12	9	64	24/7 365 days a year

Option 2: Analysis

Strengths:

very manageable contract arrangements, known specialist operation with more effective levels of staffing and increased levels of service provision. The strongest available option to Flintshire County Council.

Weaknesses:

No real weaknesses, but future expansion of the CCTV service is anticipated in response to growing demand.

Options 3 and 4

Bringing CCTV Staffing In-House (F.C.C.)

Under this option Flintshire County Council would take over the staffing of the CCTV Control Room which is currently undertaken by an experienced specialist security company.

An increase in costs is an inevitable consequence of this option as a result of training and specialist skills development which would be required. It should also be noted that this option would require a larger number of staff.

A number of alternative rota options (based on a 48 hour working week) have been investigated, including a seven, six, five and four person operation. The various options will still provide a 24/7 operation, however all of these options (apart from the 8 staff option) will increase the number of hours when the system will be single manned.

Size of operation	Number of single person hours/week	Basic Cost at current wage rates*	Bonus Payments 7.8 hrs per week	Unsocial Hours Payment 20%	Shift Allowance 16%	Enhanced Pay 2.2 hrs per week	Total Wage Cost at current wage rates*
8 staff	n/a	£125,112.00	£26,302.70	£25,022.40	£20,017.92	£7,418.71	£203,873.73
7 staff	48	£109,473.00	£23,014.86	£21,894.60	£17,515.68	£6,491.37	£178,389.51
6 staff	96	£93,834.00	£19,727.03	£18,766.80	£15,013.44	£5,564.03	£152,905.30
5 staff	144	£78,195.00	£16,439.19	£15,539.00	£12,511.20	£4,637.69	£127,421.08
4 staff	192 (single manned)	£62,556.00	£13,151.35	£12,511.20	£10,008.96	£3,709.36	£101,936.87
*assumes SCP 6 but this would be subject to Job Questionnaire Evaluation and Single Status Agreement							

The above wage costs do not take into consideration unplanned staff absences such as sickness absence. Other North Wales Local Authorities report an increase of up to 50% in planned wage costs due to unforeseen staff absences e.g. sickness absences.

In addition to the above wage costs all CCTV operators are required by law under the Security Industry Authority to be trained and licensed in the

operation of public space CCTV. The initial cost of this training would be £8,000 (£1,000 per Operator) with an additional £500 payment for refresher training required every three years thereafter.

All Operator training costs are currently met by Broadland Guarding Services the specialist service provider and are included in their current annual charge of £96,769.

The potential costs of the alternative rotas would need to be fully costed following the outcome of the job evaluation/single status process, which may see the existing 48 hour week rotas reduced to 37 hours. If a 37 hour week is adopted an increase in the staffing budget would be necessary to accommodate the additional staff required or it would be necessary to increase the number of unstaffed hours accordingly.

Options 3 and 4: Analysis

Strengths (Option 3)

Not a viable option for the Council

Weaknesses (Option 3)

Difficult to deliver, high level of legal and financial risk

Strengths (Option 4)

Not a viable option from existing County Council staff expertise

Weaknesses (Option 4)

Not an affordable approach

Option 5

Automated Service

This option involves reducing staff costs by introducing an automated service. Currently a rota of staff provides full monitoring coverage of the CCTV system and allows the operator the ability to "track" events. The current system enables each camera to be pre-programmed to zoom and sweep across to pre-set locations but there is no in-built intelligence facility within the system. In a non-staffed operation, the system would be left to automatically run each camera on the pre-set patterns. Transferring the system coverage to fixed automation and digital recording with no rota of staff would provide opportunities for savings.

Any move to an unstaffed service would require a full risk assessment with partner organisations.

Out of the six North Wales Local Authorities, Gwynedd County Council operates a partly unstaffed service between 12.00 midnight and 08.00 a.m.

Mondays to Thursdays. However, a report is due to be considered by Members of Gwynedd County Council, recommending that a 24 hour, fully staffed service 7 days a week be implemented. The reason for this is to address concerns regarding the number of incidents that are missed and unrecorded. All other North Wales Authorities currently operate a fully staffed 24/7 service.

Option Analysis

Strengths:

Staff cost saving

Weaknesses

High risk to quality and level of service delivery, difficulty in fulfilling Flintshire County Council accountability for monitoring.

3.05 CCTV Control Room Technology and Ergonomics

There is a limited capacity for new cameras to be linked to the CCTV Control Room. There are 120 cameras currently being monitored with very limited capacity to allow for additional cameras to be added to the existing screen wall (see **APPENDIX 2**). A maximum of two additional public space cameras can be added to the existing screen wall before it is operating at full capacity.

As new cameras are added to the system there will be a requirement to increase the number of remote interfaces. Additional remote interfaces would give the CCTV Control Room Operators the ability to monitor additional CCTV systems.

The existing screen wall which was installed in 2002 consists of 32 x 19" cathode ray tube (CRT) monitors. Each individual CRT monitor is divided into a quad which displays images from four separate cameras. Due to the high energy consumption involved this type of monitor is fast becoming obsolete and will not be able to be replaced or repaired in the near future. Anticipated upgrades and repairs to existing monitoring equipment are no longer possible as the screens are now 7 years old and necessary parts have become unavailable.

The existing recording system can only accept 105 inputs (channels) plus the 4 inputs needed for the spot monitors. This was more than adequate when the system was first installed as there were only 46 cameras. Since then the system has expanded to include a further 74 fixed cameras. Only 8 inputs remain free and this limits further expansion whether for additional cameras, further channels or links to third party systems.

The digital recording system archives footage at a frame rate of 8 frames per second. That means that when viewed the recorded picture changes once every 7.5 seconds. This was acceptable when the system was installed,

however some offences happen very quickly and crucial evidence can be missed in an interval of one second. This was recognised on the National level after the 7 July bombings in 2005.

Active events that are being monitored by the CCTV Operators on the spot monitors are recorded in real time (25 frames per second). The preferred option, as adopted by other North Wales Authorities, is for all footage to be recorded in real time as this gives the optimum information during an incident.

There is insufficient computer memory in the existing CCTV service recording system to allow for the recording of all CCTV footage in real time. Spot monitor (real time) footage is currently achieved for 8 days all camera recordings are archived for 28 days. Ideally all recordings should be recorded in real time and archived for 28 days without any loss of image quality.

The recording system currently records at 1.2mb per second across all cameras. The higher the resolution the more detailed the images recorded will be. As a minimum the system should be recording at 2.0mb per second to ensure that the clarity of all images is acceptable if required for use as evidence.

- 3.06 It is recommended that companies be invited to submit proposals for a replacement screen wall and an upgraded recording system that meets the Council's new requirements. It would be a requirement that any system should be readily expandable with appropriate safeguards against built-in obsolescence. Proposals should be evaluated on the basis of quality and value for money and the contract should not be awarded based on lowest price alone.
- 3.07 The future funding of the service has also been identified as development action as part of the review. The service is at an important stage of development where new partnership arrangements can be explored, including service contracts involving neighbouring authorities such as Wrexham. There is potential in this strategy for new sources of funding to contribute to the resource required by Flintshire to operate and expand this CCTV Service. Similarly, negotiations with North Wales Police regarding CCTV Service provision which supports their development programme may attract increased funding from North Wales Police resources.

4.00 RECOMMENDATIONS

- 4.01 Executive Members will be requested to approve the following recommendations: -
- a. that the County Council adopts Option 2 (see 3.04 Future Staffing Arrangements);

- b. that the outcomes of the CCTV Service Review be noted and that the Improvement Plan, taking into account the revised priorities, be approved;
- c. that discussions are held with: (1) Town and Community Councils and (2) North Wales Police and Wrexham County Borough Council to explore a possible partnership model, new contracts and service level agreements including financial contributions and support for CCTV operational arrangements in Flintshire, partly due to the capital investment needs, of the two Councils which might not be affordable working independently;
- d. to continue the existing service level agreement with North Wales Police which involves £100k contribution to six North Wales authorities (Flintshire obtaining approximately £16.5k per annum) and to enter discussions with North Wales Police with a view to developing this service level agreement and improving the partnership funding base; (as indicated in 1.04 and 3.07 of this report).
- e. that staffing levels in the CCTV Control Room be increased to allow for two Operators on duty at all times at an estimated cost of £82,000 per annum (see **APPENDIX 3**). Note: The Executive approves the allocation of additional budget in 2009/10 of £82,000 to be met from the Contingency Reserve and that this be included in the base budget from 2010/11 onwards.
- f. that the replacement of outdated and obsolete recording and monitoring equipment and the adjustment of the layout of the CCTV Control Room to accommodate improved ergonomic changes at an indicative capital cost of £300,000 in 2009/10 and a further estimated indicative capital cost of £140,000 in 2010/11, representing a total of £440k over 2 years be treated as a capital programme priority subject to the outcomes of c (2) above. Note: The indicative capital costs above are, as yet, not included in the Council's 2009/10 Capital Programme i.e. before discussions are held with potential new efficient funding arrangements.
- g. that the CCTV Service revenue budget be increased by £11,000 for 2009/2010 and to continue over subsequent years to alleviate identified service pressures, but be subject to further review.

4.02 Reasons for Recommendations: -

- to comply with the Council's Safer Community Safety Strategy and to promote the effective use of CCTV for the detection and prevention of crime;
- to maintain the close involvement of the County Council in the ongoing development of CCTV services in Flintshire and in partnership working with North Wales Police, Town and Community Councils and neighbouring authorities.
- to maintain the continuity of the CCTV Service and ensure that the

collection, storage and retrieval of CCTV evidence is undertaken in accordance with modern standards and requirements;

- to maintain continuity of CCTV coverage in Flintshire.

4.03 Future Development

To enhance existing technology to enable all schools with CCTV systems to be monitored via the CCTV Control Room. The pilot scheme monitoring five school CCTV systems out of school hours, at weekends and during school holiday periods, has proved very successful. Numerous incidents have been observed/reported since the pilot scheme was launched in 2005.

Currently communication between camera sites and the CCTV Control Room is by means of fibre optic cables rented from BT Redcare. These circuits are extremely expensive to use and technology now allows the possibility of wireless transmission instead. The Council's IT Services have been asked to investigate the possibility of wireless connections for public space cameras being integrated into the Broadband facilities available from schools.

CCTV Operations will be located within Facilities Services, Lifelong Learning pending future corporate review of all facilities services across the Council.

The service is involved in ongoing development of partnership funding and charging arrangements with the objective of achieving new service level agreements and optimising resources available for CCTV provision, including negotiations with North Wales Police and neighbouring authorities,

5.00 **FINANCIAL IMPLICATIONS**

5.01 CCTV Service Pressures

There is considerable financial pressure on the existing operation, which is in part created by historic budgetary arrangements. The CCTV service has developed extensively in the last seven years from the initial 46 cameras to 120 cameras (see **APPENDIX 1**). There is however, limited financial contribution from other stakeholders (including departments within the County Council). The current allocation within the Directorate budget does not cover the full cost of the service. Historic arrangements with both internal and external partners to provide revenue funding have not been maintained.

- 5.02 The expansion and development of CCTV provision has been based upon the success of the original operation and has been funded through various forms of capital investment or external funding sources. Whilst there has been capital investment in the service, many of the early commitments to provide revenue funding have not been realised and there are currently no service level agreements or other formal agreements in place to secure revenue funding. The Facilities Services Unit is in the process of formalising arrangements with Town and Community Councils through a Service Level

Agreement. A draft SLA is currently with the Legal team for consideration prior to consultation with individual Town Councils. The present level of limited funding takes place on a voluntary basis and could potentially be withdrawn at any time.

It is crucial that in any further development of the system a formal agreement is drawn up with the party requesting the work to ensure that there is adequate funding to cover long term revenue costs. The funding model will need to be capable of sustaining the increased revenue costs, including those attributed to staffing.

- 5.03 North Wales Police currently contribute £100,000 to the six North Wales Local Authorities. This is divided up on an equal basis, with each Local Authority receiving £16,666. The police receive considerable benefit from the CCTV service and an approach to the Chief Constable of North Wales Police with a business case for the Police to increase their contribution is recommended.
- 5.04 An immediate increase in revenue budget additional to that required for staffing should be considered to provide for the following pressures on the service:

Holway Cameras

There are 5 cameras on the Holway Estate in Holywell which were originally installed as part of the Communities First scheme through National Assembly for Wales funding. The funding for the Communities First scheme has now ceased and Facilities Services have to pick up the cost of camera maintenance and circuit rental.

The annual costs are:

Camera Maintenance	£2250.00
Circuit Rental	£4522.50
Total	£6772.50

There is no current budget provision for the above costs.

- 5.05 In 2002 three CCTV cameras were installed in Shotton as part of the Shotton Railway Station improvements scheme. The installation was funded through a WAG Environmental Improvements grant and the cameras were linked into the CCTV Control Room at County Hall. No revenue provision was made for the maintenance and operation of these cameras. Discussions have taken place with Shotton Town Council to try to establish a contribution from them as happens with other Town and Community Councils. However, in this

instance Shotton Town Council were not involved in the scheme and thus have declined to make a contribution.

The annual costs are:

Camera Maintenance	£1350.00
Circuit Rental	£2904.30
Total	£4254.30

There is no current budget provision for the above costs.

- 5.05 A Capital Bid for £300k to the Corporate Asset Management Group for funding to upgrade the CCTV Control Room in 2009/2010. A further submission for £140k is considered prudent for 2010/2011.

CCTV IMPROVEMENT	£000
2009/2010	
Replace the existing screen wall and CRT monitors with 42" flat screen monitors or a video wall (to be decided) and adjust the ergonomics of the CCTV Control Room accordingly.	300
2010/2011	
Increase the number of inputs by at least 30 channels to allow for future expansion	26
Upgrade the existing recording system to allow for recordings at recognised accepted frame rates (ideally real time recording at 25 frames per second) and increase recording resolution quality from 1.2mb per second to 2.0mb per second to allow for improved clarity of images to be used as evidence	93
Add an additional matrix to the existing system to allow for future expansion	35
Increase the number of remote interfaces to allow for future expansion	5

- 5.06 The main overall financial consideration is the requirement for £300k capital funding in 2009/2010 and £140k capital funding in 2010/2011 to enable replacement of the existing monitoring screen wall in the control room (FCC County Hall) and revenue funding to appoint staff to achieve an effective staff: monitoring ratio for the Authority.

6.00 ANTI POVERTY IMPACT

- 6.01 N/A

7.00 ENVIRONMENTAL IMPACT

- 7.01 N/A

8.00 EQUALITIES IMPACT

8.01 N/A

9.00 PERSONNEL IMPLICATIONS

9.01 N/A

10.00 CONSULTATION REQUIRED

10.01 N/A

11.00 CONSULTATION UNDERTAKEN

11.01 N/A

12.00 APPENDICES

12.01 CCTV cameras monitored through the Flintshire County Council CCTV Suite (**Appendix 1**).

CCTV Suite revised screenwall - July 2008 (**Appendix 2**)

Budget Projections (**Appendix 3**)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Kim Garcia
Telephone: 01352 704011
E-Mail: kim_garcia@flintshire.gov.uk

APPENDIX 1

CCTV CAMERAS MONITORED THROUGH THE FLINTSHIRE COUNTY COUNCIL CCTV SUITE

AREA	CAMERA NUMBERS																TOTAL NO. OF CAMERAS	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16		
BUCKLEY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	13	
MOLD	41	42	43	44	45	46	47	48	49	50	51	52	12					
FLINT	9	10	11	12	13	14	15	16	17	18	19	11						
HOLWAY	29	30	31	32	33	5												
HOLYWELL	80	81	82	83	84	85	86	87	88	89	10							
BROUGHTON	53	54	2															
SHOTTON	26	27	28	3														
CONNAH'S QUAY	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	15		
COUNTY HALL	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	17
CASTLE PARK	20	21	22	23	4													
WEPRE PARK	116	117	2															
																		94
SCHOOL CAMERAS																		
ELFED	201	202	203	204	205	206	207	7										
BELMONT	209	210	211	3														
GREENFIELD	213	214	215	216	4													
ARGOED	217	218	219	220	221	5												
HOLYWELL	231	232	233	234	235	236	237	7										
																		26

KEY:

94	Cameras Maintained by Flintshire County Council
26	School Cameras - maintenance arranged by schools

CCTV CONTROL ROOM SCREENWALL

APPENDIX 2

LEFT														RIGHT															
201	202	205	ELFED	206	1	2	5	6	94	95	BUCKLEY	9	12	13	16	17	20	21	29	30	HOLWAY	SHOTTON	101	102	105	106	109	110	
ELFED		ELFED	SPARE FOR SCHOOL USE ONLY	BUCKLEY		BUCKLEY		BUCKLEY		93	FLINT	FLINT		FLINT		CASTLE PARK		HOLWAY		SHOTTON		CONNAH'S QUAY		CONNAH'S QUAY		CONNAH'S QUAY			
203	204	207			3	4	7	8	96	92	10	11	14	15	18	19	22	23	31	32	27	28	103	104	107	108	111	112	
209	BELMONT	210	213	214	231	232	41	42	45	46	SPOT		BIG				SPOT		80	81	84	85	113	CONNAH'S QUAY	114	WEPRE PARK	COUNTY HALL	60	61
BELMONT	SPARE FOR SCHOOL USE ONLY	GREENFIELD C.P		HOLYWELL HIGH	MOLD		MOLD		SPOT		BIG				SPOT		HOLYWELL		HOLYWELL		CONNAH'S QUAY	WEPRE PARK	COUNTY HALL		COUNTY HALL				
211		215	216	233	234	43	44	47	48									82	83	86	87	115	116	58	59	62	63		
217	218	ARGOED	SPARE FOR SCHOOL USE ONLY	235	HOLYWELL HIGH	236	49	50	SPOT		SPOT		SCREEN				SPOT		SPOT		88	HOLYWELL	89	64	65	68	69	COUNTY HALL	
ARGOED		SPARE FOR SCHOOL USE ONLY	SPARE FOR SCHOOL USE ONLY	HOLYWELL HIGH	SPARE FOR SCHOOL USE ONLY	MOLD		SPOT		SPOT		SCREEN				SPOT		SPOT		BROUGHTON		COUNTY HALL		COUNTY HALL		COUNTY HALL			
219	220	SPARE FOR SCHOOL USE ONLY	SPARE FOR SCHOOL USE ONLY	237			51	52														53	54	66	67	70	71	FOR PUBLIC SPACE USE ONLY	FOR PUBLIC SPACE USE ONLY

BUDGET PROJECTIONS

	YEAR 1 (2009/10)	YEAR 2 (2010/11)	YEAR 3 (2011/12)
CONTRACT MANAGEMENT	Monitor & end of year review	Monitor & end of year review	Project Review & report to Executive
REVENUE FUNDING			
a. Staffing	Increase from £97k to 169k per annum (staffing revenue)	Increase from £97k to 169k per annum (staffing revenue)	Increase from £97k to 169k per annum (staffing revenue)
b. Maintenance	Increase by £11k per annum	Increase by £11k per annum	Increase by £11k per annum
CAPITAL FUNDING			
Investment required of £440k	£300k plus additional items	£140k plus additional items	Subject to outcomes of 2012 review of service

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 14

REPORT TO: **EXECUTIVE**
DATE : **21 APRIL 2009**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **CARDBOARD PILOT REPORT**

1.00 PURPOSE OF REPORT

1.01 To update members on the results of a pilot scheme for the collection of cardboard from households in Flintshire and to seek approval to extend the scheme to serve the majority of households in Flintshire.

2.00 BACKGROUND

2.01 During the last 7 years Flintshire County Council has introduced a range of kerbside recycling collection schemes that include: Blue Box for glass; plastic bottles and cans; Brown Bin for Garden waste; and Blue bag for the collection of paper.

2.02 The above schemes have resulted in an increase in Recycling performance that now stands at 37.39% of all domestic waste arising. This is a combination of 21.48% dry recycling and 15.91% composting.

2.03 National Assembly for Wales Performance Indicator targets (NAWPI's) require all Local Authorities to meet a target of a minimum 40% Recycling by the end of 2009/10, with a minimum of 25% dry recycling and 15% composting. In working towards these targets Flintshire is working hard to achieve these levels through a number of initiatives such as:

- Increasing activity to raise awareness through doorstep campaigns, advertisements and other profile raising work through schools and the publicity trailer.
- Review of participation rates and targeted campaigns in areas where participation is known to be low from regular counts, data feedback analysis.
- Other initiatives such as the food waste collection project and the larger North Wales Residual Waste Treatment Project .
- Investment and increased provision of bring sites and improved recycling parks.

2.04 The Landfill Allowance Scheme(LAS) targets Local Authorities to divert as much Biodegradable Municipal Waste (BMW) from landfill as possible. Waste such as paper, **cardboard**, wood green and textiles are all classed as biodegradable.

Date: 14/04/2009

- 2.05 LAS tonnages are set by WAG and are statutory; every tonne landfilled above the annual targets, which began in 2004/05 will result in infraction fines set at £200/tonne.
- 2.06 Over the last year the final roll out of the brown bin scheme for the collection of garden waste has resulted in achieving the 15% composting target 12 months earlier than envisaged.

3.00 CONSIDERATIONS

- 3.01 In an effort to increase the collection of dry recyclate and further divert biodegradable waste, one of our initiatives has been the introduction of a pilot scheme for the collection of cardboard from approximately 20,000 properties across Flintshire, commencing in November 2008.
- 3.02 The areas covered include Caergwrle, Hope, Saltney, Flint, Hawarden, Ewloe, Broughton, Pantymwyn, Saltney, Buckley, Gronant, Fynnongroyw and Drury.
- 3.03 The results of the scheme have shown an increase of 12.5% in tonnages of paper waste collected prior to the cardboard pilot round being introduced. On the basis of service roll-out across the County there is a potential to divert an additional 535 tonnes of biodegradable waste from landfill .This represents a potential saving of £42,800 of landfill costs. The current level of biodegradable waste diverted from landfill is 23,382 tonnes with additional tonnages through this initiative forecast to increase this to 23,917 tonnes, which is an anticipated increase of approximately 2%.
- 3.04 The cardboard scheme has been piloted on one of the three existing blue bag paper collection rounds. Cardboard has been collected mixed with the usual paper collection. This was to minimise disruption to the service and residents and the round chosen provided a good mix of rural and urban areas across the authority.
- 3.05 Residents were provided with a new style of blue bag, with an increased carrying capacity to allow for a mix of paper and cardboard. It was delivered to all those properties on the pilot round and the bag contained a leaflet explaining the new service and provided information on the type of cardboard that can be collected.
- 3.06 A Refuse Collection Vehicle (RCV) with a 10 tonne loading capacity has been on hire to the authority since the beginning of the scheme. This replaced a 10 tonne caged transit vehicle, previously used for paper collection only. The choice of vehicle was to overcome manual handling concerns and maximise loading capacity to reduce tipping activity.
- 3.07 To expand the cardboard service County wide it would be necessary to replace the two existing 10 tonne caged back vehicles with 10 tonne RCV's.

The use of these RCV's will complement the existing fleet of vehicles used for garden and general waste. The two caged back vehicles will be utilised within the existing waste collection service until the end of their lease term.

- 3.08 The trial has seen initially an increase of 0.50 hours per driver and operative on a daily basis. It is therefore not considered necessary to expand the number of rounds at this time.
- 3.09 A questionnaire survey has been sent to 1000 properties within the pilot area. The feedback from this exercise has demonstrated that residents are pleased with this new service and has resulted in an increase in participation of 5%. The survey results are attached for information.

4.00 RECOMMENDATIONS

- 4.01 That members approve the expansion from a pilot scheme to a County wide service for the collection of cardboard and paper from households in Flintshire.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The total extra cost of providing a cardboard collection service on a county wide basis is estimated at £0.062m per annum. This service will be provided by the in-house Waste Collection contractor, and will be funded in full by the Council's allocation of Sustainable Waste Management (SWM) grant. There will be potential savings to the Waste Disposal budget of circa £0.043m from reductions in waste tipped at landfill, and £0.016m from additional income for sale of cardboard. These savings will be reinvested in strategic waste initiatives within Flintshire in accordance with the WAG requirement that Local Authorities use SWM grant to accelerate diversion from landfill.

6.00 ANTI POVERTY IMPACT

- 6.01 There are none envisaged as a direct result of this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Diversion of biodegradable waste from landfill of 535 tonnes.

8.00 EQUALITIES IMPACT

- 8.01 There are no discernible equal opportunities implications.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Retention of existing personnel to provide service.

10.00 CONSULTATION REQUIRED

10.01 Public consultation carried out with Flintshire residents

11.00 CONSULTATION UNDERTAKEN

11.01 Yes, see attached results.

12.00 APPENDICES

12.01 See attached

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

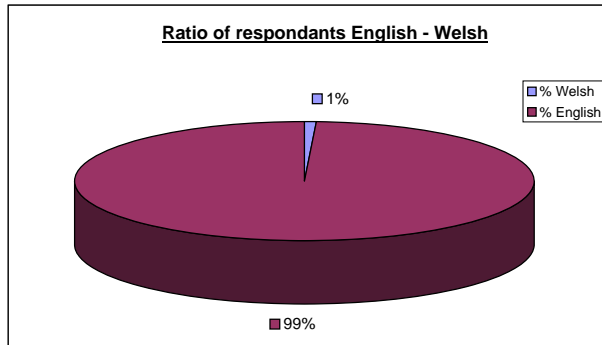
None

Contact Officer: Neal Cockerton
Telephone: 01352 703506
E-Mail: neal_cockerton@flintshire.gov.uk

Environmental Services within the Directorate of Environment

Cardboard and paper collection survey results of Pilot Scheme October to December 2008.

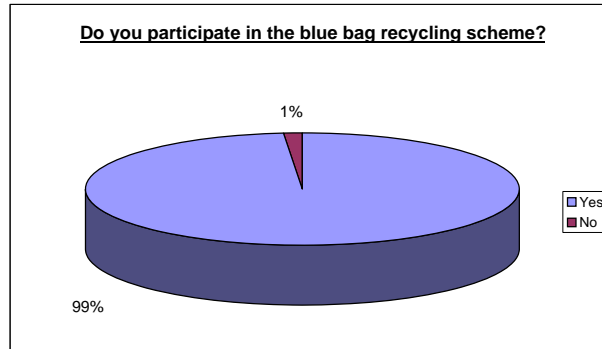
Total properties surveyed	Total Response	% Response
1000	432	43%
% Welsh	4	1%
% English	428	99%



Overall results

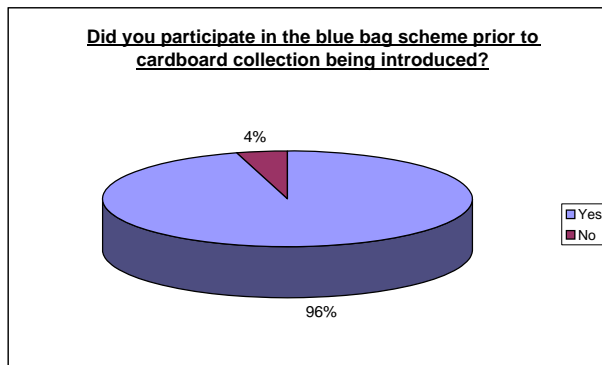
Do you participate in the blue bag recycling scheme?

		%
Yes	426	99%
No	6	1%



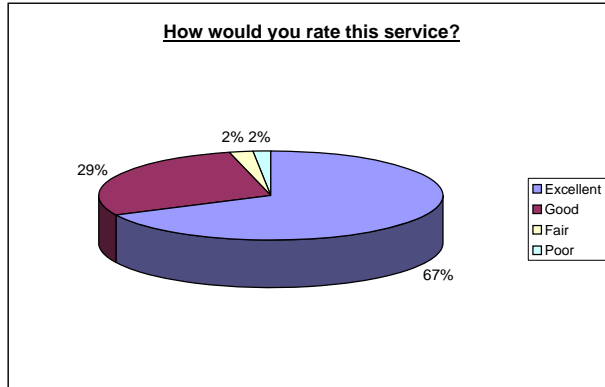
Did you participate in the blue bag scheme prior to cardboard collection being introduced?

		%
Yes	414	96%
No	19	4%



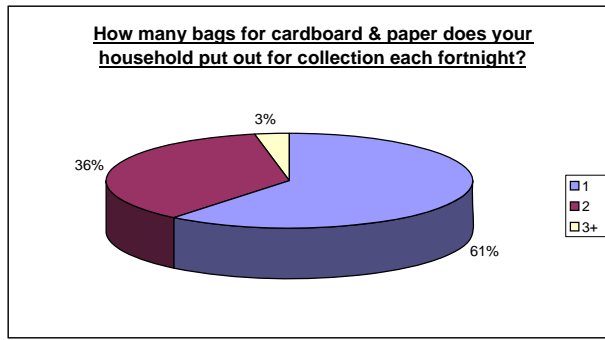
How would you rate this service?

		%
Excellent	287	66%
Good	121	28%
Fair	9	2%
Poor	7	2%



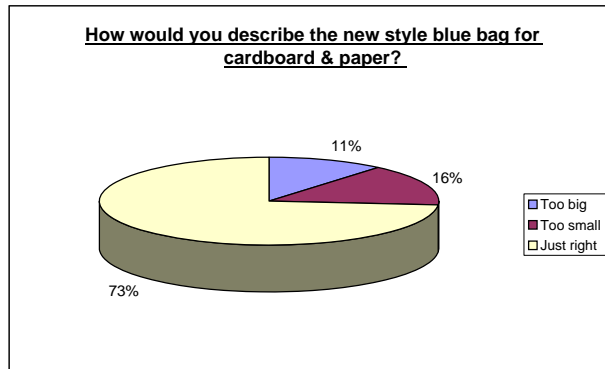
How many bags for cardboard & paper does your household put out for collection each fortnight?

		%
1	254	59%
2	151	35%
3+	13	3%



How would you describe the new style blue bag for cardboard & paper?

		%
Too big	46	11%
Too small	65	15%
Just right	308	71%



Comments

- Request for more types of plastic to be collected at the kerbside
- Request for bigger blue boxes
- Request for food waste collections
- Request for wheeled bins to store cardboard and paper
- Request for boxes to store paper & cardboard rather than bags
- Request for wheeled bins for cardboard and paper as bags can become too heavy
- Request for two separate bags for cardboard and paper
- New large bag, heavy to carry when full
- Complaints about properties not receiving the same bags back after collection
- Request for a flap to be put on the new style bag to keep contents dry
- Request for a wheeled bin/box for cardboard and paper
- Request for wheeled bins for recycling to replace bags
- Request for a wheeled bin/box for cardboard and paper
- Complaint of the new bag ripping

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: EXECUTIVE
DATE : 21 APRIL 2009
REPORT BY: DIRECTOR OF LIFELONG LEARNING
**SUBJECT : ESTABLISHMENT CONTROL - APPOINTMENT OF
SESSIONAL/RELIEF YOUTH WORKERS**

1.00 PURPOSE OF REPORT

1.01 To request approval for the redesignation of 40 Sessional/Relief Youth Worker posts, for deployment on an "as and when" basis across Flintshire.

2.00 BACKGROUND

2.01 The Youth Service has always had a pool of Relief/Sessional Youth Workers, who are called on to provide short-notice cover for sickness and other absences, and to be able to respond more flexibly to specific needs which arise from time to time.

In order to comply with the requirements of the new HR/Payroll system, and the Establishment Control System, it is necessary to set these posts up, so that the Youth Service is able to deploy Sessional staff quickly.

Acknowledging that the recruitment of Part Time Youth Workers is often difficult, the operation of a Relief/Sessional pool of staff also provides opportunities to assess the potential of new Sessional Workers for further professional development within the Service.

3.00 CONSIDERATIONS

3.01 The redesignation of 40 Sessional Youth Worker posts within the HR/Payroll system will enable the Youth Service to respond promptly to staffing emergencies within the Service, and will reduce incidences of short-notice closures of Youth Centres.

4.00 RECOMMENDATIONS

4.01 That Executive approves the redesignation of 40 Sessional/Relief Youth Worker posts.

5.00 FINANCIAL IMPLICATIONS

5.01 No financial implications - Sessional Staff are deployed on an "as and when basis", as per existing practice.

Date: 14/04/2009

6.00 ANTI POVERTY IMPACT

6.01 These posts contribute to flexible delivery of the Service, in all areas of Flintshire.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a direct result of this report.

8.00 EQUALITIES IMPACT

8.01 As 6.01 above.

9.00 PERSONNEL IMPLICATIONS

9.01 No implications for existing personnel.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 Establishment Control Form signed by HR and Lifelong Learning Finance Manager.

12.00 APPENDICES

12.01 None.

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

None

Contact Officer: Rob Edwards
Telephone: 01352 704031
E-Mail: rob_edwards@flintshire.gov.uk

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE
DATE: 21 APRIL, 2009
REPORT BY: CHIEF EXECUTIVE
SUBJECT: EXERCISE OF DELEGATED POWERS

1.00 PURPOSE OF REPORT

1.01 To inform Members of action taken under delegated powers.

2.00 BACKGROUND

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

3.00 RECOMMENDATION

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

4.00 FINANCIAL IMPLICATIONS

4.01 As detailed in each report.

5.00 ANTI-POVERTY IMPACT

5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT

6.01 As detailed in each report.

7.00 EQUALITIES IMPACT

7.01 As detailed in each report.

8.00 PERSONNEL IMPLICATIONS

8.01 As detailed in each report

9.00 CONSULTATION REQUIRED

9.01 Not applicable

10.00 CONSULTATION UNDERTAKEN

10.01 Not applicable

11.00 APPENDICES

11.01 Summary of Decisions taken under Delegated Powers.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background documents: See individual report.

Contact Officer: See individual report.

APPENDIX 1

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Directorate

Subject

Community Services

Fee Levels – Independent Sector
Domiciliary and Day Care Providers
2009/10

Fee Levels – Independent Sector Providers
Care Home Fees 2009/10

Direct Payment Rates Increase

Environment

Disposal of Site of the Former Flint Youth

Disposal of Former Garaging Site at the
Head of Hillside Avenue, Connah's Quay

Granting of Licence of First Floor Premises,
Arosfa, Mold to Action for Children

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

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

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

Chief Executive Update

- Community Strategy
(This was submitted to Executive on 17 February)
- Council Plan Review
(This was submitted to Executive on 17 February)

Community Services Update

- National Service Framework Children's Services
(Work is still ongoing and a report has been scheduled for June 2009)
- Inspection of the Independent Reviewing Officer Function
(This review did not result in a published report)

Environment Update

- Consideration of the UDP Inspectors Report
(The Inspectors report was much larger than anticipated and therefore the report will be delayed until July)

HR & Organisational Development Update

- HRMIS Progress Report
(Deferred until May)

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

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

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

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

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

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

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