

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

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

Your Ref /  
Eich Cyf

Our Ref / Ein CO  
Cyf

Date / Dyddiad 07/07/2009

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, 14 JULY 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 23/06/2009 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

**STRATEGIC REPORTS**

4. **NEW NATIONAL WASTE TARGETS**

Report of the Director of Environment - Portfolio of the Executive Member for Waste Strategy and Management

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5. TAITH DRAFT REGIONAL TRANSPORT PLAN  
Report of the Director of Environment - Portfolio of the Executive Member for Environment
6. UDP INSPECTOR'S REPORT - STATEMENT OF DECISIONS AND PROPOSED MODIFICATIONS  
Members are requested to bring with them the report of the Head of Planning circulated with the agenda for the Special Meeting of the County Council to be held at 2.00p.m. on 14 July, 2009

### **OPERATIONAL REPORTS**

7. MANAGEMENT OF INTERNAL AUDIT  
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
8. WELSH LANGUAGE SCHEME MONITORING REPORT 2008-09  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
9. TOWN ACTION PLANS  
Report of the Director of Environment - Portfolio of the Executive Member for Regeneration and Tourism
10. DEVELOPMENT OF DEMENTIA SERVICES FOR OLDER PEOPLE IN FLINTSHIRE  
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services
11. EXERCISE OF DELEGATED POWERS  
Report of the Chief Executive enclosed
12. FOR INFORMATION  
A copy of the Executive Forward Work Programme (Months 05/09 to 10/09) together with an update are enclosed for information

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

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

### **STRATEGIC REPORTS**

The following item is considered to be exempt by virtue of Paragraph(s) 13, 14, 15, 16 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

13. AD WASTE TRANSFER  
Report of the Director of Environment - Portfolio of the Executive Member for Waste Strategy and Management

**OPERATIONAL REPORTS**

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

14. ENVIRONMENT DIRECTORATE MANAGEMENT REVIEW  
Report of the Director of Environment - Portfolio of the Executive Member for Environment and Executive Member for Waste Strategy and Management and Executive Member for Regeneration and Tourism

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

15. FINANCE FUNCTION REVIEW  
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management

**EXECUTIVE**  
**23 June 2009**

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 23 June, 2009.

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

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

**ALSO PRESENT:** Councillors: K. Armstrong-Braun, J. B. Attridge, R. C. Bithell, C. M. Jones, R. B. Jones, D. I. Mackie and A. P. Shotton.

**IN ATTENDANCE:**

Chief Executive, Director of Community Services, Director of Environment, Director of Lifelong Learning, Head of Legal and Democratic Services, Head of Finance, Head of ICT and Customer Services, Head of Human Resources and Organisational Development and Principal Committee Services Officer.

**APOLOGIES:**

Councillors C. A. Ellis, M. Higham and L. A. Sharps.

**39. MINUTES**

The minutes of the meeting of the Executive held on 2 June 2009 were confirmed as a correct record.

**40. DECLARATIONS OF INTEREST**

Following advice from the Monitoring Officer, Councillors H. D. Hutchinson, N. Phillips and A. Woolley declared a personal and prejudicial interest in agenda item number 18 in respect of the report of the Director of Lifelong Learning on the Artificial Turf Pitch at Elfed High School, Buckley. Councillors H. D. Hutchinson and N. Phillips were governors of the school. Councillor A. Woolley was a ward Member and there could be a perceived conflict with his role as a decision maker.

**41. INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) STRATEGY AND INFORMATION MANAGEMENT STRATEGY**

The Head of ICT and Customer Services presented a report on the progress with the review of the corporate Information and Communications Technology (ICT) Strategy.

In undertaking the review, service priorities and ICT requirements had been identified by meeting with Directors, Corporate Heads of Service and management teams. A workshop was scheduled to take place with People & Performance Overview & Scrutiny Committee on 7 July 2009. The final strategy would be reported back to Executive for final approval on 4 August 2009. Work had taken place with Human Resources to ensure synergy with

the new People Plan and the “5 C model” had been adopted. Attached at appendix 1 was the section of the ICT Strategy which set out the priority work packages under each of the 5 C’s which would be further expanded to more detailed tasks in the strategy action plans. Appendix 2 to the report was the draft Information Management Strategy which covered several of the key work packages within the main ICT Strategy under the Change theme.

The Chief Executive congratulated the team for making IT accessible and said appendix 2 covered the protection and security of information which was critically important to the Council. The Leader also congratulated the team for the recent award they had received. The Head of ICT and Customer Services explained it was a European Innovation Award for the work undertaken to improve energy efficiency and reduce the carbon footprint within the data centres and had been voted on by peers and major providers. The award would be presented to the ICT team on 29 June at the meeting of Flintshire Council Council.

### **RESOLVED**

- (a) That the priorities for the Corporate ICT Strategy be endorsed;
- (b) That the draft Information Management Strategy be endorsed; and
- (c) That the Executive receive the final ICT Strategy in August.

## **42. NEW PEOPLE STRATEGY 2009-2012**

The Head of Human Resources and Organisational Development presented a report which outlined the proposed strategic aims and objectives and content for the new People Strategy 2009-2012. Endorsement of the proposals would enable the completion of the final strategy document and preparation of the detailed action plan for the delivery of the strategy.

The strategic objectives and guiding principles for the new People Strategy 2009-2012 had been built on the foundations already established during the life cycle of the previous strategy with a view to moving the organisation on to more ambitious organisational development and change and to achieve people management excellence.

The five key themes together with corresponding strategic objectives for inclusion in the strategy were detailed in the report and formed the core content of the strategy.

Wide consultation had taken place with the Corporate Management Team, directorate management teams, People & Performance Overview & Scrutiny Committee, Trades Unions, the Equality Team and a survey was made available on the Council’s Infonet. Further consultation work would take place with the People & Performance Overview & Scrutiny Committee which the draft strategy and action plan had been designed.

## **RESOLVED**

That the proposals be endorsed to enable the completion of the final strategy document and preparation of the detailed action plan for the delivery of the strategy.

### **43. 2008/09 PERFORMANCE REPORTING**

The Chief Executive presented a report which detailed Flintshire County Council's out-turn performance for the period April 2008 to March 2009 against the sets of performance indicators and measures.

An addendum to the report had been handed out to Members. The Chief Executive explained that the format of the figures in the addendum was an analysis calculated on a similar methodology to that used in reporting 2007/08 performance, for consistency. Under this format, new or adjusted indicators were excluded from the year on year overall performance comparison which was expressed in percentages.

Under the requirements of the Wales Programme for Improvement the Council was required to produce an Improvement Plan annually. The Council fulfilled this requirement through the Council Planning Framework and the production of the Annual Performance Report. The Annual Performance Report considered all of the indicators which would be included as a statutory requirement within the Improvement Plan.

All national indicator out-turns had been reported to the Local Government Data Unit for validation prior to selective auditing by PricewaterhouseCoopers in July 2009.

Following a comment from Councillor R. B. Jones as invited by the Leader, it was agreed that the words "and endorse" be removed from part two of the recommendation.

The Leader and Councillor N. M. Matthews thanked People & Performance Overview and Scrutiny for their work which was welcomed by the Executive.

## **RESOLVED**

- (a) That Flintshire County Council's out-turn performance for the period April 2008 to March 2009 against the various sets of performance indicators and measures be noted; and
- (b) That the analysis of performance undertaken be noted in the addendum circulated at the meeting.

### **44. REGULATORY PLAN: MID YEAR REVIEW**

The Chief Executive presented a report which provided a periodic mid year review on the management of the Regulatory Plan. The Regulatory Plan

for 2008/09 was prepared as a result of the Joint Risk Assessment for 2008/09 for work to be carried out during 2009/10.

The plan comprised external audit, performance audit and inspection work by the Wales Audit Office, PricewaterhouseCoopers, Estyn, Care and Social Services Inspectorate for Wales. The plan also included national reports commissioned by the Auditor General for Wales.

The work programme of the Regulatory Plan was monitored on a regular basis by the Wales Audit Office's Relationship Manager and the Chief Executive. The Executive would receive a monitoring report twice a year, with details of full reports and actions planned within three months of receipt of a final report.

### **RESOLVED**

That the continuing improvement to the management of the Regulatory Plan be endorsed and the progress report against the 2009/10 Regulatory Plan be noted.

#### **45. MID YEAR STRATEGIC PARTNERSHIP PERFORMANCE - SUMMARY**

The Chief Executive presented a report which provided a mid year overview of the progress of the five Strategic Partnerships and the key priorities for each of the Strategic Partnerships and the key milestones for the year ahead.

Flintshire's Strategic Partnerships were critically important in contributing towards the quality of life for the County of Flintshire. The five key Strategic Partnerships were detailed in the report.

### **RESOLVED**

That the mid year review of the Strategic Partnerships be noted and the key priorities and the work programmes be supported.

#### **46. REVENUE BUDGET MONITORING 2008/09 (MONTH 12)**

The Head of Finance presented a report which provided an update on the Council's financial position for 2008/09 in respect of the General Fund and the Housing Revenue Account for month 12.

The Head of Finance reported an in-year underspend in the General Fund of £0.043m compared to a projected overspend of £0.280m reported at month 11. The projected overspend on the Housing Revenue Account was £0.265m compared to £0.376m reported at month 11.

The estimated General Fund contingency sum available at 31 March 2009 (above the base level of £5.112m) was £1.646m which was £0.763 more than when the 2009/10 budget was set.

## **RESOLVED**

- (a) That the report be noted;
- (b) That the carry forward requests be approved;
- (c) That the General Fund Contingency Sum available as at 31 March 2009 be noted; and
- (d) That the projected final level of balances on the Housing Revenue Account be noted.

### **47. ANNUAL WORKFORCE INFORMATION 2008/09**

The Head Human Resources and Organisational Development presented a report which provided the full year 2008/2009 people data obtained from the new Midland Trent HRMIS/Payroll system, including the two national people performance indicators for labour turnover and sickness absence.

The sickness absence rates based on the calculation required for the Welsh Local Authority KPI were detailed with the number of days lost. There were several reasons why the sickness absence figure might have increased which required further detailed research in order to validate assumptions. A report on the research, together with the first quarter workforce report for 1 April 2009 to 30 June 2009, would be reported to Executive.

The Chief Executive said he was reassured with the labour turnover figures. Sickness absence was close to the Welsh average and work would continue to be carried out with the Trades Unions on how absence could be minimised. Further training would be offered to managers on the completion of the necessary paperwork to ensure accurate figures were available and absence was correctly managed.

## **RESOLVED**

That the annual workforce statistics for 2008/09 and the intention to provide the detailed breakdowns to senior managers and the Executive be noted.

### **48. ENFORCEMENT AGAINST LITTER**

The Director of Environment presented a report which sought approval for the authorisation of Police Community Support Officers to carry out enforcement against the disposing of litter throughout the Flintshire area.

It was proposed that the enforcement of any such Order would include the authorisation of Police and Community Support Officers to enforce the Order with the use of Fixed Penalty Notices. It was accepted practice that where the Police and Community Support Officers had been authorised by Local Authorities for such an operation, they had also been authorised to issue Fixed Penalty Notices for litter offences.



The Leader asked if there was a range of fines which could be imposed. The Executive Member for Leisure and Public Protection responded that it could be fixed at £75 but treated as paid if £25 was paid within 7 days or £40 within 7 – 14 days of issue.

### **RESOLVED**

- (a) That the introduction of joint working arrangements whereby the Police Authority's Community Support Officers can undertake litter enforcement on behalf of Flintshire County Council be supported;
- (b) That the authorisation be instigated at the earliest opportunity and if applicable, in conjunction with a similar agreement for the enforcement against dog fouling;
- (c) That the Fixed Penalty be fixed at £75 but treated as paid if £25 is paid within 7 days or £40 within 7 – 14 day of issue; and
- (d) That the Director of Environment be given delegated power to appoint authorised officers to issue Fixed Penalty Notices.

### **49. ENFORCEMENT AGAINST DOG FOULING – CONSULTATION RESPONSE**

The Director of Environment presented a report which sought approval for the introduction of a Dog Control Order for the Council's area, following the completion of the public consultation.

The consultation was undertaken in accordance with the statutory requirements. The consultation responses indicated overwhelming support for the introduction of the Dog Control Order.

### **RESOLVED**

- (a) That the Director of Environment be authorised to proceed with the introduction of a Dog Control Order for the Council's area;
- (b) That the Dog Control Order introduced would make people who allow their dog or dogs to foul on open land and fail to remove the waste forthwith to be subject to prosecution or a fixed penalty fine;
- (c) That the Fixed Penalty be fixed at £75 but treated as paid if £25 was paid within 7 days or £40 within 7 – 14 days of issue;
- (d) That the Director of Environment be given delegated power to appoint authorised officers to issue Fixed Penalty Notices;
- (e) That the introduction of joint working arrangements whereby the Policy Authority's Community Support Officers can assist in undertaking dog fouling enforcement on behalf of Flintshire County Council be supported; and

- (f) That this authorisation be instigated at the earliest opportunity and if applicable, in conjunction with a similar agreement for enforcement against littering.

**50. FOOD SERVICE PLAN**

The Director of Environment presented a report which sought recommendation of approval of the Food Safety Plan to Flintshire County Council which detailed the service delivery programme for the period 1 April 2009 to 31 March 2010. The Plan included a review of the Service Plan 2008 and therefore could not be finalised until all of the statistical data and all other information was compiled and reviewed for the previous year.

Local Authorities throughout the U.K. had been directed by the Food Standards Agency to take the necessary action to implement the new Framework Agreement on Local Authority Food Law Enforcement, operational from 1 April 2001. The Framework had been developed to ensure there was a consistent food law enforcement service throughout the country.

**RESOLVED:**

That the Food Service Plan be recommended to County Council.

**51. IMPLEMENTATION OF COMMUNITY EQUIPMENT SERVICE INTEGRATION ACROSS FLINTSHIRE COUNTY COUNCIL, WREXHAM COUNTY BOROUGH COUNCIL, FLINTSHIRE LOCAL HEALTH BOARD, WREXHAM LOCAL HEALTH BOARD AND NORTH WALES NHS TRUST (EAST)**

The Director of Community Services presented a report which sought approval to implement a Partnership Agreement and Pooled Budget Arrangement under Section 33 of the National Health Services (Wales) Act 2006 for a Community Equipment Service Integration across Flintshire and Wrexham Local Authorities and Local Health Boards and North Wales NHS Trust (East) with Flintshire Local Authority as Host Partner. The building would be acquired alongside the approval of the Partnership Agreement.

A primary objective in the integrated service plan was to create a shared staffing structure part of which had already been achieved by introducing single line management of the two stores. Appendix 1 showed the personnel employed by Flintshire County Council once the transfer of Wrexham County Borough Council staff to the North East Wales Community Equipment Service had occurred.

**RESOLVED**

- (a) That the implementation of a Partnership Agreement and Pooled Budget Arrangement under Section 33 of the National Health Service (Wales) Act 2006 be approved; and

- (b) That the formal acquisition of the building at Unit 3, Hawarden, alongside the signing of the Partnership Agreement, to accommodate and facilitate the North East Wales Community Equipment Service be approved.

**52. PUBLIC PROTECTION ENFORCEMENT POLICY**

The Director of Environment presented a report which sought approval for a generic Enforcement Policy for Public Protection Services which took account of the latest guidance and best practice.

The Enforcement Policy was based upon the key elements of the Regulators' Compliance Code and outlined the Public Protection Service's proposed approach to effective and consistent regulation and enforcement.

**RESOLVED**

- (a) That the draft Enforcement Policy be adopted; and
- (b) That the Head of Public Protection be authorised to update the Policy, as necessary in consultation with the Executive Member for Leisure and Public Protection, in order to take account of changes in national guidance, legal process or best practice.

**53. APPROVAL OF THE SEVENTH ANNUAL REPORT OF THE FLINTSHIRE LOCAL ACCESS FORUM**

The Head of Legal and Democratic Services presented a report which sought approval for the seventh annual report of the Flintshire Local Access Forum, which had been prepared in accordance with Regulation 16 of the Countryside Access (Local Access Forums) (Wales) Regulations 2001, which was a function of the Executive.

**RESOLVED**

That the seventh annual report of the Flintshire Local Access Forum for the period 1 April 2008 to 31 March 2009 be noted and approved.

**54. OUTCOMES OF THE CARE AND SOCIAL SERVICES INSPECTORATE (CCSIW) OF THE FLINTSHIRE FOSTER CARE SERVICES FOR 2008/09**

The Director of Community Services presented a report on the outcome of the annual inspection of Flintshire's Foster Care Service for 2008/09 conducted by the Care and Social Services Inspectorate Wales (CCSIW) which was conducted during January and February 2009.

The Foster Care Service had the responsibility for the organisation, management, recruitment, assessment and support of all Foster Carers and Kinship Foster Carers within Flintshire.

In general, the service sought to provide care settings for urgent/emergency placements as well as planned arrangements for long term care settings.

CCSIW operated under the auspices of the Care Standards Act (2000) and the Fostering Services (Wales) Regulation 2003 against which the Foster Care Services were inspected.

On behalf of the Executive Member for Social Services, the Executive Member for Estate Management highlighted the concern raised about the adequacy of the office space for staff. A Capital Programme allocation had been made in the current year to meet this need. She also thanked the staff for their hard work. The Leader asked that a report be brought back to the Executive in 6 months time on the issue of office space for staff.

### **RESOLVED**

That the report be received and the achievements made in the areas for development identified in the action plan be noted.

#### **55. ARTIFICIAL TURF PITCH (A.T.P): ELFED HIGH SCHOOL/BUCKLEY LEISURE CENTRE**

Councillors A. Woolley, H. D. Hutchinson and N. Phillips having previously declared personal and prejudicial interests in this item withdrew from the meeting during its consideration.

The Director of Lifelong Learning presented a report on the current position concerning the A.T.P at the Buckley Leisure Centre site. A capital programme bid for funding to replace the pitch in 2009/10 was not successful, however, since that date, there had been some further developments following concerns about further deterioration of the pitch.

A site inspection involving Corporate Health and Safety colleagues was held on 21 May 2009 and the findings were attached to the report. The report confirmed that one third of the surface was no longer suitable for use. The remainder was deemed safe for use and a programme of daily inspections was commissioned.

On 4 June a further Health and Safety Inspection took place following a sudden further deterioration in the playing surface. The whole ATP had to be closed for use as the remaining surface had raised causing the seams to be exposed which carried a risk to users. Further specialist assessment confirmed that further corrective works were not feasible.

A budget estimate had been obtained and on the basis of that estimate with allowance for contingency and fees, the budget sum was estimated at £175,000. Members were asked whether the replacement of the ATP at Elfed High School/Buckley Leisure Centre should proceed with a capital allocation of £175,000 from 2009-10 Capital Programme contingency funding.

Members in supporting the replacement of the ATP commented on the importance of the ATP in delivering full curricular activities for school children as part of their statutory education as well as provision for the local community.

### **RESOLVED**

That the replacement of the A.T.P at Elfed High School/Buckely Leisure Centre proceed with a capital allocation of £175,000 from 2009-10 Capital Programme contingency funding be approved.

## **56. EXERCISE OF DELEGATED POWERS**

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

The actions taken were as set out below:-

### Chief Executive's

- Llangollen International Musical Eisteddfod - £1,000 contribution towards the 2009 festival
- Denbigh and Flint Show 2009/10 – Increased sponsorship from £1,000 to £5,000

### Environment

- Renewal of lease – Land off Barmouth Close, Connah's Quay
- Deed of rectification relating to 39 Alyn Road, Buckley, Flintshire
- Disposal of house and small area of adjacent land from part of the smallholding at Glan Isaf, Lixwm Road, Brynford

### Community Services

- Homecare cluster leader posts – deletion of 5 homecare assistant posts and replace with 5 homecare cluster leader posts

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

### **RESOLVED:**

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

## **58. PROPOSED NEW STAFFING STRUCTURES FOR SUPPORT SERVICES IN ENVIRONMENT AND COMMUNITY SERVICES**

The Director of Community Services and the Director of Environment presented the joint report which sought approval for new support staff structures within the Community Services Directorate and the Environment Directorate.

**RESOLVED:**

That the structures in Appendices 3 and 5 be approved, subject to completion of the consultation process.

**59. DURATION OF MEETING**

The meeting commenced at 9.30am and ended at 11.20am.

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

There were 2 members of the press in attendance and no members of the public.

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Chairman

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

<b>EXECUTIVE</b>	<b>DATE: 23 June 2009</b>
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<b>MEMBER</b>	<b>ITEM</b>	<b>MIN. NO. REFERS</b>
H. D. Hutchinson N. Phillips A. Woolley	Artificial Turf Pitch (A.T.P): Elfed High School/Buckley Leisure Centre	<b>55</b>

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

**REPORT TO:**      **EXECUTIVE**  
**DATE :**            **14 JULY 2009**  
**REPORT BY:**    **DIRECTOR OF ENVIRONMENT**  
**SUBJECT :**        **NEW NATIONAL WASTE TARGETS**

### **1.00 PURPOSE OF REPORT**

1.01 To provide information relating to the Future Directions paper regarding the Welsh Assembly Governments (WAG) proposed new waste targets and any implications for Flintshire and to seek approval for Flintshires response to the consultation.

### **2.00 BACKGROUND**

2.01 The current WAG waste strategy 'Wise About Waste' set targets to encourage waste reduction, minimisation and waste diversion from landfill sites, known to be major generators of ozone depleting gas through the discharge of methane derived from the rotting of biodegradable waste matter placed in such sites.

2.02 The current strategy is now reaching the end of its intended life and a new approach has been developed by WAG which considers the impact of activities such as waste management from a whole Wales sustainability and ecological footprint perspective. Such an approach from a UK Government is both innovative and challenging.

2.03 Over the coming years, the proposed new targets get progressively harder to achieve and Flintshire County Council will need to make 'step-changes' in order to meet the required Biodegradable Municipal Waste (BMW) diversion rates.

2.04 A series of early consultation papers titled 'Future Directions' set a range of proposed new targets. Through ongoing dialogue with Local Authorities throughout Wales some targets have been modified; this work has now been finalised and drawn together into the WAG consultation document 'Towards Zero Waste, A Consultation on a new Waste Strategy for Wales'. A copy of this consultation document is included in the appendix attached to this report. Targets are set in relation to waste minimisation and increased landfill diversion. These new targets are set out below with the main changes flowing from the earlier consultation exercise with Local Authorities being:

- Reuse targets (excluding Waste Electronic Electrical Equipment [WEEE]) from 2012/13.

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Date: 07/07/2009



- A minimum proportion of reuse, recycling, composting that must come from source separation (kerbside, CA sites etc) - 80% from 2009/10
- Zero waste from 2050

### **Summary of revised proposed municipal waste targets**

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 / composting (or AD)	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%	16%
Minimum proportion of reuse/recycling/composting that must come from source separation (kerbside, bring and/or civic amenity (CA) site	80%	80%	80%	80%	80%
Maximum level of energy from waste per annum	-	-	42%	36%	30%
Maximum level of landfill	-	-	-	10%	5%
Maximum level of residual household waste per inhabitant per annum	-	295kg	258kg	210kg	150kg

In addition to the above the consultation advises two new options (see below) relating to ecological footprint reduction, these are in addition to a 70% recycling/composting (or AD) target. In addition there is a revised residual household waste target of 150kg per person by 2025.

### **Percentage targets to reduce the ecological footprint of waste**

Year	2013	2016	2020	2025	2050
<b>Option 1</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>9%</b>	<b>52%</b>
Option 1: Indicative amount of waste avoidance needed to (in tonnes) to achieve the target.	Waste growth needs to be stabilised	Waste growth needs to be stabilised	20,934	198,021	1,467,259
<b>Option 2</b>	<b>5%</b>	<b>6%</b>	<b>13%</b>	<b>21%</b>	<b>52%</b>
Option 1: Indicative amount of waste	97,630	120,706	272,148	462,049	1,467,259

avoidance needed to (in tonnes) to achieve the target.					
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### **Proposed reuse targets**

<b>Year</b>	<b>09/10</b>	<b>12/13</b>	<b>15/16</b>	<b>19/20</b>	<b>24/25</b>
Minimum levels of reuse (Excluding WEEE)	0	0.4%	0.6%	0.8%	1.0%

### **3.00 CONSIDERATIONS**

3.01 A Members seminar and workshop was undertaken on the 19 June 2009 which provided Members with an opportunity to feedback their observations and comments on the current consultation papers and where appropriate, these have been incorporated into the comments below.

3.02 In relation to the above there has been a significant movement (based upon extensive feedback and consultation) in the context of food waste targets, however, the targets set in the final consultation document, and relating to food waste, still represent a significant challenge.

3.03 In response to the consultation the Authority is proposing to draw the attention of WAG to the following areas:

3.03.1 That the current food waste target set at 12% in 2012/13 and rising to 16% in 2019/20 is unrealistic. A significant number of Authorities in Wales have undertaken analysis of this and are only able to find 8-9% within the current household waste stream. To achieve a target of 12% would require Authorities to effectively 'grow' this area which is neither desirable nor we believe within the spirit of the overall strategy.

3.03.2 The minimum proportion of source separation has been set at 80% and is designed to ensure high quality source separated recyclate collection. This therefore precludes those technologies such as Mechanical Heat Treatment for example which process the contents of a black bag/bin and segregate recyclates within that process, although the quality of these is clearly lower than a source segregated system.

3.03.3 The two new targets based upon waste avoidance and reducing the ecological footprint of waste requires a significant amount of clarification and

work to demonstrate that this is achievable in practice, at this stage it appears more aspirational.

- 3.03.4 The strategy does rely on Waste Sector Plans which will determine how the aims will be delivered. The Sector Plans have yet to be developed and as such some of the targets may not be achievable.
- 3.03.5 There is little emphasis on legislative frameworks to support Authorities in delivering the strategy. Put simply if people don't feel obliged to recycle then they may not, irrespective of the amount of the awareness and education provided. The basis of the targets were informed by the Eunomia reports which were based on recycling rates on the continent where the legislative framework is somewhat different in that it is more robust and highly geared to achieving high levels of landfill diversion.
- 3.03.6 There are clearly statutory penalties placed on Local Authorities through the Landfill Allowance Scheme (LAS).
- 3.03.7 There needs to be increased emphasis on waste minimisation, dealing with waste at the front end of the waste production system. Major retailers, whilst they have gone some way to reduce packaging, need to go much further. The consultation document is somewhat weak in this area and an over reliance on waste sector plans without some form of statutory levers may not be sufficient.
- 3.03.8 A draft copy of the proposed response to the Consultation paper will be tabled at the meeting.
- 3.04 The new targets, once confirmed, will allow greater certainty in projecting through tonnages which will inform the Outline Business Case (OBC) of both the North Wales Residual Waste Treatment Project and the Food Waste Project. At a more local level this will also act as a further catalyst to undertake the following:
- 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.
  - Investment and increased provision of bring sites and improved recycling parks.
- 3.05 Under the LAS, WAG has powers to fine Local Authorities £200 per tonne for every tonne which is landfilled over the given allowance. If Wales faced infraction proceedings from the European Union for failure to implement the Landfill Directive, then the Authorities which took Wales into infraction would

also have to pay their share of the infraction costs (in addition to the £200 per tonne fine).

#### **4.00 RECOMMENDATIONS**

4.01 That Members:

4.01.1 Note the new targets in relation the Future Directions paper advised at para 2.0 and consider the response to be forwarded to WAG in relation to the consultation paper 'Towards Zero Waste'.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 None as a direct result of this report.

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

6.01 None as a direct result of this report, however, failure to meet LAS targets in the future may mean the Council could be liable to pay fines of £200 per tonne and a share of possible infraction costs as indicated in paragraph 3.05 of the report. The impact of current and future initiatives such as the Food Waste Partnership and Residual Waste Project on tonnages will assist in avoiding such penalties.

#### **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 As set out within the report.

#### **10.00 CONSULTATION REQUIRED**

10.01 Members and other interested stakeholders.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Initial consultation undertaken as part of the Members Seminar and workshop day on the 19 June 2009.

11.02 A consultation event was held in Llandudno hosted by WAG on the 17 June 2009 during which feedback from North Wales Local Authorities was received.

## **12.00 APPENDICES**

12.01 Towards Zero Waste a consultation on a new Waste Strategy for Wales.

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

None

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Telephone: 01352 703169  
E-Mail: neal\_cockerton@flintshire.gov.uk



## Consultation

The purpose of this consultation is to seek the views of interested parties on the draft Wales Waste Strategy 2009-2050. This is a complete revision of *Wise About Waste*, *The National Waste Strategy for Wales 2002*.

The proposals for a new strategy contained in this document seek to deliver the Assembly Government's commitments (including targets) set under relevant EU Directives in a way that meet and deliver key overarching policies and strategies on sustainable development and climate change and other Assembly Government functions. This has been integrated and tested under the Assembly Government's policy gateway process. The outcome of the policy gateway session is available as part of the consultation documentation at [www.wales.gov.uk/consultations](http://www.wales.gov.uk/consultations) / [www.cymru.gov.uk/ymgyngoriadau](http://www.cymru.gov.uk/ymgyngoriadau) (under Environment and Countryside).

The Welsh Assembly Government must produce a waste strategy in accordance with the requirements of the revised EU Waste Framework<sup>1</sup>, and consultation with the public and key stakeholders is paramount.

Released for consultation in association with this draft strategy are the sustainability appraisal (including strategic environmental assessment), a health impact assessment (HIA) and a habitats regulations assessment (HRA).

Your views on this consultation will be used to develop the new strategy. Following this consultation the Assembly Government will consider fully the responses it has received and will take them into account before publishing the final version of the strategy, which will replace *Wise About Waste*.

If you would like to get involved in providing feedback, there are a variety of ways doing this, which are set out on our website: [www.wales.gov.uk/consultations](http://www.wales.gov.uk/consultations) / [www.cymru.gov.uk/ymgyngoriadau](http://www.cymru.gov.uk/ymgyngoriadau) (under Environment and Countryside).

Consultation opens: 29th April 2009  
Responses to be submitted by: 22nd July 2009

The following consultation document sets out the Welsh Assembly Government's proposed approach. This consultation exercise will clarify whether our proposed approach is reasonable and acceptable.

This consultation document should be read in conjunction with the sustainability appraisal which has been developed alongside the draft strategy and considers the options in more detail. Other documents relevant to this consultation, and should be considered, include the HIA, HRA and the evidence base.

The Welsh Assembly Government would like to encourage you to give us your views on our proposals. The draft strategy is the Welsh Assembly Government's proposed approach for meeting the challenges we face today and delivering targets and actions set in EU Directives on waste. In addition to the specific questions asked below you are welcome to comment on all aspects covered by the proposed strategy.

### Commitment to goals

- Q1. Do you support the strategy's 'zero waste' approach with a long-term aim of zero waste and 'one Wales: one planet' by 2050 and a medium-term aim of 70% recycling across all sectors by 2025?
- Q2. Do you support the development of sector plans? Are there other sectors that need to be covered? Sector plans will be the main delivery documents for implementing this high level strategy, and will be subject to a separate consultation exercise. If you would like to be consulted on any sector plans please supply us with your contact details.
- Q3. Do you support the aim of maximising the social, economic and environmental outcomes (sustainable development) through delivery of the strategy? Are you happy with the headline indicators?

### Waste reduction

- Q4. Massive levels of waste reduction are needed to achieve zero waste and 'one Wales: one planet' levels by 2050. What can the Assembly do to help your sector achieve the waste reduction targets set?
- Q5. Commercial and industrial: Your views are sought on which option to use as a basis for waste reduction targets and why.
- Q6. Municipal: Your views are sought on which option to use as a basis for waste reduction targets and why.
- Q7. Reuse target: This reuse target will be predominantly achieved through the reuse of furniture. Your views are sought on whether this target should be higher. If so what other materials could be reused to achieve the higher target?
- Q8. Construction and demolition. Your views are sought on which option to use as a basis for waste reduction targets and why.

<sup>1</sup> Directive 2008/98/EC of the European Parliament and of the Council of 19 November 2008 on Waste and Repealing Certain Directives



### Recycling

- Q9. Commercial and industrial: Which recycling rate is feasible (70% or 77%) and why?
- Q10. Municipal: Are the targets set for municipal waste recycling and landfill diversion correct?
- Q11. Construction and demolition: Is a 90% target for recycling, recovery and reuse of non-hazardous waste achievable?

### Waste infrastructure

- Q12. Does the strategy provide the clarity needed (particularly by industry and the public sector) to allow investment in the relevant waste infrastructure?
- Q13. Would you like additional waste facilities/ services in your area/ sector to provide opportunities for local jobs and support the Welsh economy? What facilities/ services would you like to see?

### Roles & responsibilities

- Q14. What role can you/ your organisation play in helping deliver this strategy? What more can the Assembly do?
- Q15. Given the scale of the challenge, what practical ideas/solutions can you suggest that would help achieve zero waste and 'one Wales: one planet' levels by 2050?

### How to respond

Please reply online [www.wales.gov.uk/consultations](http://www.wales.gov.uk/consultations) / [www.cymru.gov.uk/ymgynghoriadau](http://www.cymru.gov.uk/ymgynghoriadau) (under Environment and Countryside).

Responses can also be submitted by letter, fax or e-mail to:

Waste Strategy Branch  
Department for Environment, Sustainability and Housing  
Welsh Assembly Government  
Ty-Cambria  
29 Newport Road  
Cardiff  
CF24 0TP  
Email: [wastestrategy@wales.gsi.gov.uk](mailto:wastestrategy@wales.gsi.gov.uk)  
Fax: 029 2046 6413  
Tel: 029 2046 6151

If you are responding in writing, please state whether you are responding as an individual or representing the views of an organisation. If responding on behalf of an organisation, please make it clear whom the organisation represents and, where applicable, how the view of members were assembled.

The Welsh Assembly Government intends to publish a summary of the responses to this document. Normally, the name and address (or part of the address) of its author are published along with the response, as this gives credibility to the consultation exercise. If you do not wish to be identified as the author of your response, please state this expressly in writing to us.



## Contents

<b>Ministerial Foreword</b>	<b>5</b>
<b>PART 1: SETTING THE SCENE</b>	<b>7</b>
The purpose of the strategy	7
What has already been achieved?	7
The challenges we are facing	8
Our approach in responding to the challenges	13
What this means for you	14
What this means in practice	14
<b>PART 2: HOW WE PROPOSE TO ACHIEVE ZERO WASTE</b>	
Our approach	17
Where we are now and where we need to be	17
What this means for you	19
<b>PART 3: OUR APPROACH TO DELIVERY</b>	<b>36</b>
<b>Glossary</b>	<b>50</b>
<b>List of Figures</b>	
Figure 1 – The Amount of Municipal Waste Recycled and Composted in Wales 1996/7 – 2007/8	8
Figure 2 – Strategy Framework Structure	15
Figure 3 – The Waste Hierarchy	18
Figure 4 – The Big Picture: Commercial and Industrial Waste	25
Figure 5 – The Big Picture: Municipal Solid Waste	26
Figure 6 – The Big Picture: Construction and Demolition Waste	27

## Ministerial Foreword

How we deal with waste in Wales can have huge benefits for not only the environment, but also our economy and well-being. There are tremendous opportunities to reduce waste, save money and create valuable high quality industry in Wales by using the valuable material resources contained in waste. To achieve this we will all need to rethink the way we live our lives to reduce the burden that each one of us places on our planet. This means changes at home, at work and at leisure. Some will be simple changes, others more fundamental. We owe it to our own communities, other less well off communities around the world, and to our children and grandchildren to live within our environmental means using only our fair share of the world's resources. This will lead to a fairer, and more just society, which is one of the main aims of our new Sustainable Development Scheme, *One Wales: One Planet*.

Waste makes up a big part of our ecological footprint, and to meet our aspirations for 'one Wales: one planet' we must focus on eliminating waste, and waste that we can't eliminate must be recycled in closed loop systems that achieve the best reduction in ecological and carbon footprints. This is what we mean by a zero waste society.

Moving from where we are now – with waste being buried in landfill sites – to a 'zero waste' approach will require behaviour change at all levels of society. To do this, we propose two key milestones:

By 2025: A high recycling society of a least 70% recycling across all sectors, and diverting waste from landfill sites.

By 2050: Zero waste, so products and services are designed with waste prevention in mind. This will help the economy and create jobs.

Behaviour change is the key. Research shows that recycling is often the thing that people most recognise as being their primary contribution towards improving the environment. We need a truly comprehensive recycling society, where everyone can recycle where ever they are – at home, at leisure or at work.

But we now need people to rethink why they are producing so much waste in the first place. We will need the co-operation of companies who provide goods and the packaging that protect them. A good example of this is the excellent progress that has been made in cutting the use of single trip plastic carrier bags. It is heart-warming to see how many people have taken this on board voluntarily. But more needs to be done, as it is such a visible example of unnecessary waste.





## Towards Zero Waste

A consultation on a new Waste Strategy for Wales



Llywodraeth Cynulliad Cymru  
Welsh Assembly Government

We will support Welsh businesses to take up the significant opportunities to save money by reducing waste. We will encourage them to eco-design their products and packaging. This should help to create the competitive edge in an ever demanding market place where green purchasing and supply chain improvements are now an important business imperative.

This will all contribute to our new Green Jobs Strategy which aims to green existing jobs and creating new green jobs in the environmental industry sector.

This new waste strategy is bold and ambitious. It sets out our goals for 2050, and outlines how we propose to achieve them. We want Wales to lead by example. Together with the detailed actions of the new sector plans, the new strategy will build on the foundations set by *Wise About Waste*, and will take us towards a truly sustainable approach to managing our waste. Please let us know what you think about our plans and how you can help us achieve it.

Jane Davidson AM  
Minister for Environment, Sustainability and Housing

## PART 1: SETTING THE SCENE

### The purpose of the strategy

This draft strategy sets out how the Assembly Government proposes to build on the successes of *Wise About Waste – The National Waste Strategy for Wales* by setting out a long term framework for waste management and resource efficiency – from now until 2050.

It shows our role in the Assembly Government's commitment to reduce Wales' ecological footprint to 'one Wales: one planet' levels within a generation, and how we propose to reduce our impact on climate change. It also shows how we propose to make the most of the many opportunities there are in waste management and resource efficiency to contribute towards a sustainable future for Wales.

Our aim is to take a 'zero waste' approach, which means we aim to produce no waste in the long term, by designing products and services that reduce or reuse waste as far as possible, and developing a local and highly skilled economy for waste management and resource efficiency. We will explain all of these in more detail in this section.

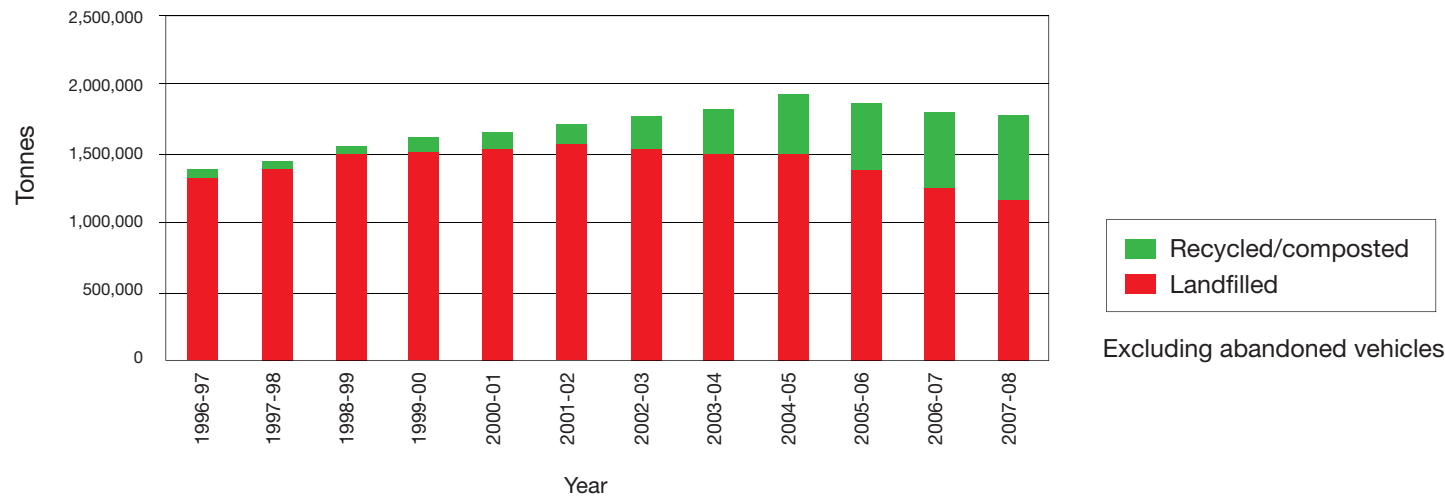
### What has already been achieved?

We have come a long way since *Wise About Waste – The National Waste Strategy for Wales*, was published in 2002. *Wise About Waste* set a progressive and challenging programme for managing our waste, and we have achieved a great deal:

- Meeting two years early our target to landfill less than 0.675 million tonnes of biodegradable municipal waste by 2010.
- A substantial increase in the amount of municipal waste being recycled and composted (Figure 1). We have met the municipal waste recycling/ composting targets for 2003/4 (15%) and 2006/07 (25%), and are on course to reach the 2009/10 of 40%.
- A substantial reduction in the volume of commercial and industrial waste - to 64% of the level produced in 1998/99.
- Reducing the amount of industrial and commercial, municipal and hazardous waste going to landfill.
- We are on course to reach our reusing or recycling target for construction and demolition waste of at least 85% by 2010.



**Figure 1 –The Amount of Municipal Waste Recycled and Composted in Wales 1996/7-2007/8**



## The challenges we are facing

However, we are facing many new challenges, and we need to revise our approach in addressing them. The challenges we are facing are described below.

### Sustainability

The goal of sustainable development is to “enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations”<sup>2</sup>. In Wales, sustainable development means supporting the economic, social and environmental wellbeing of people and communities and achieving a better quality of life for our own and future generations.

We want to make sure that Wales leads the way in sustainable waste management and that our plans are every bit as challenging and progressive as those in *Wise About Waste*.

A detailed sustainability appraisal (SA) has been carried out alongside the strategy and has been used to inform the strategy. The SA accompanies the consultation of this draft strategy and includes the statutory strategic environmental assessment (SEA). The consultation responses received will help inform the SEA/SA process and the strategy itself. Following the 12 week consultation process, a post adoption statement will be included in the strategy to highlight how the SEA/SA has influenced and informed the drafting of the strategy and maximised the sustainability benefits that can be derived from it<sup>3</sup>.

### Sustainable Development Scheme

Welsh Ministers have a duty under section 79 of the Government of Wales Act 2006 to have a scheme that explains how they intend to promote sustainable development. The scheme aims to show ways to improve the well-being of the people of Wales and move us to using only our fair share of the earth’s resources.

*Through our One Wales Programme for Government we are committed to developing a strong and confident nation: **living communities** that fully reflect our **rich and diverse culture**, creating a **fair and just society** within a **sustainable environment** - generating a **healthy future for all**, ensuring opportunities for **learning for life**, and underpinned by the creation of a **prosperous society**.*

Wales’ waste strategy supports this scheme by managing our waste sustainably.

### Ecological footprint and *One Wales: One Planet*

Ecological footprinting measures the impacts of how we consume things and compares it to what the planet can cope with. It calculates how much land is needed to feed, produce energy and absorb the pollution and waste generated by our supply chains. Sustainability requires us to live within the planets ecological limits.

The Welsh Assembly Government is using ecological footprinting as a way to measure if it is meeting its sustainable development commitments.

The Assembly Government proposes that

*‘Within the lifetime of a generation we want to see Wales using only its fair share of the earth’s resources, and where our ecological footprint is reduced to the global average availability of resources – 1.88 global hectares per person’. To achieve this goal over a generation, we will need to reduce by two thirds the total resources we currently use to sustain our lifestyles<sup>4</sup>.*

This is summarized as ‘one Wales: one planet’ as we are currently using three planets worth of resources, instead of the one available to us.

Recent research has estimated that waste generation from consumption based activities contributes 15% to Wales’ ecological footprint<sup>5</sup>. The ecological footprint of waste shows

<sup>2</sup> One Wales: One Planet: A new sustainable development scheme for Wales

<sup>3</sup> Sustainability Appraisal [www.wales.gov.uk/consultations](http://www.wales.gov.uk/consultations) [www.cymru.gov.uk/ymgynghoriadau](http://www.cymru.gov.uk/ymgynghoriadau) (Environment & Countryside)

<sup>4</sup> One Wales: One Planet: A new sustainable development scheme for Wales

<sup>5</sup> REAP Ecological Footprint Reduction from Waste Management and Reduction’ ARUP Report



the environmental consequences of what people in Wales buy, use and then throw away. It takes into account the impact of products produced in other countries but consumed in Wales. The ecological footprint of waste will also include what is achieved through recovering materials and recycling them into new products as well as any energy recovered from the waste stream.

The Wales Spatial Plan 2008 Update included a map of Wales showing the ecological footprint of Welsh local authorities. The update also breaks Wales' ecological footprint down to spatial plan area levels. This approach could serve as a useful methodology for highlighting where we need to pay special attention to the impact of certain sectors, as well as monitoring our success in meeting some of the targets included in this strategy.

### Environment Strategy

Published in March 2006, the Environment Strategy for Wales sets out the Assembly Government's long term vision for the environment in Wales. It included an aspiration that there would be "no additional landfill for municipal waste in Wales by 2026." The strategy lists four waste related outcomes:

- The use of alternative materials, secondary and recycled aggregates is maximised where possible in the construction industry.
- Businesses produce well designed products that require less resources in their production, use and end of life, that create minimal waste and are easily reused or recycled.
- Appropriate waste management facilities are in place to minimise the amount of waste going to landfill.
- Reduce, reuse and recycle is universally accepted in government, business, industry and home life.

### Tackling climate change

We will also reduce the greenhouse gas emissions produced through managing waste. There are two types of emissions:

- **'direct'** emissions which come mainly from emissions of landfill gas from landfill sites, and transport associated with waste management. This is how we will measure our commitments in One Wales below.
- **'indirect'** emissions (which are associated with the emissions from the manufacturing processes and associated transport, and are sometimes also referred to as 'embedded' emissions).

We take into account both types of emissions when we look at the ecological footprint of waste management. It is estimated that just over half of the ecological footprint relates to carbon emissions<sup>6</sup>.

How we manage our waste can help reduce both of these.

### Greenhouse gas reductions

The Intergovernmental Panel on Climate Change (IPCC) published its Fourth Assessment Synthesis Report in November 2007, which highlighted the risks we face from climate change and the need for urgent action.

- *The Welsh Assembly Government's One Wales commitment*  
We have made a commitment to make greenhouse gas emission reductions each year from 2011 in One Wales, the manifesto for government. It says:

*"We will aim to achieve annual carbon reduction-equivalent emission reductions of 3% per year by 2011 in areas of devolved competence. We will set out specific sectoral targets in relation to residential, public and transport areas. We will work with the heavy industry/power generation industries to reduce emissions in those sectors".*

The target will include all 'direct' greenhouse gas emissions in Wales except those that are already covered by the EU Emissions Trading Scheme (EU ETS).

This means that the direct emissions from transport, housing, the public sector, waste, agriculture and land use change will be included, along with all business emissions that are not subject to this Trading Scheme.

- *UK carbon budgets*  
At the centre of the UK Climate Change Act 2008 is a requirement for the UK Government to reduce net UK greenhouse gas emissions by 80% by 2050 – and carbon dioxide emissions by at least 26% by 2020 – against a 1990 baseline. The Climate Change Act requires the UK Government to set five year climate change budgets to meet statutory greenhouse gas emission reduction targets for 2025 and 2050. The UK Government has to say how it will meet the budgets and to report on how they are doing. The Assembly Government and the other devolved administrations have to contribute to these reports because the budgets and targets are set for the whole of the UK.

- *Stern Review*  
The 2006 Stern Review on the economics of climate change stated that waste is currently responsible for emitting 1.4 billion tonnes of carbon dioxide-equivalent climate change-causing emissions, half of which comes from landfill sites. The waste industry is responsible for 3% of the UK's emissions of gases that cause global warming.

The report said half of these emissions could be cut by 2020 at relatively low cost. Three-quarters of these emission cuts could be achieved at negative cost, with the remaining quarter at a cost of £5 per tonne of CO<sub>2</sub>-equivalent emissions.

The review concluded that "Reusing and recycling lead to less resources being required to produce new goods and a reduction in associated emissions. Technologies such as energy-recovering incinerators also help to reduce emissions."

<sup>6</sup> REAP software tool (2008), SEI



#### Important legislation and Assembly Government strategies

We have to comply with legislation, especially in relation to meeting EU Directive targets, and we talk about how we propose to do it throughout this document. Revisions to the Waste Framework Directive were adopted in December 2008 and will need to be implemented by December 2010. When the Directive is transposed into the UK, we will consider and take into account any implications for this strategy and supporting plans. We also intend to consult soon on a UK Packaging Strategy that is being developed by Defra in association with the Assembly Government and other devolved administrations.

**Assembly Government strategies and action plans** that this strategy must comply, and link, with include:

- One Wales, a progressive agenda for the government of Wales, June 2007.
- One Wales, One Planet – consultation on a new Sustainable Development Scheme for Wales, November 2008
- Environment Strategy for Wales, 2006
- Climate Change Strategy – high level policy statement consultation, January 2009
- Green Jobs for Wales, a consultation, November 2008
- One Wales: Connecting the Nation - The Wales Transport Strategy, 2008
- Wales Freight Strategy Consultation Draft (2007)
- Welsh Assembly Government Integration Tool, 2002
- People, Places, Futures - The Wales Spatial Plan Update 2008
- Planning Policy Wales, 2002
- Creating Sustainable Places, 2005
- Making the Connections: Delivering better services in Wales, 2004 and Delivering the Connections: From vision to action, 2005
- A shared Responsibility – Local Government's contribution to improving people's lives – A Policy Statement from the Welsh Assembly Government, 2007
- Social Enterprise Strategy for Wales June 2005
- The Third Dimension: A strategic action plan for the voluntary sector scheme, 2008
- The Social Enterprise Action Plan for Wales 2009
- The Learning Country 2: Delivering the Promise, 2006
- Race Equality Scheme 2005-2008
- Iaith Pawb: A National Action Plan for a Bilingual Wales, 2003
- The Strategy for Older People in Wales, 2003
- Mineral Planning Policy Wales, 2000
- Better Health, Better Wales 1998
- Quality of Food Strategy, Task and Finish Group Report, December 2007
- Bioenergy Action Plan for Wales (February 2009)

A more complete list of relevant strategies and plans is provided in the strategic environment assessment that forms part of the sustainability appraisal accompanying this draft strategy.

Some important principles are:

- **Protecting the environment and human health** – all necessary measures must be taken to protect human health and the environment against harmful effects caused by waste management.
- **Proximity principle and self sufficiency** – waste should be recovered or disposed of as close as possible to where it has been produced and as far as possible there should be sufficient capacity to manage wastes produced in any given area.
- **Polluter pays principle** – those causing the pollution should pay for the cost of clearing up the damage caused.
- **Source separation** – the separation of materials into types at their point of origin.
- **Waste hierarchy** – the revised EU Waste Framework Directive lays down a hierarchy for techniques for the management of waste that shall apply as a priority order in waste management legislation and policy. The Directive allows Member States to encourage options that deliver the best overall environmental outcome which could mean that in some cases specific waste streams may depart from the hierarchy where this is justified by life-cycle thinking (see also figure 3 – page17).

#### Our approach in responding to the challenges

To meet all of these commitments we will be ambitious in reducing the amount of waste we produce by taking a 'zero waste' approach, and be bold in how we do it. This means our aim is to produce no waste in the long term, by designing products and services that reduce or reuse waste as far as possible, and developing a local and highly skilled economy for waste management and resource efficiency.

We propose to work towards this long-term aim by:

- Strongly promoting waste reduction, using targets to set goals and encourage action, with support provided where appropriate and needed, and with a strong focus on eco-design.
- Encouraging everyone to reduce, reuse and recycle, and use waste management treatment and disposal facilities that contribute to tackling climate change and reducing Wales' ecological footprint. To achieve a high level of recycling, we need to make sure that all our recyclates are separated at source so that they are clean and of high value. In particular, we aim to develop an efficient and effective collection system to separate mixed commercial and industrial waste.
- Prioritising what waste materials we deal with first - these waste materials will be those which, if managed in the best way, will give us the greatest environmental benefits.
- Seeking to make producers more responsible for the waste that they produce, or cause others to produce.
- Generating renewable energy from biowastes.
- Phasing out landfill sites and developing high efficiency energy from waste plants for residual waste.



At the same we intend to achieve EU Directive targets for waste and, where appropriate, exceed them in order to meet other policy requirements, especially those relating to sustainable development and climate change.

Part 2 shows how we propose to do this in more detail. It describes our long-term policy objectives and targets that show what we want to achieve to improve our environment.

As important as ‘what we do’ is the ‘way we do it’. There are lots of opportunities in waste management to build a sustainable future – by helping our society and economy as well as the environment. By designing products differently – so they are more easily recyclable and reusable and use more sustainable and lesser quantities of materials and cleaner production methods – we can create higher value jobs, and marketable products. If businesses become more efficient with their resources, they can become more competitive and profitable. There are also lots of possibilities for innovation in new, greener, technologies. By recycling more, we create more jobs, and if we engage our communities more in these activities we can increase employment, skill levels and people’s well-being even further.

Building a sustainable future will be fundamental to our approach, and drive everything we do.

### What it means for you

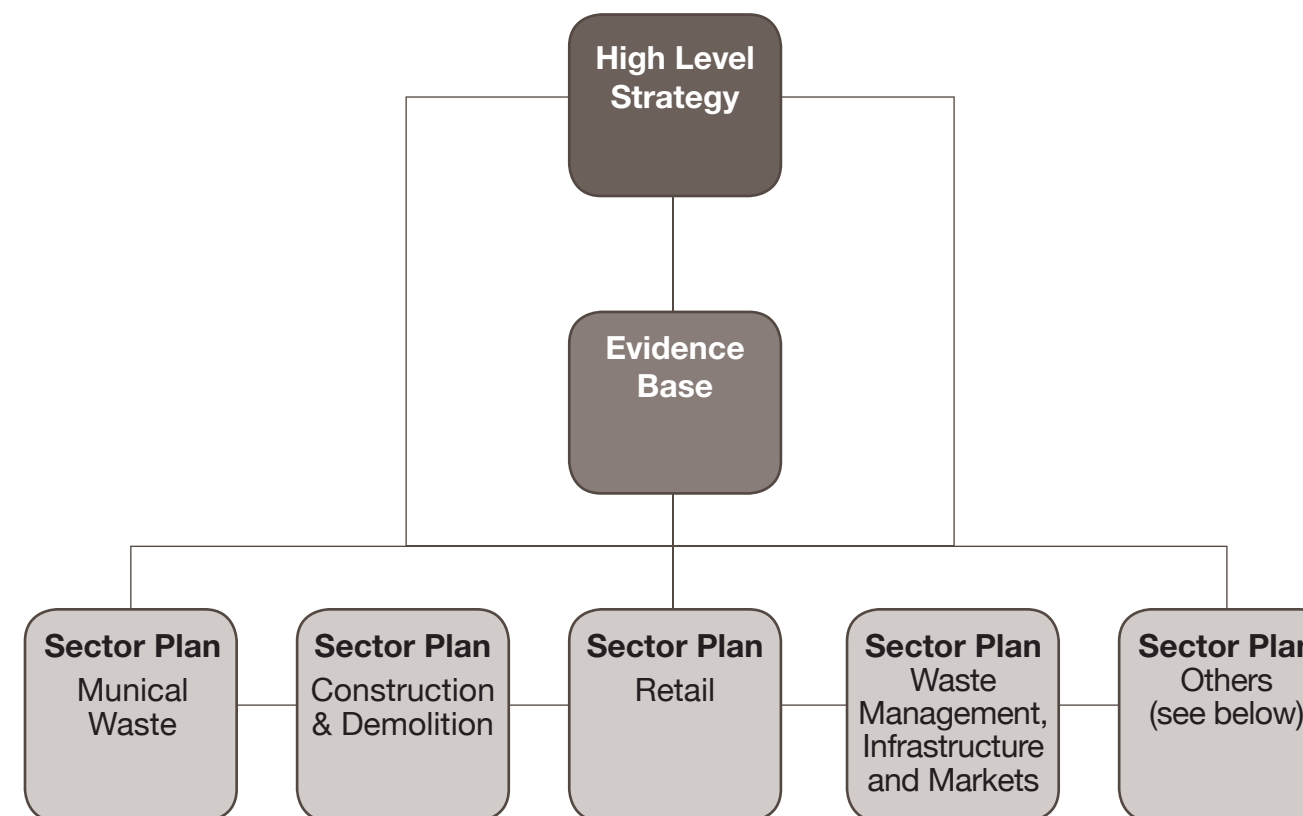
Our ambitious approach is challenging and involves every section of society. It is important we all play our part.

- We propose that **businesses** will need to reduce or eliminate waste through product and packaging design, and take responsibility for the impact of their supply chains. They need to source separate their recyclable wastes and regard it as a quality resource. Producers need to share responsibility for waste and recycling. Markets need to be developed so that recyclates become economic opportunities. Reprocessors also have a key role to play.
- We propose that **communities** (whether urban, rural or valley) will need to reduce waste as far as possible, deliver clean, separated recyclates, start thinking of waste as resources and so help with creating local jobs.
- **Government** needs to consider how businesses that preserve resources, rather than waste them can be rewarded. Local governments need to support the most beneficial alternatives to landfills and encourage systems that treat waste as a resource.
- The **public sector** has an important part to play, recognising the significant proportion of the Welsh population that works in the sector and the influence that its procurement activity can have on supply chains. People need to be able to recycle wherever they work and they should use sustainable products in their work. The public sector is key in setting an example.

### What this means in practice

This draft strategy is a long term framework which describes what we need to achieve, and our proposed policies and principles. It is supported by an evidence base<sup>7</sup>, and we propose that it is implemented through sector plans and by working within Government. Figure 2 below describes this approach in more detail.

Figure 2 - Strategy Framework Structure





## Sector Plans

We propose to detail the actions for businesses, communities and the public sector to deliver the policies and principles in this document in individual sector plans. These plans will be customer facing delivery plan documents, which describe the role of the sector in delivering the strategy, lay out specific targets and policies, set out who will do what (by the sector, by others and by the Assembly Government) and be developed with sector representatives to make sure it can be achieved.

The plans will be web based 'living documents' and there will be linkages between them, where the actions of one sector will affect those of another. They will be evidence based and link to best practice case studies.

We propose to develop a rolling programme of sector plans on a priority basis and the following sector plans are being developed first:

- Municipal waste
- Waste industry, infrastructure and markets
- Construction and demolition
- Retail

Subsequent sector plans may include the food and drink sector and the public sector.

The proposed sector plans will be subject to sustainability appraisal/ strategic environmental assessment in the same way that this strategy is. They will be subject to separate consultation.

## Working with others

Delivery of other policies and principles in this strategy will require close collaboration with other departments within the Assembly Government and the UK and European Governments to make sure our interests are represented. See part 3 for more detail.

## PART 2: HOW WE PROPOSE TO ACHIEVE ZERO WASTE

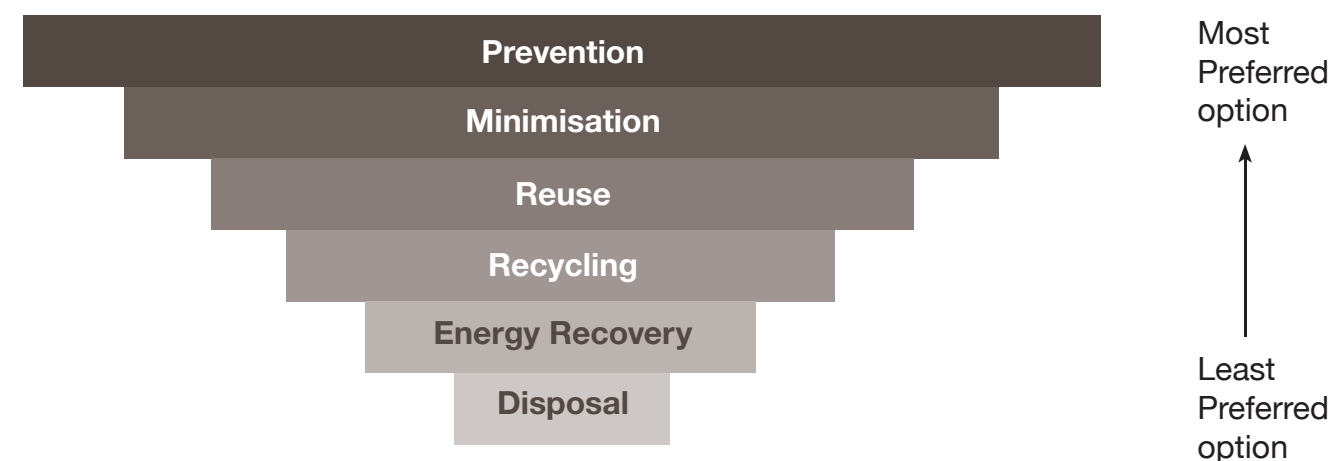
### Our approach

At the moment, too much waste management is at the bottom of the waste hierarchy (see Figure 3 below). Much of our waste is still sent to landfill with an increasing amount being recycled and recovered. Moving to the top of the hierarchy – by minimising and preventing waste – will not be easy. It will take time and require changes from all of us. We propose to take a two-staged approach.

- **A long-term aim of zero waste by 2050. We propose to start working towards this now.** This means that we aim to reduce our share of Wales' ecological footprint to 'one Wales: one planet' levels by 2050. We aim to produce no waste in the long term, by designing products and services with waste prevention in mind. We need to develop a local, highly skilled economy in resource efficiency. To achieve 'one Wales: one planet', it is very important to reduce waste as much as possible, and to start doing that now. We need to consume and produce in the most sustainable way.
- **A medium term aim of achieving a high recycling society by 2025. This proposal will be a step on the way to achieving zero waste.** To achieve this, we are aiming for a recycling rate of at least 70% across all sectors by 2025, where all our recyclates are separated at source so they are clean and of high value. This will meet and exceed in most cases EU Directive targets for waste. Where recyclates are produced in Wales we aim to develop, as far as possible 'closed loop recycling' systems where they will be used directly in Welsh manufacturing processes. It also means that any residual waste will be phased out of landfill towards high efficiency energy from waste plants.

It is important to know that recycling alone will not get us to where we need to be at 2025 to reach 'one Wales: one planet' by 2050. We need to also start reducing our waste a lot more than we are currently doing.

**Figure 3: The Waste Hierarchy**





## Sustainability

To achieve sustainability, the key driver of this strategy, we propose to engrain the principles of sustainability through delivery of the strategy and our sector plans.

To measure our progress we propose to use the following indicators

<b>Environmental indicators</b>	<ul style="list-style-type: none"> <li>• Waste contribution to ecological footprint*<sup>▼</sup></li> <li>• Greenhouse gas emissions*<sup>▼</sup></li> <li>• Waste arisings, disposal and across all sectors</li> </ul>
<b>Economic indicators</b>	<ul style="list-style-type: none"> <li>• Progress on green jobs, skills and training through the Green Jobs Strategy</li> <li>• Resource use – Wales’ domestic material consumption’ *</li> <li>• Electricity from renewable sources - percentage of electricity produced in Wales generated from renewable sources*</li> <li>• Employment - percentage of people of working age in work*</li> <li>• Resource efficiency – the ratio of carbon dioxide emissions to GVA at current prices*</li> </ul>
<b>Social indicators</b>	<ul style="list-style-type: none"> <li>• Outcomes generated by relevant third sector organisations.</li> <li>• Active community participation - percentage of people volunteering on a formal and informal basis*<sup>▼(environmental)</sup></li> <li>• Benefit dependency - the percentage of people of working age on key benefits*</li> </ul>

\*Sustainable development indicators  
▼Environment strategy indicators

## The materials we propose to focus on

To help us achieve zero waste and high levels of recycling, we propose to concentrate on some priority materials. These are the materials that that, if managed in the best way, help the environment the most.

They are

- Food
- Paper and card
- Wood
- Metals
- Plastic

## Where we are now and where we need to be

### Achieving Zero Waste by 2050

#### Ecological footprint: waste reduction and recycling

In 2007 waste management in Wales generated an impact of approximately 4,180,000 global hectares (gha). Global hectares is the way that our ecological footprint is measured.

- Commercial and industrial waste has had the greatest impact (around 50% of the total waste ecological footprint).
- Municipal waste accounts for around 35% of the total waste ecological footprint.
- Construction and demolition waste accounts for around 15% of the total waste ecological footprint

To reduce Wales’ ecological footprint from waste to ‘one Wales: one planet’ we need to focus on waste reduction, and more sustainable ways of consuming and producing. Although a high recycling rate of at least 70% across all sectors by 2025 will reduce our ecological footprint, a much larger reduction is needed.

- A 70% recycling target for the commercial and industrial sector will achieve a 6% reduction in ecological footprint by 2025. The sector’s ecological footprint needs to be reduced by around a further 26% to be on the right course to achieve ‘one Wales: one planet’.
- A 70% recycling target for municipal waste will achieve a 10% reduction in ecological footprint by 2025. The sector’s ecological footprint needs to be reduced by around a further 28% to be on the right course to achieve ‘one Wales: one planet’.
- A 70% recycling target for construction and demolition waste will achieve a 16% reduction in ecological footprint by 2025. The sector’s ecological footprint needs to be reduced by around a further 18% to be on the right course to achieve ‘one Wales: one planet’<sup>8</sup>.

#### Approaches to waste reduction and reuse

Wherever waste is produced, there are ways to reduce it by using sustainable consumption and production (SCP). SCP is finding the best way to consume and produce things so that resources are not wasted or cause air or water pollution and the degradation of land. Ways that reduce consumption or make production less wasteful help reduce Wales’ ecological footprint the most. Where waste cannot be avoided, the next best option is to reuse.

#### DID YOU KNOW THAT...?

Addressing SCP and reducing the ecological footprint has financial benefits. In ‘Securing the Future’ the UK Government indicates that wasted natural resources within the manufacturing sector could cost manufacturers 7% of their profits and energy efficiency measures could also save £12 billion per year across the UK. (Source: Securing the Future).



What we consume (the amount and type of products we buy and services we use, along with their supply chains) has an impact on the environment - from the amount of energy used to the pollution created. When a product is thrown away as waste, the amount of raw material and energy it takes to make and transport the product is also thrown away.

### **DID YOU KNOW THAT...?**

90% of all products are waste within six months of purchase. (Source: Agency MEP report)

There needs to be a significant behavioural change in respect of waste production, and this means us all being challenged and accepting that challenge, including accepting the need for changes. For example, this may include the fortnightly collection of residual refuse, and the consideration of whether it is fair that people can throw away as much waste as they want without paying extra for its disposal. Educating and awareness raising will be critical.

Addressing the way that products are designed can reduce Wales' ecological footprint. Eco-design is a concept used to minimise the impact of a product or service over its life cycle.

Ways you can approach it:

- **Design to reduce materials in products** - Designing products so that they consume fewer resources when they are manufactured also reduces the amount of waste that has to be treated or disposed of.
- **Improve the longevity of products** - Many products are designed for a short life span and are meant to be thrown away. Electronic equipment, particularly computers and mobile phones, are designed with 'inbuilt obsolescence' and are difficult or impossible to repair or upgrade with new parts. By changing the way that these types of products are designed it will be possible to increase the lifespan so that they can be used and upgraded in the future. Increased product leasing may also help this.
- **Design for reuse** - Many products are currently designed so that they are used once and then disposed of. However some types of materials or products could be designed so that they can be reused a number of times. For example, many retailers use reusable packaging e.g. crates and cages to transport produce from their distribution centres to the shop floor. Reuse is better than disposal because it avoids the using new virgin materials to replace the product. It is better than recycling because it avoids using energy to clean and re-manufacture the original product.
- **Design for waste separation and recycling** - Eventually all products reach a point where they cannot continue to be used, even if they can be repaired or updated. If products are not designed so that they can be easily dismantled and the different materials separated, it may not be possible to reuse or recycle the various parts. However if we think about the whole lifecycle when the product is being designed, it is possible to design with reuse and recycling in mind.

This links to the Green Jobs Strategy action on products fit for the future – eco-design, lean manufacture and life cycle assessment

### **DID YOU KNOW THAT...?**

European eco-industry employs 3.4 million people (1.7% of paid employment) - more than the car manufacturing (2.7m), chemical (2.4m), basic metal (1.4m), or textile (1.3m) industries. Its annual turnover is over €227 billion, or 2.2% of GDP (Source: Agency MEP report)

Evaluating production processes to make them more resource efficient will also reduce Wales' ecological footprint.

Waste reuse happens when items or materials can be used again without changing their nature. This includes refurbishment and repair. Reuse is important, and is the part of the waste hierarchy most often overlooked. Not only does it move material use up the waste hierarchy, but it also provides social and economic benefits to Welsh communities, such as opportunities for jobs and increasing skills.

### **DID YOU KNOW THAT....?**

In 2007-08, 10,554 tonnes were reused via Third Sector organisations in Wales – this included 9,602 tonnes of furniture. (Source: Cylch Let's Prove It Report 2008)

## **A high recycling society by 2025**

After waste reduction and reuse, the best way to reduce our ecological footprint of waste is by recycling. Recycling some materials – especially paper and metals - have much greater benefits than others:

- Recycling paper and card will significantly reduce our footprint by between 82% and 94% per tonne (depending on the type of recycling).
- Recycling non ferrous metal will significantly reduce our footprint by between 79% and 85% (depending on the type of recycling).
- Recycling ferrous metals will significantly reduce our footprint by between 36% and 52% (depending on the type of recycling).

The type of recycling used will also affect how much we can reduce our ecological footprint. Closed loop recycling is much better for the environment than open loop recycling. In some cases – for glass and plastic - open loop recycling can be more damaging to the environment:





- Closed loop recycling of dense plastics will reduce the footprint by 60%. Open loop recycling will increase the footprint by 28%.
- Closed loop recycling of plastic film will reduce the footprint by 47%. Open loop recycling will increase the footprint by 27%.
- Glass has one of the lowest ecological footprints per tonne. Open loop recycling will increase the footprint<sup>9</sup>.

To achieve a high recycling society we need to make sure enough supplies of our priority materials are separated out and that they are of a high quality. This is achieved most sustainably by ‘source separation’ – where each material is collected separately – so that they are not contaminated. The revised Waste Framework Directive requires us to take measures to promote high quality recycling and to set up separate collections of waste where technically, environmentally, and economically practical and appropriate to meet the necessary quality standards for the relevant recycling sectors.

We also need enough material to drive the market. To do this, we propose to set high recycling targets (at least 70%) across all sectors. We also want an effective collection system for source separation across all sectors. In particular, we propose to look at the mixed element of commercial and industrial waste that is currently sent to landfill. In doing this we will ensure that the needs of spatial areas are taken into account and that an efficient and effective collection service can cover all parts of Wales, including rural, valleys and urban areas. ‘Mixed’ waste in this context is the waste that is not segregated and which contains a mixture of wastes very similar in composition to household wastes. The vast majority of this ‘mixed’ waste could and should be recycled, but is currently landfilled – see box below.

A big change in recycling is needed across all sectors to achieve a recycling rate of 70% or higher by 2025.

In a recent study of landfilled mixed commercial and industrial waste commissioned by Environment Agency Wales, it was estimated that Welsh businesses threw away rubbish worth £30 million pounds in 2005 - around half a million tonnes of potentially recyclable material went to landfill.

If this mixed waste had been separated at source, up to 77 per cent could have been reused, recycled or composted.

Cardboard boxes and containers are the largest component of the business waste making up 15 per cent - or 100,000 tonnes of the total. Kitchen waste made up 13 per cent - or 90,000 tonnes.

*(Source ‘Determination of Biodegradability of Mixed Commercial and Industrial Waste Landfilled in Wales ‘SLR’)*

### ‘Joined up’ recycling infrastructure

We want recycling facilities that accept recyclates depending on the material they are rather than the sector they come from. By treating the same type of material in the same type of facility, we can achieve economies of scale at a local level, reducing waste management costs for both businesses and local authorities. However, the right level of infrastructure has to be in place and we propose that this will be addressed in the sector plan for the waste industry, infrastructure and markets.

### Opportunities for social enterprise

We suggest that the third sector will have a big role to play in the sustainable management of waste reduction, reuse and recycling and the creation of more long term skilled jobs, community ‘buy-in’ and the retention of capital within the Welsh economy.

### Market development for recyclates

We will work closely with businesses in Wales to make sure the right market is created and this will be addressed in the sector plan for the waste industry, infrastructure and markets.

### Greenhouse gas emissions and diversion from landfill

To reduce Wales’ greenhouse gas emissions we need to divert waste from landfill, and manage the emissions from existing landfill sites. The best way to treat waste diverted from landfill is for it to be recycled. In particular, diverting food waste to anaerobic digestion (AD) plants, and waste paper, card and metals from landfill sites to recycling will have the greatest benefits

The Committee on Climate Change 2008 stated that ‘anaerobic digestion has significant potential to reduce greenhouse gas emissions....’ and ‘The use of AD is strongly recommended for source segregated food waste – the technology produces both biogas and digestate’.

### Residual and hazardous waste

We propose that residual waste will be phased out of landfill towards other forms of residual waste treatment. The Assembly Government’s modelling focuses on high efficiency energy from waste treatments. The landfilling of hazardous waste will be phased out in the medium term. We propose that in developing a pathway to zero hazardous waste will be a key part of our sector plans.

### Managing existing landfill sites

Landfill sites contribute to a large amount of greenhouse gas emissions. We propose to investigate further the emissions from operational and closed sites and work with our partners to find out whether emissions can be reduced even more.

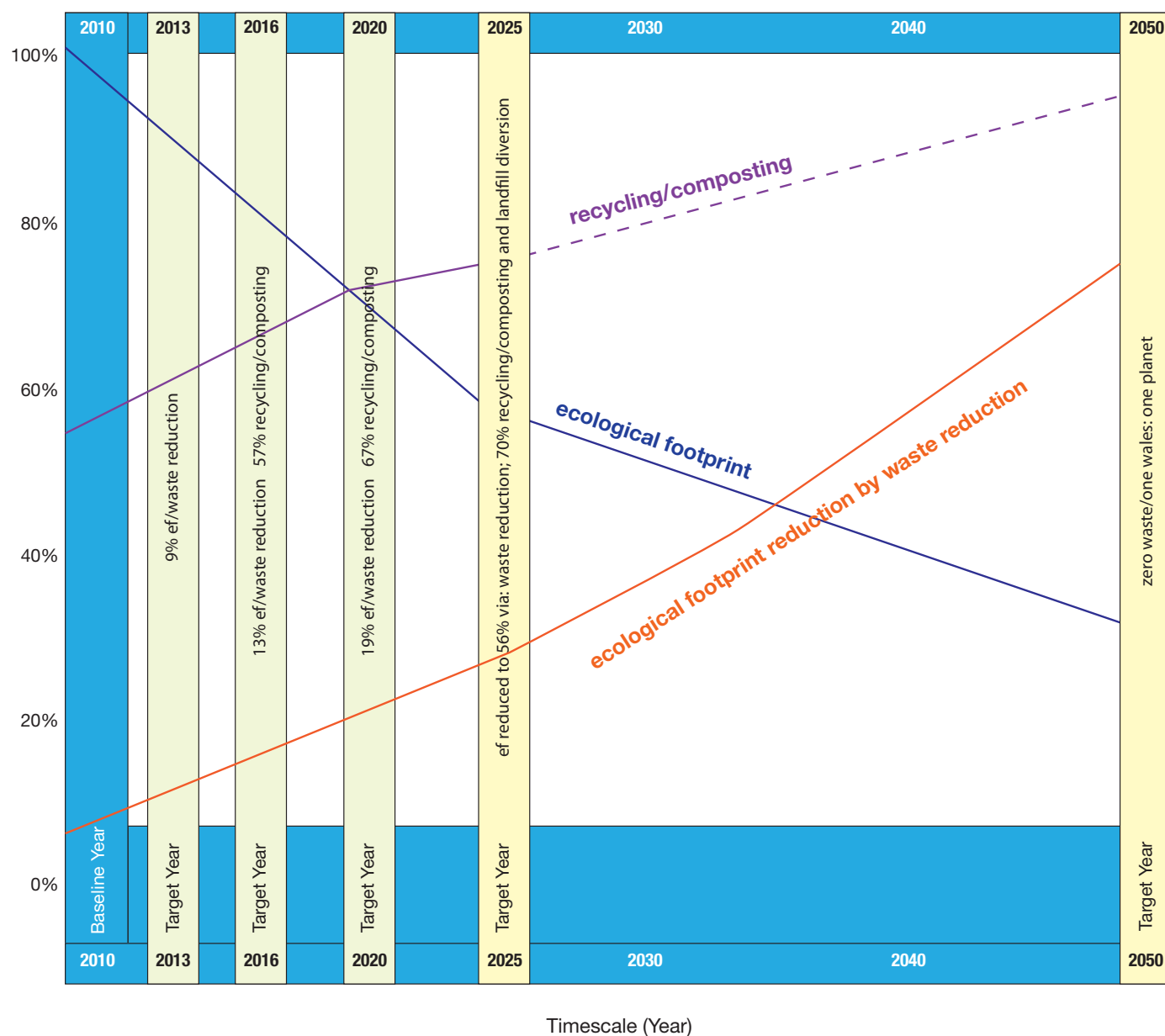
<sup>9</sup> REAP Ecological Footprint Reduction from Waste Management & Reduction (ARUP Report)



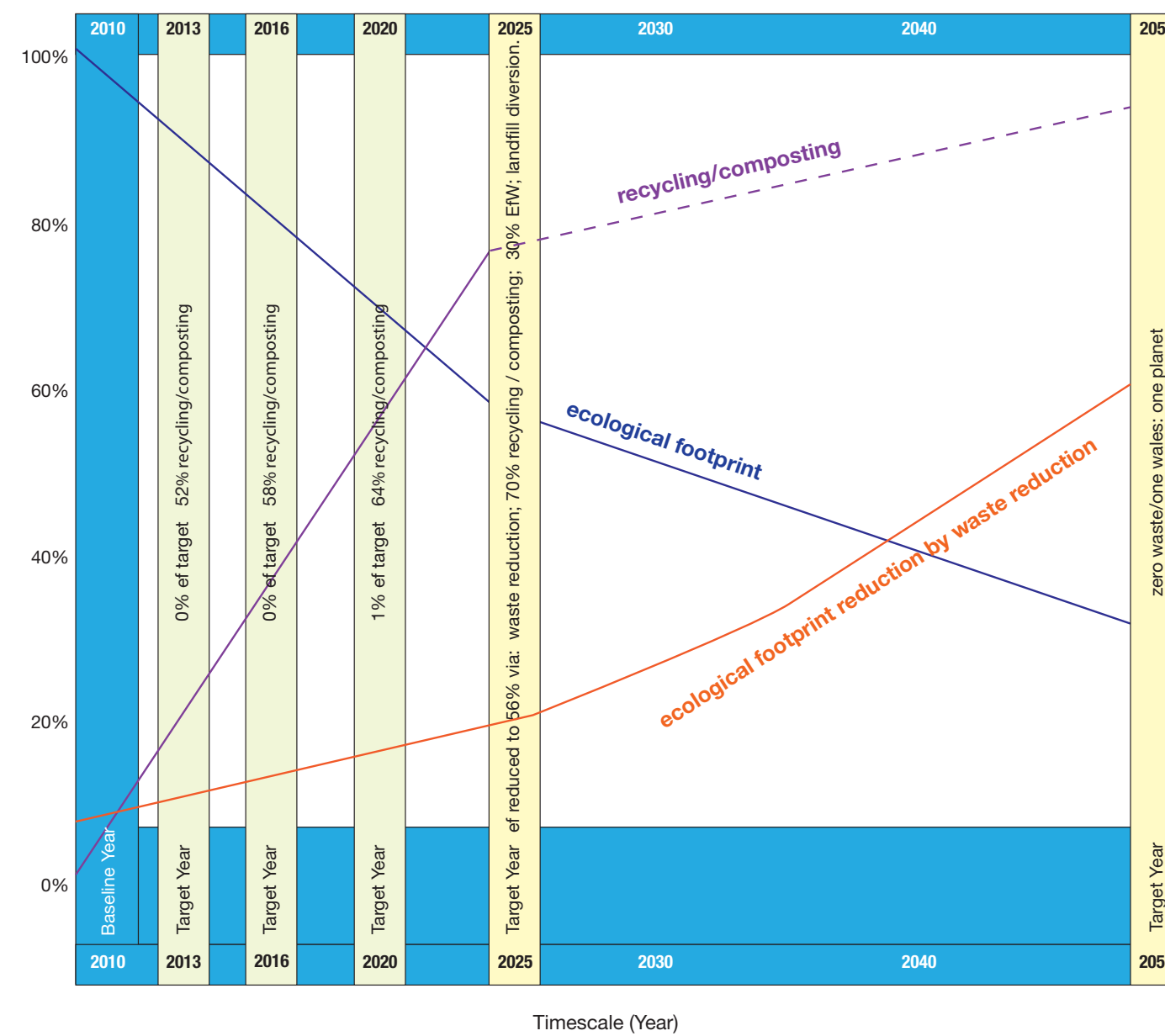
## What this means for you

The following diagrams show a summary of our long term policy scenario, targets and environmental outcomes to 2050 for each sector – commercial and industrial, municipal and construction and demolition. They aim to provide clarity to all our stakeholders – in particular to provide certainty for industry and the public sector when investing in infrastructure. This is followed by the detail of the targets proposed, and important materials for action, and an outline of the policies and actions proposed.

**Figure 4: The Big Picture: Commercial and Industrial Waste**

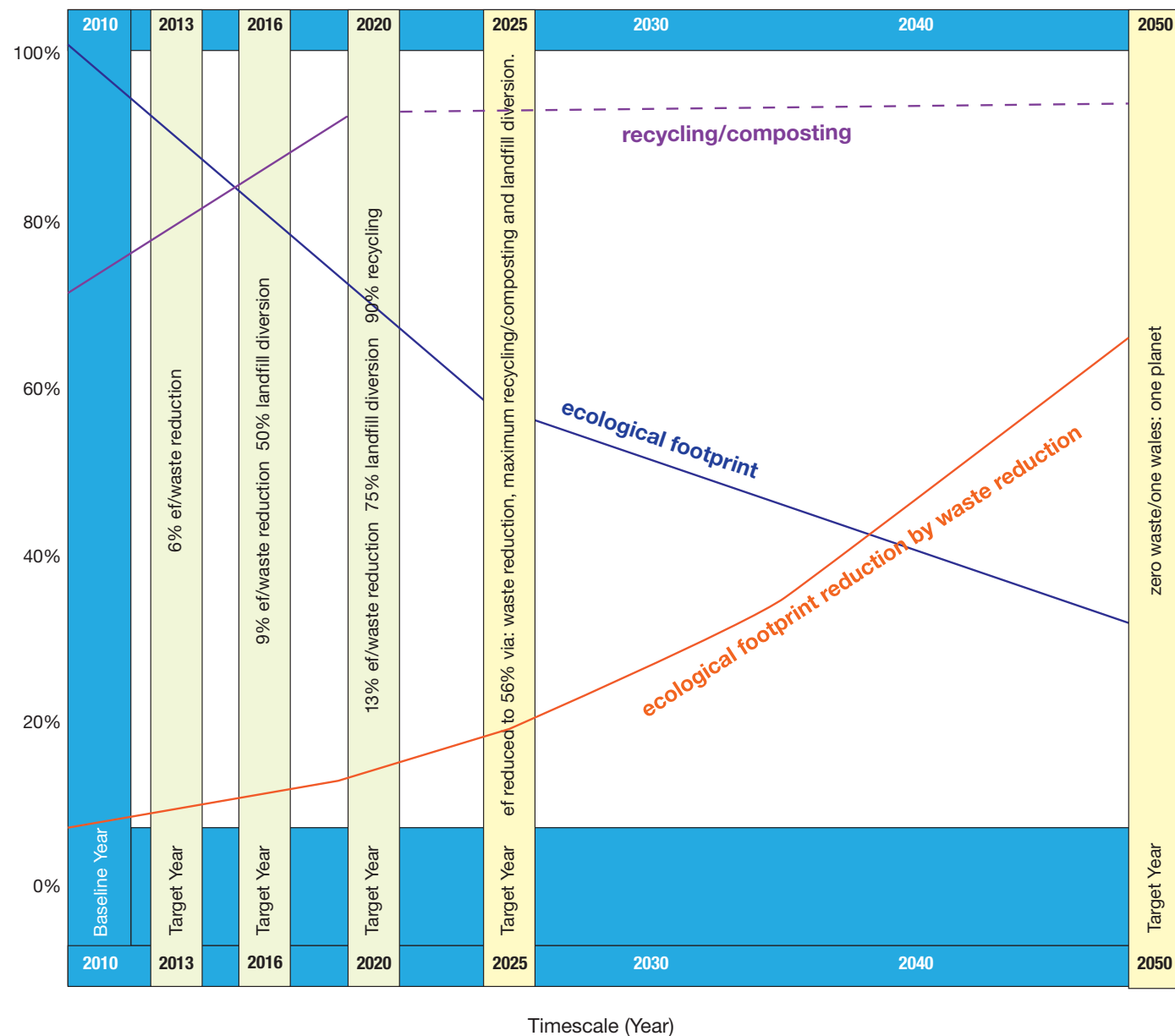


**Figure 5: The Big Picture: Municipal Solid Waste**





**Figure 6: The Big Picture: Construction and Demolition Waste**



### Proposed targets and important areas for action

We are proposing ecological footprint reduction targets and recycling targets. We also highlight important areas for action. As part of the sector plans we will work with partners to develop action plans for how these targets can be achieved.

The ecological footprint reduction targets have been set to reduce the ecological footprint to ‘one Wales: one planet’ assuming that a 70% recycling target by 2025 is met. It is important to know that they are not necessarily waste tonnage reduction targets – they are the reduction in ecological footprint needed through waste reduction activities. This is because some waste materials have a higher ecological footprint than others – for example, kitchen waste has a much higher impact per tonne (1.24 gha/tonne) than ferrous metals (0.43 gha/tonne). By concentrating waste reduction activities on the materials with a higher impact, we will reduce the ecological footprint of waste more quickly. However, as a rule, if our overall waste arisings are reduced by 50% then the corresponding ecological footprint would also be reduced by 50%. In sector plans we will translate these targets to waste tonnage reductions for our important materials.

We are proposing two different targets for ecological footprint reduction – option 1 based on an absolute reduction of 1.8% a year or option 2 based on 3.2% reduction based on the previous year’s waste total. Both achieve the same final level of reduction compared to the baseline, but the linear reduction leads to a constant decrease each year whereas the exponential reduction has an accelerated reduction in the early years that tapers off to a progressively lesser reduction each year as time progresses.

### Commercial and industrial waste

Proposed percentage targets to reduce the ecological footprint of waste.

Year	2013	2016	2020	2025	2050
<b>Option 1</b>	<b>9%</b>	<b>13%</b>	<b>19%</b>	<b>26%</b>	<b>70%</b>
Option 1: Indicative amount of waste avoidance needed (in tonnes) to achieve the target <sup>10</sup> see footnote	350 000	500 000	740 000	1 014 000	2 730 000
Option 2: Indicative amount of waste avoidance needed (in tonnes) to achieve the target <sup>10</sup> see footnote	16%	23%	30%	39%	70%
	625 000	897 000	1 170 000	1 521 000	2 730 000

<sup>10</sup>This is based on a waste arising figure in the commercial and industrial sector of around 3.9 million tonnes in 2007, a 0% growth rate, and assumes that waste is being managed proportionally to that in 2007. Amount of waste avoided figures are provided as indicative figures only. The actual reduction in ecological footprint will depend on the type of waste avoided and its overall management.



We propose to consider reuse targets in individual sector plans.

We plan to have separate recycling targets for commercial and industrial waste. This is because recycling rates are currently higher in the industrial sector, and the issues for the two are different.

We are consulting on two different recycling rates for **commercial** waste

- Highest feasible recycling rate of 77%. We would like your views on whether you think this is achievable

Commercial	2015/16	2019/20	2024/25
Recycling Rate for commercial waste	60%	71%	77%

- Or a 70% recycling rate

Commercial	2015/16	2019/20	2024/25
70% recycling rate for commercial waste	57%	67%	70%

We also plan to have separate recycling targets for our priority materials in commercial waste. We propose that these will be in our sector plans.

The proposed targets for **industrial** waste are

Industrial	2015/16	2019/20	2024/25
Recycling rate	63%	67%	70%

We also plan to have separate recycling targets for our priority materials for industrial waste. We propose that these will be in our sector plans.

### Important areas for action: commercial and industrial waste

Although waste reduction is important for all waste materials in the commercial and industrial waste stream, there are a number of priority areas. They are the largest proportion of the total waste impact and so we need to focus on them. The three priority areas for waste reduction are:

- Working with the **food sector** - food waste generates over 30% of the total ecological footprint impact of commercial and industrial waste in Wales. Working with food producers, food retailers (such as supermarkets and restaurants) and food industries such as hospital catering facilities to reduce food waste will result in the largest reduction in ecological footprint from this sector.
- **Paper and card** - paper and card also has a large ecological footprint impact in terms of commercial and industrial waste (15% of the total).
- **Chemicals** from commercial and industrial sector - chemical waste represents 12% of the total ecological footprint impact but only 4% of the total tonnage of waste.

Where waste is produced, we propose to concentrate on the following areas for action for recycling:

- Diverting food waste from landfill to anaerobic digestion plants
- Recycling paper and card rather than landfilling it
- Recycling metals

We also propose to ensure that our sector plans take account of the varying needs of different areas of Wales, especially in relation to rural, urban and valley areas. Particular attention will be paid to the needs of small businesses.

### Municipal waste

The ecological footprint reduction targets below would be in addition to a 70% recycling target and a residual waste target of 150kg per person by 2025.

Percentage targets to reduce the ecological footprint of waste:

Year	2013	2016	2020	2025	2050
<b>Option 1</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>9%</b>	<b>52%</b>
Option 1: Indicative amount of waste avoidance needed (in tonnes) to achieve the target <sup>11</sup> see footnote	Waste growth needs to be stabilised	Waste growth needs to be stabilised	20,934	198,021	1,467, 259

<sup>11</sup>This is based on a waste arising figure in the commercial and industrial sector of around 3.9 million tonnes in 2007, a 0% growth rate, and assumes that waste is being managed proportionally to that in 2007. Amount of waste avoided figures are provided as indicative figures only. The actual reduction in ecological footprint will depend on the type of waste avoided and its overall management.



## Towards Zero Waste

A consultation on a new Waste Strategy for Wales



Option 2	5%	6%	13%	21%	52%
Option 2: Indicative amount of waste avoidance needed (in tonnes) to achieve the target <sup>11</sup> see footnote	97 630	120 706	272 148	462 049	1,467, 259

The following reuse target is proposed:

Year	09/10	12/13	15/16	19/20	24/25
Minimum levels of reuse (excluding WEEE)	-	0.4%	0.6%	0.8%	1.0%

We are proposing a 70% overall recycling target for municipal waste by 2025. This has interim targets as set out below.

Recycling and other waste management targets:

TARGET FOR:	TARGETS FOR EACH TARGET YEAR				
	09/10	12/13	15/16	19/20	24/25
Minimum levels of reuse and recycling / composting (or AD)	40%	52%	58%	64%	70%
Minimum proportion of reuse/recycling/composting that must come from source separation (kerbside, bring and/or civic amenity (CA) site)	80%	80%	80%	80%	80%
Minimum levels of composting (or AD) of source separated food waste from kitchens as part of the combined recycling/composting target above	-	12%	14%	16%	16%
Maximum level of residual household waste per inhabitant per annum	-	295kg	258kg	210kg	150kg
Maximum level of landfill	-	-	-	10%	5%
Maximum level of energy from waste.	-	-	42%	36%	30%

<sup>11</sup> This is based on a waste arising figure in the commercial and industrial sector of around 3.9 million tonnes in 2007, a 0% growth rate, and assumes that waste is being managed proportionally to that in 2007. Amount of waste avoided figures are provided as indicative figures only. The actual reduction in ecological footprint will depend on the type of waste avoided and its overall management.

### Important areas for action for municipal waste

There are 3 key areas to focus action for municipal solid waste reduction

- Food waste
- Plastic
- Paper

We propose to target reducing waste at these materials.

WEEE (waste electronic and electrical equipment), batteries, oil, clinical waste, hazardous items, textiles, shoes, wood, nappies, carpet, furniture also have a combined high impact on our ecological footprint.

Where waste is produced, we propose to concentrate on the following areas for action:

- Diverting food waste from landfill to anaerobic digestion plants
- Diverting paper and card from landfill to recycling
- Diverting metals from landfill to recycling

We will ensure via the municipal waste sector plan that the varying needs of different communities are taken into account and that service provision is tailored for those with special needs, as is already custom and practice in most local authorities.

### Construction and demolition waste

We propose the following percentage targets to reduce the ecological footprint of waste

Year	2013	2016	2020	2025	2050
Option 1	6%	9%	13%	18%	61%
Option 1: Indicative amount of waste avoidance needed (in tonnes) to achieve the target <sup>12</sup> see footnote	360 000	540 000	780 000	1 080 000	3 660 000
Option 2	13%	19%	25%	31%	61%
Option 2: Indicative amount of waste avoidance needed (in tonnes) to achieve the target <sup>12</sup> see footnote	780 000	1 140 000	1 500 000	1 860 000	3 660 000

Higher recycling targets are proposed for construction and demolition waste as the

<sup>12</sup> This is based on a figure in the construction and demolition sector of around 6 million tonnes in 2007, and assumes a 0% growth rate and that waste is being managed proportionally to that in 2007. The figure of 6 million tonnes is the proportion of the total waste arisings for which waste reduction will be targeted. Amount of waste avoided figures are provided as indicative figures only. The actual reduction in ecological footprint will depend on the type of waste avoided and its overall management.



recycling rates in this area are already very high.

Construction & Demolition	2015/16	2019/20
Recycling, recovery and reuse rate for non hazardous (and inert) waste	-	90%
Landfill diversion from 2007	50%	75%

We plan to have separate recycling targets for our priority materials. We propose that these will be in the sector plan.

**Important areas for action for construction and demolition waste**

The following materials are priorities for waste minimisation in the construction and demolition sector.

- Wood
- Plastics
- Metals
- Insulation and gypsum
- Hazardous waste

**Policies and actions**

We propose that the policies and actions to tackle our important materials and achieve the ecological footprint reduction targets will be delivered through our sector plans, working with other Assembly Government departments and working closely with the UK and EU Governments.

We propose that the municipal waste sector plan will develop both a general and targeted waste minimisation campaign. It will put in place schemes to encourage behaviour change with the public. There will be links between the municipal waste and retail sector plans, as the type of municipal waste generated is particularly dependent on the retail sector. The sector plans will be constantly reviewed.

We propose that sector plans for key commercial, industrial, construction and demolition sectors will include voluntary agreements with sectors on greening supply chains, bench marking best practice and voluntary waste reduction targets. We will continue work with our specialist service providers to further develop together a programme of advice and support for waste reduction. We will monitor the outcomes to make sure that voluntary action delivers the outcomes in the strategy.

We propose to work closely within the Assembly Government to drive change through more sustainable public sector procurement and working with the Green Jobs Strategy to increase innovation in waste management towards more sustainable options, increase the number of jobs and develop higher skills levels.

Many of the tools needed to achieve waste minimisation to the levels required are not currently within the scope of the Assembly Government. We will work closely with the UK and EU Governments on ways to ensure producers take more responsibility for their products and their product design.

We also want Wales to take a lead on the world stage to promote sustainable consumption and production and ‘one Wales: one planet’. We propose to hold an international conference on waste reduction in Wales.

We propose that existing, enhanced and new, policies and actions to divert waste from landfill to recycling can be delivered through our waste management and infrastructure, municipal and construction and demolition sector plans. We will work closely with local authorities, the waste management industry and social enterprises to develop the type and capacity of infrastructure needed. We will take account of the different spatial needs in accordance with the Wales Spatial Plan Area Strategies, and the needs for waste infrastructure identified in the three Regional Waste Plans. Our specialist business support programme (Flexible Support for Business (FS4B)) will give advice and support to businesses on recycling. We also propose to run capital grant schemes to assist and support industry in developing the new infrastructure needed to meet the recycling and diversion targets.

In particular, we will work out the best way to make sure we have an effective collection system for source segregation of the mixed element of commercial and industrial waste, taking account of differing needs in urban, rural and valley areas.



## PART 3: OUR APPROACH TO DELIVERY

We will need to work closely with our stakeholders. Further detail will be developed in each of the relevant sector plans.

- Within the **Welsh Assembly Government** - we will work jointly across departments to deliver the policies, and principles.
- **Industry and commerce** – the proposed sector plans will show how industry and commerce can help with delivery.
- **The public sector** – the public sector employs a large proportion of the Welsh workforce and has considerable influence via its procurement supply chain (e.g. it can help create markets for recycle and compost).
- **The public** - we need to get the public involved and change behaviour to make sure we meet our targets.
- The **waste management sector** will help make sure the infrastructure and facilities are in place.
- **Local authorities** have a major role to play in respect of the collection and management of municipal waste and in respect of the engagement of their citizens and communities.
- The **third sector** make a contribution to many areas and our proposed sector plans will show how the community sector can help with delivery in each sector.
- **Other Governments** - where the Assembly Government does not have devolved powers, we will work closely with the UK and European Governments to make sure our interests are represented and to encourage the adoption of policies and actions that will help us deliver the targets and outcomes proposed in this draft strategy

### Within the Welsh Assembly Government

#### Green Jobs Strategy

The Green Jobs Strategy is concerned with ‘greening’ existing jobs (and creating new green jobs).

Its aim is to increase the number of new jobs created in Wales that will be ‘green’. It will also identify how skills will be provided for the development, maintenance, installation and manufacture of sustainable technologies. Jobs are likely to be created in all areas and at all levels, including collection, reprocessing, design, management and energy experts.

This strategy will align closely with the Green Jobs Strategy to make sure that innovation, jobs and up-skilling within sustainable consumption, production and waste management are captured.

#### Skills, training and qualifications

We will also work closely with DCELLS, the EU Skills Council and others to ensure skills gaps in waste management and resource efficiency are identified and the specific qualifications/ skills needed by the industry are given full support in each of our sector plans.

#### Flexible Support for Businesses

We have recently reviewed our approach to the way we provide support to businesses within Wales, through the ‘Flexible Support for Businesses’ (FS4B) Scheme. It includes providing specialist support in waste and resource management through Envirowise, the Waste & Resources Action Programme (WRAP) and Constructing Excellence in Wales. This will help us raise awareness and develop sustainable consumption and production and waste management. This programme will also look at sustainability and the role of the third sector in delivering our outcomes.

The specialist programme links with a more generic programme of environmental support for businesses under FS4B. This includes the provision of basic advice on how to improve environmental performance (including the better management of waste), and a more detailed level of environmental advice that will be provided by a network of Environmental Information Officers and/or Business Environment Co-ordinators.

#### Procurement

One of our main aims is to encourage change in greening supply chains through a change in public sector procurement. We propose to work closely with the Assembly Government’s Value Wales division to develop a Public Sector Plan, to encourage waste reduction, high quality recycling, product leasing and reuse as a condition of public sector grants.

#### Grant support

Grants provided to businesses and other organisations need to include sustainable waste management conditions.

#### Spatial Plan

The Welsh Assembly Government spatial plan team has commissioned the Sustainable Development Commission in Wales to define the practical application and definition of a low carbon region. Initial research will focus on four sectors including waste. Evidence from the waste strategy will help to inform this work.

The Wales Spatial Plan 2008 Update also includes data on the ecological footprint of each of the spatial plan areas. This will be recalculated every four years, which will assist us with assessing the impact of our actions on a regular basis.



## Litter

The Assembly Government's Local Environment Quality Team (LEQ) are preparing an LEQ Action Plan and Mission Statement to outline the issues and targets in this area, as well as highlighting the roles and responsibilities of all those involved. It is intended that this will be available for consultation in 2009.

## Leadership by the Assembly

It is important that the Assembly Government shows how to lead the way, and we will support waste reduction and recycling at all Assembly Government events, and Assembly Government sponsored events.

### *Actions identified in the Sustainable Development Scheme for Wales*

**Local Food.** Through the Food and Drink from Wales Strategy the overall ecological footprint of food will be reduced by a number of measures that include minimising the creation of food waste and maximising composting. The strategy will also aim to educate consumers to only buy the food they require and reduce the amount of food waste from homes, retailers and food outlets.

**Green Jobs Strategy.** With the Green Jobs Strategy the Welsh Assembly Government will encourage the adoption of resource efficiency in the production of goods and services. In particular the Welsh Assembly Government wishes to see businesses in Wales that are low-waste and encourages links with Welsh universities to promote low-carbon and resource efficient design of goods and services.

**Public procurement.** The Welsh Assembly Government will use Value Wales to ensure that procurement for the public sector in Wales contributes towards waste minimisation.

**Greening operations.** Within its estate the Welsh Assembly Government will minimise the ecological footprint by developing working parties to reduce consumption and waste.

**Masterplanning.** The concept of zero waste is to be integrated into the masterplanning for development and regeneration in Wales along with net zero carbon and other issues.

**Engagement.** The Welsh Assembly Government wants all groups in society to be engaged with and understand the concept of a low waste society and will be supported by the relevant public facilities and services.

**Waste.** In terms of municipal waste the overall target for the Welsh Assembly Government is to recycle 70% of household waste by 2025 and begin moving towards a zero waste society. Likewise, the commercial sectors will receive more support for reducing, reusing and recycling the waste that they produce.

## Industry and commerce

Our proposed sector plans will show how we will deliver the outcomes in this strategy. We will talk to the industry about these plans and constantly review them. The proposed plans will cover the following:

### Green procurement and analysing supply chains

Moving to more sustainable procurement activities will reduce how much waste is generated and also the ecological footprint of consumption. Large businesses can use their purchasing power to have a powerful influence over their suppliers. Also by using environmental demands, institutions can shift markets and influence design and durability. This is green procurement.

By understanding where an organisation has the most environmental impact they can use green procurement to make the most significant reduction in their environmental impact. This is particularly relevant to retailers and manufacturers. By looking at their supply chains they can identify where they can reduce the impact of their production. This will then reduce the impact per tonne of waste they generate. Tools are available for analysing these impacts.

### *Actions already undertaken:*

Assembly Government funding support for the Eco-design Centre for Wales.

### Provision of advice and support

Businesses need advice and guidance in order to make the necessary changes. This will be provided under the new FS4B initiative.

### *Action already undertaken:*

- The Assembly Government funded Materials Action Programme providing specialist advice on waste minimisation to businesses, delivered by Envirowise and co-ordinated under FS4B.
- Provision of generic advice on waste minimisation by FS4B
- Environment Agency Wales ensuring via its regulatory and advisory roles under the Environmental Permitting Regulations (formerly PPC Regulations), Packaging Regulations and Hazardous Waste Regulations that regulated companies achieve a real reduction in the amount of waste they produce. From 2008/09 this effort is being targeted at the food and drink sector over an 18-24 month period with other sectors in following years.





### Voluntary agreements and targets

Voluntary agreements and targets with industry sectors are important to achieve our outcomes. Industrial and commercial waste trends are closely aligned with economic trends. Through our proposed sector plans we will work to set targets to reduce growth in waste streams in line with business as usual trends. There are also opportunities to promote zero waste strategies and develop sector specific reuse targets.

#### **Action already undertaken:**

The 'Courtauld commitment' agreement between government and the major grocery retailers (brokered by WRAP) has focussed on the reduction of packaging and food waste. In July 2008 the major grocery retailers announced that they had halted the year on year growth in packaging. Most of the major grocery retailers individually have set themselves very significant packaging reduction targets.

### Legacy wastes and hazardous waste

We will work with industry to deal with the issue of legacy wastes, such as asbestos, and to make sure that hazardous waste is designed out of products and processes as far as possible.

Through our proposed sector plans we will consider opportunities for sustainability and the role of the third sector. An example of this approach is the Fareshare Cymru scheme which ensures that unwanted food from the retail sector and its supply chain is provided to support those in need.

### Construction and demolition sector

We propose that a sector plan will be developed for the construction and demolition sector.

To minimise waste in the construction and demolition sector we need the involvement of individuals and organisations along the entire supply chain. Three stages of a construction project to help with waste minimisation activities include:

*Planning stage* - Waste reduction and use of recycled material should be incorporated as early as possible in to the project during the planning stage. At this stage effort should be made to determine the availability of readily available recycled content that may be generated by other construction and demolition projects.

*Contract stage* - At the contract stage there is the opportunity to put in place obligations for waste minimisation for all project partners through the planning policy. Voluntary targets could be set for reducing waste and including recycled content on Assembly Government funded projects. Clients will have to do site waste management plans. There could be opportunities to reduce impacts with the demolition protocol on all new developments.

*Design stage* - At the design stage in a construction project there are opportunities for waste minimisation activities - architects and designers play a fundamental role to prevent waste from arising in the first place and be part of site waste management plans.

*Construction stage* - Waste reduction can be achieved on site with site specific waste management guidelines and plans. The Assembly Government is planning to consult in 2009 on legislation to introduce a mandatory requirement for the production of such plans.

Waste separation also helps in the management of onsite waste. The proposed sector plan will look at ways of encouraging source separation and sustainable construction practices to prevent, minimise and manage waste responsibly including the use of secondary recycled aggregates in construction.

#### **Actions already undertaken:**

- Assembly Government funded Materials Action Programme providing specialist advice on waste minimisation to construction businesses. This is delivered by Constructing Excellence in Wales and Waste & Resources Action Programme Wales (WRAP Cymru).
- An Environment Agency Wales survey of construction and demolition (C&D) waste arisings in Wales.
- Developing Site Waste Management Plans regulations in Wales as a tool to help companies to think and plan to prevent waste arising in the first place.
- Assembly Government grant support (via Objective One and Two, RSA, AIG and latterly the new Single Investment Fund) for a range of recycling and waste treatment plants covering C&D / inert waste.
- The Waste Protocols project (a partnership initiative by the Environment Agency and WRAP) has produced a number of protocols involving C&D waste, with the WRAP Aggregate Quality Protocol, the first of the protocols to be developed.
- The Sustainable Buildings in Wales Action Plan published in February 2007 requires that all new buildings funded by the Assembly Government use materials derived from recycled and reused content (at least 10% of the total value of materials used).

### Legacy wastes and hazardous waste

We will work with the construction and demolition industry to deal with the issue of legacy wastes such as asbestos.



## The public

The support of the general public is vital to the success of the strategy, and we propose to develop a municipal waste sector plan that will give more information about how we intend to do engage with them. The proposed plan will consider the following:

### Changing lifestyles and behaviour for waste reduction

Education and awareness raising plays a large role in encouraging people to buy better quality, durable and serviceable goods, as well as buying second hand or fewer products in general. The proposed municipal waste sector plan will consider the role of:

- General awareness raising campaigns on the importance of reducing waste by people in Wales. Campaigns led by Waste Awareness Wales will focus on information about choosing durable, reused, reusable, repairable, upgradeable, less-packaged, and fewer goods as well as discouraging disposal of reusable items and introducing waste prevention into school curricula.
- Targeted waste reduction campaigns specific to materials with the greatest impact on Wales' ecological footprint. There will be a focus on food waste, paper, plastics, combustibles and other miscellaneous waste as these are the priority materials identified as having the greatest impact.
- Empowering communities to develop their own local solutions to reduce waste, raise awareness and facilitate behaviour change.

#### **Actions already undertaken:**

- Reducing food waste has been the subject of the major 'Love Food, Hate Waste' media campaign, devised by WRAP and implemented in Wales by Waste Awareness Wales.
- Waste Awareness Wales and individual local authorities have been funded by the Welsh Assembly Government to promote waste minimisation and re-use to householders, and campaigns have been run, or are planned, for 'junk mail', reusable nappies, reuse of other household items.
- Funding support from the Assembly Government, local authorities and other sources (e.g. the Lottery) has been provided to support community enterprise re-use initiatives that help reduce waste.

## Reuse

The proposed municipal waste sector plan will show how we will encourage reuse through:

- Promoting via national and local awareness campaigns of the benefits of reuse in terms of saving money, helping charities, and benefiting the environment – ensuring people value all household items, in the same way that antiques are valued.
- Using reuse services such as donating unwanted items to charity shops.
- Developing Freecycle and other similar groups and local exchanges.
- Supporting schemes that involve 're-usable' products instead of disposable products.
- Improving reuse facilities at recycling centres.
- By increasing the skills needed for refurbishment within the jobs market, the reuse and refurbishment of products can grow.
- Improving the collection methods and services for large, re-usable items.
- Local authority departments (in particular social services and housing) purchasing reused furniture for their clients.

#### **Actions already undertaken:**

There are already 21 reuse schemes in Wales (Source: *Cylch Let's Prove It Report 2008*)

### Enhancing recycling services and the level of usage

We propose that the municipal waste sector plan will focus on:

- Methods of service delivery to achieve 70% recycling, including the materials that need to be targeted.
- Far greater consistency in the types and range of recyclable materials collected by local authorities across Wales in order to result in a greater degree of understanding of what can be recycled and less confusion amongst householders.
- More efficient and effective services, focussing on value for money and potential efficiency savings through improved collection systems, joint procurement of equipment, and joint procurement of contracts for the management of recyclate.
- Enhancing the Waste Awareness Wales campaign to encourage and better explain to householders the importance and benefits of waste minimisation, reuse and recycling, and working with individual local authorities to help improve communication to householders on what they need to do.

Only two of the twenty-two local authorities in Wales contract out all or most of their environmental services. Although this is not necessarily an issue in itself from either a performance or an affordability perspective, it does contrast with the situation in England, where around 65% of waste collection services are now outsourced to contractors. Given that local authorities in Wales have been subject to broadly the same legislative drivers that led to considerable outsourcing in England, these statistics at least indicate the possibility of failure(s) in the Welsh waste collection market. At the very least this has potentially stifled the development of local waste collection businesses or community enterprises.



The Assembly Government proposes to discuss with local authorities and the Welsh Local Government Association (WLGA), as the municipal waste sector plan is developed, issues around demonstrating value for money as well as best practice in service delivery, and will consider options. This may include benchmarking with the private and third sectors.

The Environment Strategy identifies a commitment to scope possible charging for residual municipal waste as a means of ensuring householders are more accountable for the amount of waste they produce that they do not separate out for recycling. This work has been completed and options will be discussed during development of the municipal waste sector plan. Following this, a public consultation will be held.

### Infrastructure and capacities

Work is already taking place to evaluate infrastructure and capacity in the municipal sector for the recycling and landfill diversion targets we are proposing. A major programme of support for local authorities for the procurement and delivery costs of anaerobic digestion of source separated food waste and the treatment of residual municipal waste is being provided by the Welsh Assembly Government.

#### *Actions already undertaken*

- The Assembly Government has since 2000/01 provided to local authorities more than £200 million of additional funding in the form of the Sustainable Waste Management Grant (SWMG) to support municipal waste recycling. An additional £90million is being provided to local authorities over three years to increase recycling and introduce the collection of food waste from households. The SWMG to local authorities has increased by £15m this year (2008/09) to £50m, and will increase by a further £9 million in 2009/10 to £59 million.
- Announced in October 2007 was a two-year package of additional Assembly Government grants under the Regional Capital Access Fund worth £14 million to start new recycling and food waste treatment schemes, including setting up the first plastic bottle waste sorting unit in Wales.
- Assembly Government support for the Waste Awareness Wales campaign run by the WLGA that provides national media campaigns promoting recycling, and support to local authorities for local campaigns. This has included a programme of national media advertising on television, radio and other national media.
- The implementation of the Producer Responsibility Regulations for packaging, end of life vehicle and electrical and electronic equipment wastes that require targets to be met for recycling/treatment by the producers and/or retailers of the products and/or materials covered by the regulations.
- Setting up of the Packaging Recycling Advisory Group, a joint initiative between retailers, local and national government, reprocessors, the packaging industry and others to improve the level, and consistency of, the recycling of packaging in the UK.

### The public sector

- The public sector in Wales is a major instrument for change. We will work across the Assembly Government to ensure that all public sector bodies and services funded by the Assembly Government adopt sustainable waste management practices, including sustainable procurement which should help create a better market for recycled materials in Wales. We propose to build on the current public sector waste minimisation campaign to ensure that the tools and support provided are taken up by all public sectors. The Sustainable Buildings in Wales Action Plan published in February 2007 requires that all new buildings funded by the Assembly Government use materials derived from recycled and reused content (at least 10% of the total value of materials used).

#### *Actions already undertaken*

- The Assembly Government has funded a Public Sector Waste Minimisation Campaign since 2002.
- The Sustainable Buildings in Wales Action Plan published in February 2007 requires that all new buildings funded by the Assembly Government use materials derived from recycled and reused content (at least 10% of the total value of materials used).

### The Waste Management and Reprocessing Sector for infrastructure and capacity of facilities and markets

The strategy is proposing large-scale changes in the infrastructure of waste management facilities in Wales – from landfill to a recycling and high efficiency energy from waste scenario. We also need adequate markets for recycle.

We propose to work closely with the reprocessors, the waste industry, local authorities, the community sector and others to develop the infrastructure and capacity needed and evaluate the most effective collection systems. We will ensure that steps are taken to link markets back to collection systems, ensuring that closed loop systems and quality are paramount.

We propose that the waste industry, infrastructure and market sector plan will build on the regional waste plans and will integrate with the delivery of the Wales spatial plan area strategies. Attention will be paid to spatial differences in the distribution of key business sectors and their potential differing needs for waste infrastructure. Account will be taken of the need to adapt to climate change, including the location of waste facilities (a key utility service that needs to operate continually) and the potential for waste composition to change as the climate gets warmer.



### Skills, training and qualifications in waste management and resource efficiency

We will work closely with relevant education, skills and training organisations to ensure that a full range of qualifications and courses are available to ensure that all those working in the waste management industry, and those working in businesses that produce waste, all have the necessary awareness and skills to help them implement this strategy and the relevant sector plans. This will link closely with the new Green Jobs Strategy.

Around 10,000 people are employed in the waste management industry in Wales. The workforce is spread across large public sector, private sector, small and medium sized enterprises (SMEs) and social enterprises. The recycling workforce has increased very substantially over the past two decades, and employment in waste collection, treatment and disposal has increased too. It is estimated that employment within the waste management industry in the UK will increase by around 5,000 between 2006 and 2014. Skilled trade occupations will account for the majority of this increase (+53% on 2006 levels) while drivers and plant operatives will increase by around 30%<sup>13</sup>.

By working towards zero waste and 'one Wales: one planet' by 2050, there is an enormous opportunity to develop more skills and increase employment further within Wales. We suggest that skills will be needed in areas that include the design, development, installation, operation and maintenance of process plant. Also, to achieve the significant levels of waste reduction required, Wales will need more expertise in lifecycle assessment and design, creative industries, clean technologies and processes and environmental management and monitoring. Wales will also need to build capacity to deliver waste related skills and training.

#### Actions already undertaken

- Assembly Government grant support (via Objective One and Two, RSA, AIG and latterly the new Single Investment Fund) for a range of recycling and waste treatment plants.
- The Assembly Government has funded the production and recent review of the three Regional Waste Plans that identify the need for waste facilities in each region, and identify suitable locations for regional scale facilities.
- A draft recyclate market development plan has been produced that will be incorporated into the Waste Industry, Infrastructure and Recyclate Market Sector Plan.
- Funding has been provided to WRAP Cymru to lead a recyclate market development programme in Wales.
- The Energy and Utilities Sector Skills Council has mapped the skills gap in the waste sector.
- The Chartered Institution of Wastes Management has promoted its Waste Awareness Certificate for staff widely amongst businesses in Wales.

### UK and European Governments

It is our aim to make sure businesses take ownership of the waste they produce. Producer responsibility means producers are responsible for the collection and treatment of products at the end of their useful life. Currently, producer responsibility law has limited impact on preventing waste because the law focuses on improving collection and the level of treatment or recycling of the waste. It is designed to ensure the lowest costs for compliance with recycling or treatment targets, but this means that some sources of wastes covered by the producer responsibility legislation do not receive the same level of attention, especially where costs are greater or where the cost of collection is borne by other parties (for example packaging waste from the household waste stream, whose cost of collection is borne by the council tax and grants from the Assembly Government). By extending producer responsibility, producers need to meet the full costs of sustainable waste management for their products. We anticipate that this would incentivise (through increased cost of waste management) using less materials or to use of materials that are easier to recycle instead.

We also propose to work with the UK and European Governments to explore initiatives such as compulsory take back schemes, laws defining minimum recycled content and secondary material utilisation rate requirements, eco-efficiency standards and restrictions and bans on the disposal of specific materials and products across the UK and Europe.

Existing legislation and financial instrument are driving change in the required direction.

#### Actions already undertaken:

- The implementation of the producer responsibility regulations for packaging, end of life vehicle and electrical and electronic equipment wastes that require targets to be met for recycling/treatment by the producers and/or retailers of the products and/or materials covered by the regulations.
- The Waste Protocols project (a partnership initiative by the Environment Agency and WRAP) helps major waste streams be recycled by setting quality standards for the material so that it is no longer regarded as waste once it has undergone a process to turn it into a quality product, it meets a publicly available standard and it has a market for its use.
- The implementation in the UK of the article 6 Landfill Directive requirement for pre-treatment of all waste prior to landfill since July 2007 encourages recycling and ensures at least of degree of treatment.
- The £8 per tonne per year increase in Landfill Tax acts as a major incentive for businesses to divert waste from landfill.

<sup>13</sup> Energy & Utility Skills – Sector skills agreement S1 and 2 report waste management industry – March 2007



## Waste minimisation during production

Companies within the commercial and industrial sector involved in product design, manufacture and processing activities have numerous opportunities to reduce waste. This is because the design of a product and the materials used has a significant impact on the total amount of commercial & industrial and municipal waste produced. We propose to work with the EU and UK Governments to demonstrate support for integrated product policy.

## Governance

We intend to develop a governance plan in parallel with the sector plans.

## Data and research

Our evidence base to support the strategy can be found on the website<sup>14</sup>.

## Legislation and enforcement

Supporting legislation can be found on the website<sup>15</sup>.

## Health

The health impact assessment (HIA) can be found on the website<sup>16</sup>.

'The HIA concludes that the draft strategy constitutes a holistic, targeted approach to waste resource management which implicitly considers the health and wellbeing of communities through the recommended policies and the in-depth consideration of the waste management options. Following the recommendations of this HIA, and in conjunction with regulatory assessments and environmental permitting requirements set to stringent environmental thresholds to protect environment and community health, the draft strategy constitutes a robust document geared to protecting and improving Wales' environment, economy and the health and wellbeing of its people.

Being a strategic document, a key feature of the HIA is to provide information that will further support decision making at the regional and local level throughout Wales. As such, the HIA provides a series of recommendations through a dedicated health management plan geared to further support the development and delivery of the draft strategy, to aid in managing potential community and occupational health risks, enhance the uptake of benefits and to address relative inequality at the national, regional and project level throughout Wales.

In addition to the health management plan, the HIA provides a detailed review of the available scientific health and waste management evidence, supported by formal position papers issued by organisations including the Environment Agency, the Health Protection Agency and the Chartered Institute for Water and Environmental Management.<sup>17</sup>

## Sustainability appraisal

The sustainability appraisal can be found on the website<sup>18</sup>.

The full findings of the appraisal will be disseminated in the sustainability appraisal report, published alongside the draft strategy for external review and subject to a twelve week consultation period.

- This has been a collaborative and constructive appraisal, which has afforded the opportunity to meaningfully influence the drafting of the strategy, and as such as sought to instil best practice in respect of the SEA/SA process.
- A robust and substantive evidence base has been commissioned and used to inform the drafting of the strategy and the appraisal undertaken of it.
- The appraisal has noted and assessed the feasible alternatives or options to the 'preferred option' incorporated within the strategy. The assessment indicates that the preferred option demonstrates clear sustainability benefits above and beyond possible alternatives– these benefits have been maximised through the approach adopted in the strategy and will further be enhanced through the detail of the proposed sector plans.
- Notable are the sustainability benefits which should accrue above and beyond environmental and resource sustainability; such benefits including employment, upskilling, public /community engagement, awareness raising and behavioural change and generally enhanced accessibility.
- The appraisal notes the importance of ensuring thorough and effective implementation of the strategy's aspirations and targets, integral to which is the role of stakeholders, engagement, awareness raising and enforcement, amongst other aspects.

<sup>14</sup> Evidence Base [www.wales.gov.uk/consultations](http://www.wales.gov.uk/consultations) (Environment & Countryside)

<sup>15</sup> Legislation and enforcement [www.wales.gov.uk/consultations](http://www.wales.gov.uk/consultations) (Environment & Countryside)

<sup>16</sup> Health Impact Assessment [www.wales.gov.uk/consultations](http://www.wales.gov.uk/consultations) (Environment & Countryside)

<sup>17</sup> Health Impact Assessment p11-12 [www.wales.gov.uk/consultations](http://www.wales.gov.uk/consultations) (Environment & Countryside)

<sup>18</sup> Sustainability Appraisal [www.wales.gov.uk/consultations](http://www.wales.gov.uk/consultations) (Environment & Countryside)



## Glossary

**Anaerobic digestion** - A biological process where biodegradable wastes, such as food waste, is encouraged to break down in the absence of oxygen in an enclosed vessel. It produces carbon dioxide, methane and solids/liquors known as digestate which can be used as fertiliser and compost

**Bring site** - Recycling point where the public can bring material for recycling, for example bottle and can banks. They are generally located at civic amenity sites, supermarket car parks and similar locations.

**Biowaste** - Biodegradable garden and park waste, food and kitchen waste from households, restaurants, caterers and retail premises, and comparable waste from food processing plants.

**Civic amenity site** - Site provided by the local authority for disposal of household waste including bulky items such as beds, cookers and garden waste as well as recyclables, free of charge.

**Closed loop recycling** - Recycling where recycled materials are being used for the same purpose rather than downgraded, for example a glass bottle recycled into new glass product.

**Commercial and industrial waste** - Commercial waste is waste arising from any premises which are used wholly or mainly for trade, business, sport recreation or entertainment, excluding municipal and industrial waste. Industrial waste is waste from any factory and from any premises occupied by an industry (excluding mines and quarries).

**Composting** - An aerobic, biological process in which organic wastes, such as garden and kitchen waste, are converted into a stable granular material which can be applied to land to improve soil structure and enrich the nutrient content of the soil.

**Construction and demolition waste** - Consists of all waste originating from construction, renovation and demolition activities, such as rubble, bricks and tiles.

**Eco design** - A strategic design management process that is concerned with minimising the impact of the life cycle of products and services. Approaches include life cycle analysis, design for disassembly and reducing the negative impact of a product on the environment (for example by removing hazardous chemicals or materials without compromising the design).

**Ecological footprint** - The ecological footprint methodology calculates the land area needed to feed, provide resource, produce energy and absorb the pollution (and waste) generated by our supply chains.

**Energy from waste** - Technologies include anaerobic digestion, direct combustion (incineration), use of secondary recovered fuel (an output from mechanical and biological treatment processes), pyrolysis and gasification. Any given technology is more beneficial if heat and electricity can be recovered. The Waste Framework Directive considers that energy efficient waste incineration (where waste is used principally as a fuel or other means to generate electricity) is a recovery activity provided it complies with certain criteria, which includes energy efficiency.

**Freecycle** - Freecycle groups match people who have things they want to get rid of with people who can use them. The main goal is to keep usable items out of landfills.

**Global hectares** - One global hectare is equal to one hectare of biologically productive space with world average productivity. Global hectares is the unit of measurement for ecological footprinting.

**Greenhouse gas emissions** - Emissions that contribute to climate change via the 'greenhouse' effect when their atmospheric concentrations exceed certain levels. They include emissions of Carbon dioxide, Methane, Nitrous oxide, Hydrofluorocarbons, Perfluorocarbons and Sulphur Hexafluoride.

**Hazardous waste** - Waste that may be harmful to human health or the environment. Examples of hazardous wastes include asbestos, some chemical wastes, some healthcare wastes, electrical equipment containing hazardous components such as cathode ray tubes or lead solder, fluorescent light tubes, lead-acid batteries and oily sludges.

**Household waste** - Includes waste from household collection rounds (waste within Schedule 1 of the Controlled Waste Regulations 1992), waste from services such as street sweeping, bulky waste collection, hazardous household waste collection, litter collections, household clinical waste collection and separate garden waste collection (waste within Schedule 2 of the Controlled Waste Regulations 1992), waste from civic amenity sites and wastes separately collected for recycling or composting through bring/drop off schemes, kerbside schemes and at civic amenity sites.

**Intergovernmental panel on climate change** - Established to provide the decision-makers and others interested in climate change with an objective source of information about climate change.

**Integrated product policy** - All products cause environmental degradation in some way, whether from their manufacturing, use or disposal. Integrated product policy, currently under discussion in EU, seeks to minimise these by looking at all phases of a product's life-cycle and taking action where it is most effective.



**Kitchen waste** - This term refers to the organic component of household waste e.g. vegetable peelings, tea bags, banana skins.

**Landfill sites** - Any areas of land in which waste is deposited. Landfill sites are often located in disused mines or quarries. In areas where they are limited or no ready-made voids exist, the practice of landraising is sometimes carried out, where waste is deposited above ground and the landscape is contoured.

**Legacy waste** - Legacy wastes, which are often hazardous – for example asbestos, are materials that it is not currently feasible to recover or recycle and therefore cannot be returned into the chain of utility. The only option is disposal, and this is likely to continue to be the case in the future if that material continues to be used in the present way. In order for waste not to become legacy waste the original product needs to be redesigned so that it can be recovered and reused. In the meantime, new treatment methodologies need to be developed wherever possible to avoid these materials being sent for disposal.

**Municipal waste** - Includes household waste and any other wastes collected by a Waste Collection Authority (WCA), or its agents, such as municipal parks and gardens waste, beach cleansing waste, commercial or industrial waste and waste resulting from the clearance of fly-tipped materials. WCA - A local authority charged with the collection of waste from each household in its area on a regular basis. Can also collect, if requested, commercial and industrial wastes from the private sector.)

**Open loop recycling** - Where the end product of recycling is used to replace something else, e.g. glass is recycled into aggregate which replaces virgin aggregate.

**Producer responsibility** - A 'producer responsibility' approach is intended to require producers who put goods or materials onto the market to be more responsible for these products or materials when they become waste. In some cases, producers will also be asked to reduce the level of hazardous substances in their products and to increase the use of recycled materials and design products for recyclability.

**Recycling** - Involves the reprocessing of wastes, either into the same product or a different one. Many non-hazardous industrial wastes such as paper, glass, cardboard, plastics and scrap metals can be recycled. Special wastes such as solvents can also be recycled by specialist companies, or by in-house equipment.

**Reduction** - Achieving as much waste reduction as a priority waste action. It can be accomplished within a manufacturing process involving the review of production processes to optimise utilisation of raw (and secondary) materials and recirculation processes. It can be cost effective, both in terms of lower disposal costs, reduced demand for raw materials and energy costs. It can be carried out by householders through actions, such as home composting, reusing products and buying goods with reduced packaging.

**Reprocessor** - A person who carries out one or more activities of recovery or recycling.

**Residual waste** - Term used for waste that remains after recycling or composting material has been removed from the waste stream.

**Resource efficiency** – Managing raw materials, energy and water in order to minimise waste and thereby reduce cost.

**Reuse** - Using a produce again for the same or different use.

**Site waste management plan (SWMP)** - A tool to help the construction and demolition sector to improve on their management of waste at their place of work. It is a plan that details the amount and type of waste produced on a construction site and how it will be reused, recycled and disposed of, by doing so, will help to improve resource efficiency within the industry. SWMP is mandatory in England since April 2008. The Assembly Government has explored options for SWMP in Wales and will be consulting on draft regulations later this year.

**Sustainability appraisal** - Single appraisal tool which provides for the systematic identification and evaluation of the economic, social and environmental impacts of a proposal.

**Third sector organisations** - Refers to voluntary and community groups, social enterprises, charities, cooperatives and mutuals

**Treatment** - Physical, thermal, chemical or biological processes, including sorting, that change the characteristics of the waste in order to reduce its volume or hazardous nature, facilitate its handling or enhance recovery.

**Waste arisings** - The amount of waste generated in a given locality over a given period of time

**Waste hierarchy** - Sets out the order in which options for waste management should be considered based on environmental impact. It is a useful framework that has become a cornerstone of sustainable waste management.

**Zero waste** - A concept based on the understanding that all the materials we use are resources and only become waste as a result of poor management, bad design and out-dated attitudes to sorting and disposal. It is therefore a way of thinking - a path to travel that defines waste as something that is not acceptable. It sets a new paradigm with a target of a 100% resource-efficient economy where material flows are cyclical and everything is reused or recycled harmlessly back into society or nature. 'Waste' as we think of it today will cease to exist because everything will be viewed as a resource.

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

**REPORT TO: EXECUTIVE**  
**DATE : 14 JULY 2009**  
**REPORT BY: DIRECTOR OF ENVIRONMENT**  
**SUBJECT : TAITH DRAFT REGIONAL TRANSPORT PLAN**

### **1.00 PURPOSE OF REPORT**

- 1.01 To seek Member approval for finalising the final draft of the Regional Transport Plan which is due to be submitted to Welsh Assembly Government on the 30 September 2009.

### **2.00 BACKGROUND**

- 2.01 The Welsh Assembly Government (WAG) require each of the four regions in Wales to produce a Regional Transport Plan (RTP). For the North Wales Region the RTP, which is attached at Appendix 1, has been developed by the 'Taith' Consortium of the six Local Authorities under an Executive Board which has delegated powers from each Authority. Flintshire is the Lead Authority for Taith and is represented on the Board by two Members.
- 2.02 The RTP will be a significant document as it will provide the framework for the procurement of Transport Grant funding from the Welsh Assembly Government. It has been developed to reflect the Wales Transport Strategy and WAG guidance on such plans. The Board has agreed objectives and priorities for the North Wales RTP. These priorities include encouraging greater use of more sustainable modes of transport and improving accessibility.
- 2.03 Work commenced on the Taith RTP in April 2006. The Executive has received two previous reports relating to the RTP as follows:-

#### 30 January 2008

Members noted the information contained in the report relating to the timescale for the production of the RTP together with the broad objectives approved by the Taith Board.

#### 16 September 2008

Members supported the objectives, priorities and interventions within the first draft of the RTP, which was produced following consultation between 30 June and 18 August 2008.

The work of the Taith Consortium and progress on the development of the RTP has been reported to the Environment and Regeneration Overview and

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Date: 07/07/2009



Scrutiny Committee on 13 December 2006, 27 June 2007, 12 December 2007 and 10 July 2009.

- 2.04 It is a requirement of the Regional Transport Planning (Wales) Order 2006 (as amended by the Regional Transport Planning (Wales) (Amendment) Order 2008 and Regional Transport Planning (Wales) (Amendment) Order 2009) that places an obligation on Local Authorities to produce Local Transport Plans under Section 108 of the Transport Act 2000. It is a requirement of the order that the deadline for publication of final Regional Transport Plan (RTP) is the 31 December 2009. The agreed deadline between the WLGA and the Welsh Assembly Government for the submission of the RTP is the 30 September 2009.

### **3.00 CONSIDERATIONS**

- 3.01 At the 12 December 2008 meeting, the Taith Board approved the delegated submission of the provisional Regional Transport Plan to the Welsh Assembly Government on the 30 December 2008. Formal comments were received back from the Welsh Assembly Government in March 2009. There has been significant dialogue with the WAG Regional Transport Planner concerning this and other informal feedback to ensure that the Regional Transport Plan meets the requirements of the Welsh Assembly Government.
- 3.02 It is understood that the consultation version of the National Transport Plan will be released before the Senedd Summer Recess in mid July, with the final National Transport Plan being adopted by the 31 December 2009. Once the NTP is published for consultation, Officers will review the document and propose any appropriate amendments to the RTP. As part of this work, Taith will prepare a consultation response to the National Transport Plan. Any proposed revisions to the RTP and the proposed consultation response to the NTP will be taken to the Taith Board for consideration on 11 September 2009.
- 3.03 Over the past few months, there have been discussions between the WLGA/Consortia/Local Authorities and the Welsh Assembly Government concerning the future funding arrangements for the RTP. A significant issue has been how the "legacy" (current nationally 'committed' schemes) would be dealt with in the new RTP process.
- 3.04 Five key legacy schemes have been identified with two of these in North Wales; Wrexham Industrial Estate Access Road and Holyhead Port Access Road. It has been agreed that the costs of these schemes will be top sliced from the Local Authority Transport Grant allocation.
- 3.05 A methodology has now been agreed on how to distribute the remaining balance ('headroom'). The current Local Transport Services Grant formula is likely to be used as the basis for apportionment. In the case of Taith, 22.4%

would be allocated to North Wales, whereas, historically, over the period 2001 to 2009, this figure averaged at 18.7%.

- 3.06 This initial allocation formula would take effect from April 2010 and run for an interim period of three financial years. Prior to the commencement of the fourth year of the Regional Transport Plan period, a full review of the funding mechanism would be undertaken to establish a more permanent arrangement. The interim arrangement would give time to develop robust criteria for determining future funding apportionment, linked to objectives in the RTP's and appropriate consortia area data.
- 3.07 Contained within the RTP will be an indicative 5 year programme of schemes, with a recommended first year programme to assist with funding decisions which will take place later this year. This scheme programme has been developed by Officers representing each Authority in the Taith Consortia. The programme contains schemes proposed by each Local Authority and larger schemes/ programmes which cross boundaries and which are more of a regional benefit. The list of Flintshires schemes is attached at Appendix 2. This list of schemes is being assessed alongside all of the other 5 authorities schemes against criteria set out in the RTP, in order that a prioritised list can be developed for consideration by the TAIH Board on September 11th.
- 3.08 All projects that require funding from the Welsh Assembly will be subject to an appraisal mechanism known as WeTAG (Welsh Transport Planning and Appraisal Guidance). The purpose of the appraisal is to ensure that the strategies, policies and projects meet current transport policy objectives based on economic, environmental and social criteria. It also seeks to ensure that the assessment of schemes is objective and fair.
- 3.09 The objectives within each RTP are to be compliant with the objectives within the Wales Transport Strategy (WTS), which in turn reflects the Wales Spatial Plan (WSP). The WTS is largely centred on encouraging sustainable economic development through greater investment in walking, cycling and personal (public) transport and improving safety across all modes of transport.
- 3.10 The Taith Board is scheduled to meet on the 11 September 2009 to approve the final version of the RTP for North Wales. Each constituent Local Authority has been asked to submit any observations on the content on the draft document to the Taith Executive Officer by mid-August.
- 3.11 Although potential funding for 2010 onwards is presently difficult to forecast, the allocation to North Wales for 2010/11 is likely to not exceed £5m.

#### **4.00 RECOMMENDATIONS**

4.01 That Members note the report and delegate authority to the Director of Environment, following consultation with the Executive Member for the Environment to collate and pass on comments of the Executive and Scrutiny to TAITH for their analysis and inclusion in the RTP as deemed appropriate.

4.02 That all Members of the Council are informed about the current status of the RTP and are directed to the Taith Website where the document will be available to view.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are currently no financial implications for the Council as the RTP production is funded by Welsh Assembly Government, as are schemes/programmes in the RTP.

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

6.01 The importance of transport in dealing with social exclusion is one of the key themes of the RTP.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 The RTP recognises the role of transport in responding to the challenges caused by climate change.

#### **8.00 EQUALITIES IMPACT**

8.01 The RTP sets out the actions needed to provide access to services and facilities for all sections in the community.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 None.

#### **10.00 CONSULTATION REQUIRED**

10.01 Consultation has been carried out, see paragraph 11.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 All Members of the County Council were asked to comment on the Draft Regional Transport Plan as part of the ongoing consultation process in the summer of 2008.

11.02 Several consultation workshops have been held over the past two years of the Plan's development. These workshops have been held in both North

East and North West Wales and a wide cross-section of stakeholders were invited to these events.

## **12.00 APPENDICES**

12.01 Draft Taith Regional Transport Plan

12.02 Flintshire County Council List of RTP proposed schemes.

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

None

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# **TAITH**

**Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd and Wrexham  
Councils working in Partnership**

## **Provisional North Wales Regional Transport Plan**

**4<sup>th</sup> June 2009**

## CONTENTS

<b>Executive Summary</b> .....	<b>ix</b>
E1 – About this document .....	ix
E2 – Taith .....	ix
E3 - Why we are producing the North Wales Regional Transport Plan.....	x
E4 – Transport to and from North Wales .....	x
E5 - RTP Vision and Priorities.....	x
E6 - Interventions and 5 year programme .....	xi
E7 – Consultation.....	xii
E8 – Delivery and Monitoring .....	xii
<b>1 Introduction</b> .....	<b>1</b>
<b>2 The National and Regional Planning Context</b> .....	<b>5</b>
2.1 Introduction.....	5
2.2 Wales Spatial Plan.....	5
2.3 Wales Spatial Plan – Area Plans.....	7
2.4 Area Plan – North West Wales: Eryri a Môn.....	7
2.5 Area Plan – North East Wales – Border and Coast .....	10
2.6 Area Plan – Central Wales.....	12
2.7 Local Authority Plans .....	13
2.8 Boundary Influences .....	15
2.9 Stakeholder Plans and Cross-Cutting Issues .....	16
2.10 External Factors .....	18
2.11 “Connecting the Nation: The Wales Transport Strategy” .....	19
2.12 The One Wales Transport Agenda.....	20
2.13 The Trunk Roads and Rail Forward Programmes and The National Transport Plan.....	21
<b>3 North Wales Transport Problems and Opportunities</b> .....	<b>25</b>
3.1 Introduction to the area .....	25
3.2 Transport Problems .....	25
3.3 Problems highlighted by the WSP.....	25
3.4 Problems highlighted by the WTS.....	26
3.5 Problems identified by Taith.....	28
3.6 Problems Identified as a result of Consultation .....	38
3.7 Transport Opportunities .....	40
3.8 Opportunities provided by the WSP .....	40
3.9 Opportunities highlighted by the WTS.....	40

3.10	Opportunities Identified by Taith .....	41
3.11	Opportunities highlighted as a result of Consultations .....	49
<b>4</b>	<b>Developing the North Wales RTP .....</b>	<b>52</b>
4.1	Taith's Approach.....	52
4.2	Vision.....	54
4.3	Objectives.....	54
4.4	North Wales Regional Transport Priorities .....	59
<b>5</b>	<b>Strategies and Programmes .....</b>	<b>61</b>
5.1	Introduction.....	61
5.2	Long Term Strategy .....	62
5.3	Short Term Strategic Options.....	67
5.4	Interventions .....	68
5.5	Programme Assembly.....	70
5.6	Revenue Expenditure .....	74
<b>6</b>	<b>Component Strategies.....</b>	<b>75</b>
6.1	Taith Workstreams.....	75
6.2	Component Strategies .....	76
6.3	Safer Journeys Strategy .....	76
6.4	Regional Parking Framework.....	77
6.5	Public Transport Strategy.....	78
6.6	Third Sector Transport Strategy.....	79
6.7	Network Management Strategy.....	80
6.8	Smarter Choices - Walking and Cycling Strategy .....	81
6.9	Smarter Choices – ITS Strategy.....	83
6.10	Access Strategy .....	83
6.11	Freight Strategy.....	84
6.12	Maintenance Strategy .....	85
6.13	International Connectivity Strategy .....	86
6.14	Strategy to reduce North Wales' Ecological Footprint.....	87
6.15	Monitoring Strategy .....	89
<b>7</b>	<b>Evaluation .....</b>	<b>90</b>
7.1	Accession .....	90
7.2	WelTAG .....	93
7.3	Environmental Impacts: Strategic Environmental Assessment.....	99
<b>8</b>	<b>Cross-cutting Issues .....</b>	<b>100</b>
8.1	Cross-cutting issues.....	100

<b>9</b>	<b>Delivery</b> .....	<b>103</b>
9.1	Taith's role .....	103
9.2	Taith's Structure.....	103
9.3	Co-ordination and Co-operation .....	104

### Appendices

1. Accessibility Contours
2. North Wales Transport Model: Reference Case Report
3. North Wales Safer Journeys Strategy
4. Public Transport Strategy (To be completed)
5. Walking and Cycling Strategy (with Smarter Choices) (To be completed)
6. Freight (To be completed)
7. North Wales Rail Strategy
8. Monitoring (To be completed)
9. North Wales Regional Transport Plan Consultation Responses
10. Regional Transport Priorities compared to One Wales Transport Actions
11. Interventions for the North Wales RTP Programme linked to WTS Priorities
12. National Transport Plan Issues
13. Transport implications of current Council plans in North Wales (To be completed)
14. West Cheshire – North East Wales Sub Regional Study  
[http://www.nwrpb.org.uk/downloads/documents/imported/rp\\_Zvgs\\_W\\_Cheshire\\_NE\\_Wales\\_SRSS\\_-\\_Fi.pdf](http://www.nwrpb.org.uk/downloads/documents/imported/rp_Zvgs_W_Cheshire_NE_Wales_SRSS_-_Fi.pdf)
15. Transport and the North Wales Tourism Strategy  
[http://www.tpnw.org/docs/strategy\\_docs/strat7e.doc](http://www.tpnw.org/docs/strategy_docs/strat7e.doc)

### Separate Reports accompanying this RTP

Strategic Environmental Assessment

WeITAG Appraisal Report



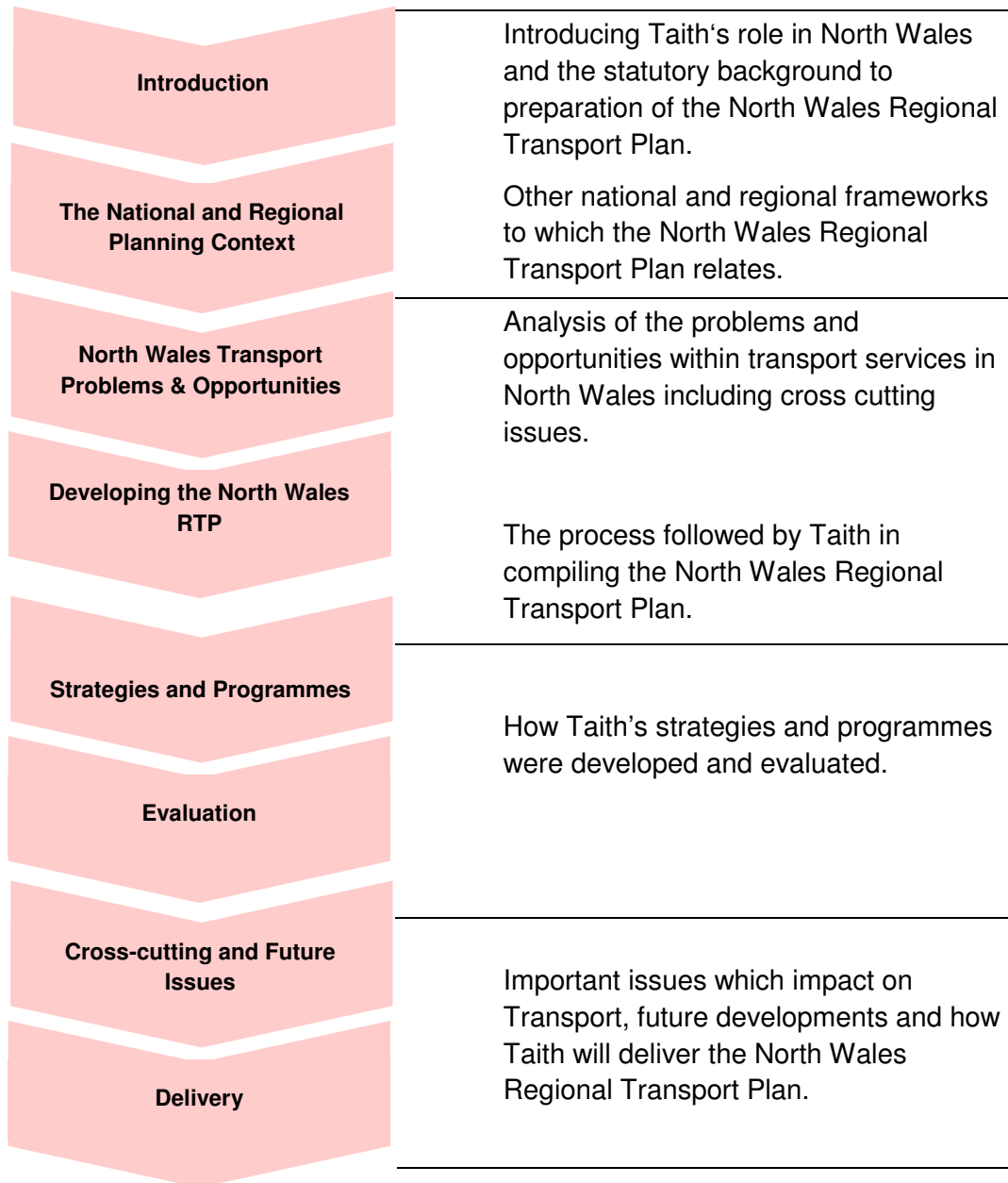
**Abbreviations used in this document**

ATCO	Association of Transport Co-ordinating Officers
CPE	Civil Parking Enforcement
CSS	County Surveyors' Society
DDA	Disability Discrimination Act
DfT	Department for Transport
DRT	Demand Responsive Transport
EU	European Union
HGVs	Heavy Goods Vehicles
ICT	Information and Communications Technology
LA	Local Authority
LDP	Local Development Plan
LTP	Local Transport Plan
MDA	Mersey-Dee Alliance
NSIP	National Stations Improvement Programme
NTP	National Transport Plan
NWTM	North Wales Transport Model
PSO	Public Service Obligation
RFP	Rail Forward Programme
RMS	Route Management Strategy
RTP	Regional Transport Plan
SEA	Strategic Environmental Assessment
SEWTA	South East Wales Transport Consortium
SNPA	Snowdonia National Park Authority
SWWITCH	South West Wales Transport Consortium
Taith	North Wales Transport Consortium
TEN-T	Trans European Transport Network
TG	Transport Grant
TraCC	Mid-Wales Regional Transport Consortium
TRFP	Trunk Road Forward Programme
UDP	Unitary Development Plan
UK	United Kingdom
WAG	Welsh Assembly Government
WeITAG	Welsh Technical and Planning Appraisal Guidance
WLGA	Welsh Local Government Association
WSP	Wales Spatial Plan

## Executive Summary

### E1 – About this document

The schematic below shows how this document is arranged



### E2 – Taith

Taith is the North Wales Regional Transport Consortium, a grouping of the six North Wales Local Authorities that the Welsh Assembly Government has charged with preparing the North Wales Regional Transport Plan. There are four consortia altogether. The others deal with Mid-Wales (TraCC), South East Wales (SEWTA) and South West Wales (SWWITCH).

### E 3 - Why we are producing the North Wales Regional Transport Plan

Almost every activity depends on transport whether for the movement of people or goods. The North Wales Regional Transport Plan (RTP) is a strategy for identifying and delivering improvements to our transport system in North Wales over the next 25 years. It is set in the context not only of national policies but also the economic and social aspirations and development plans of the six North Wales local authorities.

The Wales Transport Act 2006 requires the Taith Transport Consortium to produce an RTP for North Wales consistent with the Welsh Assembly Government's Wales Transport Strategy. There are other important considerations such as protecting and enhancing North Wales world class landscapes and heritage and taking measures to reduce the adverse impacts of transport on the environment and climate. As well as the North Wales RTP itself Taith is required to produce a Strategic Environmental Appraisal (SEA)

### E4 – Transport to and from North Wales

North Wales is a large and diverse region but it is not self-contained. The Welsh Assembly Government has prepared the Wales Spatial Plan (WSP), providing a national planning framework that gives the context for the Wales Transport Strategy (WTS) and the four consortia RTPs. They are now preparing a National Transport Plan (NTP) that will have major implications for North Wales as the national trunk road and rail networks also carry regional and local services. North Wales looks increasingly to the capital, Cardiff, as the seat of government and much national business. The One Wales manifesto emphasises the importance of North South transport links to Wales as a nation. The North Wales RTP must consider how national road, rail, air and ports issues affect our regional needs and feed back to the Welsh Assembly Government what we want them to do for national transport links and services to ensure that the North Wales RTP aims and objectives can be successfully delivered.

North Wales is also a strategic gateway to Ireland and to North West England as well as its links to the rest of Wales. Taith has therefore established close links with English and Irish authorities as well as with TraCC to ensure that "cross-border" transport requirements are jointly identified and appropriate action is included in the plans of each relevant authority.

### E5 - RTP Vision and Priorities

Taith's vision for transport in North Wales reflects the rich diversity of the region and is:

***"Taith will deliver safe, sustainable and efficient transport networks to support the economic and social activities of North Wales' diverse communities and businesses having regard to its strategic European role."***

From this and the requirements of the Wales Transport Strategy are derived objectives and the nine regional priorities which have shaped our proposals for developing economically efficient and environmentally sustainable transport systems to serve the communities and businesses of North Wales. The priorities are:

1. ***Efficiently meeting North Wales' diverse transport needs***  
Providing a transport network for North Wales that recognises the geographic and social diversity of the Region, making best use of the available resources to give efficient movement of both people and freight.
2. ***Passenger transport profile and performance***  
Raising the profile and performance of public transport services in North Wales within an integrated system including trains, high quality fast inter-urban bus and coach services, improved local bus networks and an appropriate mix of services involving smaller vehicles for rural areas.
3. ***Reducing congestion and journey times***  
Resolving congestion and highway access issues.
4. ***Supporting development***  
Supporting the development of towns and other key centres to increase their economic viability and to promote sustainable development and environmental improvement.
5. ***Safe, efficient, sustainable transport networks***  
Maintaining safe, efficient, more sustainable transport networks.
6. ***Improving rail services for North Wales***  
Seeking improvements to all North Wales rail passenger services and facilities.
7. ***Environmentally-friendly and efficient freight movement***  
Implementing road, rail and terminal improvements in conjunction with national and regional agencies and companies.
8. ***Smart traffic planning and management***  
Establishing an integrated North Wales traffic monitoring, information and control network and seeking to promote more sustainable travel behaviour through travel planning and better education in efficient travel choices and driving techniques.
9. ***Sustainable transport***  
Increasing current levels of cycling and walking by residents and visitors

## **E6 - Interventions and 5 year programme**

Having developed our regional transport priorities, regional strategies were proposed and interventions (policies and transport projects) have been developed to implement them. As required under the WTS guidance three strategic options have been tested using the WelTAG appraisal tool and 5 year expenditure programmes have been put forward in the RTP as a bid for consideration by the Welsh Assembly Government for funding of £xxx million capital expenditure over the period April 2010 to March 2015. The programmes will deliver economic, social and environmental benefits through a combination of interventions including public transport, walking and cycling, freight strategy, environmental awareness and training, road safety, integrated transport management and highway network improvements.

We have considered all types of transport, freight and passenger, public and private, taxis and community transport, road and rail, sea and air in a comprehensive approach to the transport needs of North Wales.

### **E7 – Consultation**

In drawing up the North Wales RTP we have consulted stakeholder partners in business and the community both in specific consultation events covering both the RTP and the SEA and through “one-to-one” sessions with particular groups such as public and community transport operators, business representatives and others. An extensive public consultation in the summer of 2008 attracted high and very positive interest through responses to a questionnaire via the internet and postal questionnaire returns.

### **E8 – Delivery and Monitoring**

Taith is now preparing to deliver its proposals, moving from the planning phase to prioritising the different schemes for implementation when funding levels are known. Whilst the main source of funds will be grants from the Welsh Assembly Government, there are many others that Taith will be seeking to use including European Community funds, contributions from developers who will receive benefits in the future from access to their sites and charges for the use of public transport services and facilities such as parking.

A key feature of the North Wales RTP is a robust data collection and monitoring strategy. This will provide a sound basis for the development of robust transport strategies and programmes for North Wales.

# 1 Introduction

Transport affects all of us, making possible the movement of people and goods. It gives us access to jobs, education, health, shops, leisure and social activities.

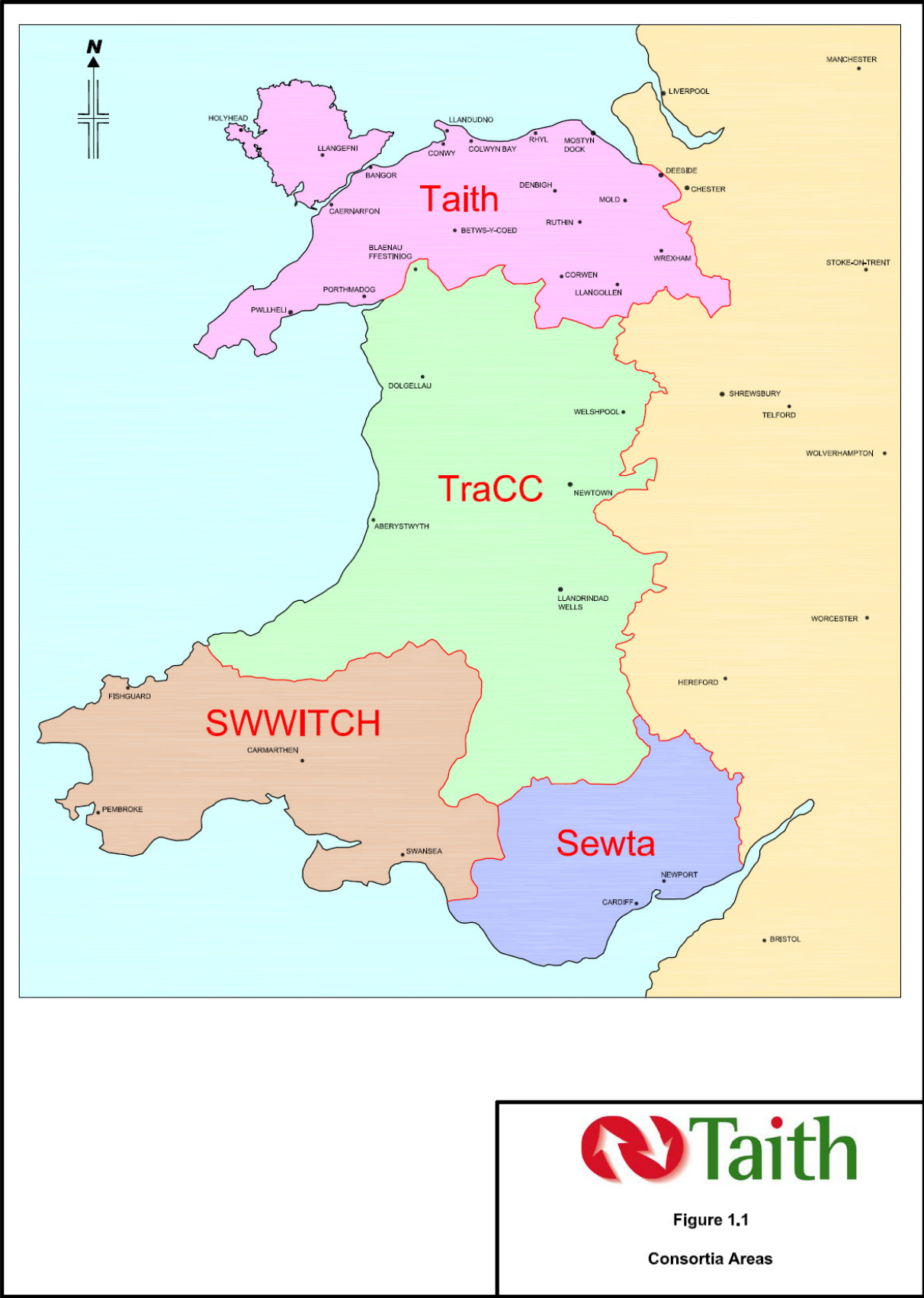
People in their everyday lives cross administrative boundaries without thinking about them, simply travelling along the transport routes which enable them to reach their destinations, unconcerned about whether national or local government is responsible for the route or service they are using. The Welsh Assembly Government has asked Taith, the North Wales Transport Consortium, to continue and extend their joint working arrangements throughout the region to ensure safe, sustainable, accessible and well maintained links between our communities regardless of lines on maps which need to be crossed in order to reach home, work and amenities or to move goods.

In accordance with the Wales Transport Act 2006, the Taith Transport Consortium is required by the Welsh Assembly Government (the Welsh Assembly Government) to produce a Regional Transport Plan (RTP) for North Wales consistent with its own Wales Transport Strategy (WTS). The North Wales RTP is a strategy for identifying and delivering improvements to our transport system in North Wales over the next 25 years.

The Taith Regional Transport Consortium was formally established on 31st March 2004. It is one of four legally constituted consortia in Wales and brings together all six North Wales Unitary Authorities (Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham). Gwynedd Council is also a member of the mid-Wales TraCC Consortium, representing the former Meirionnydd district area. The boundaries of the consortia in Wales were formalised by “The Regional Transport Planning (Wales) Order” of the National Assembly for Wales in 2006. Apart from Taith and TraCC, the other two transport consortia are SEWTA and SWWITCH in South Wales. The Taith Consortium is administered by a joint committee of Local Members from each of the Unitary Authorities, supported by a small team of full-time Officers and working groups of officers from the six authorities. The areas covered by Taith and the other three consortia are shown in figure 1.1.

North Wales is a large and diverse region but it is not self-contained. The Welsh Assembly Government has prepared the Wales Spatial Plan (WSP), providing a national planning framework that gives the context for the Wales Transport Strategy (WTS) and the four consortia RTPs. They are now preparing a delivery plan to take forward the nationally funded policies and schemes arising from the WTS. This National Transport Plan (NTP) will necessarily have major implications for North Wales as the national trunk road and rail networks also carry regional and local services. Most importantly North Wales looks increasingly to the capital, Cardiff, as the seat of government and much national business and North South transport links are vital to Wales as a nation. The One Wales manifesto stresses the importance of such links. Our RTP must also look at how national road, rail, air and ports issues affect our regional needs and policies and then feed back to the Welsh Assembly Government what we want them to do on the transport links and services for which they are responsible to ensure that the RTP aims and objectives can be successfully delivered.

Figure 1.1 - The Welsh Transport Consortia Areas



North Wales has an international strategic role. Holyhead is an important gateway for the Irish Republic and other North Wales ports, such as Mostyn, have roles for both domestic UK and international trade. Within the UK, the many transport movements across the Wales-England border, particularly to and from Cheshire, Merseyside and Shropshire, are clear examples of transport not respecting administrative boundaries. Taith and the Councils bordering England have joint working arrangements to deal with issues of mutual concern including spatial planning and transport. An example is the Mersey-Dee Alliance of authorities surrounding the estuaries of the rivers Mersey and Dee. Internationally, Taith is working with UK, Irish and European authorities as two European Transport Priority Networks pass through North Wales. Figure 1.2 shows the North Wales Region with principal routes by road and rail, ports and airports with public air services, whilst figure 1.3 has corresponding information for Wales as a whole.

**Figure 1.2 – Principal Transport Networks and Infrastructure in North Wales**

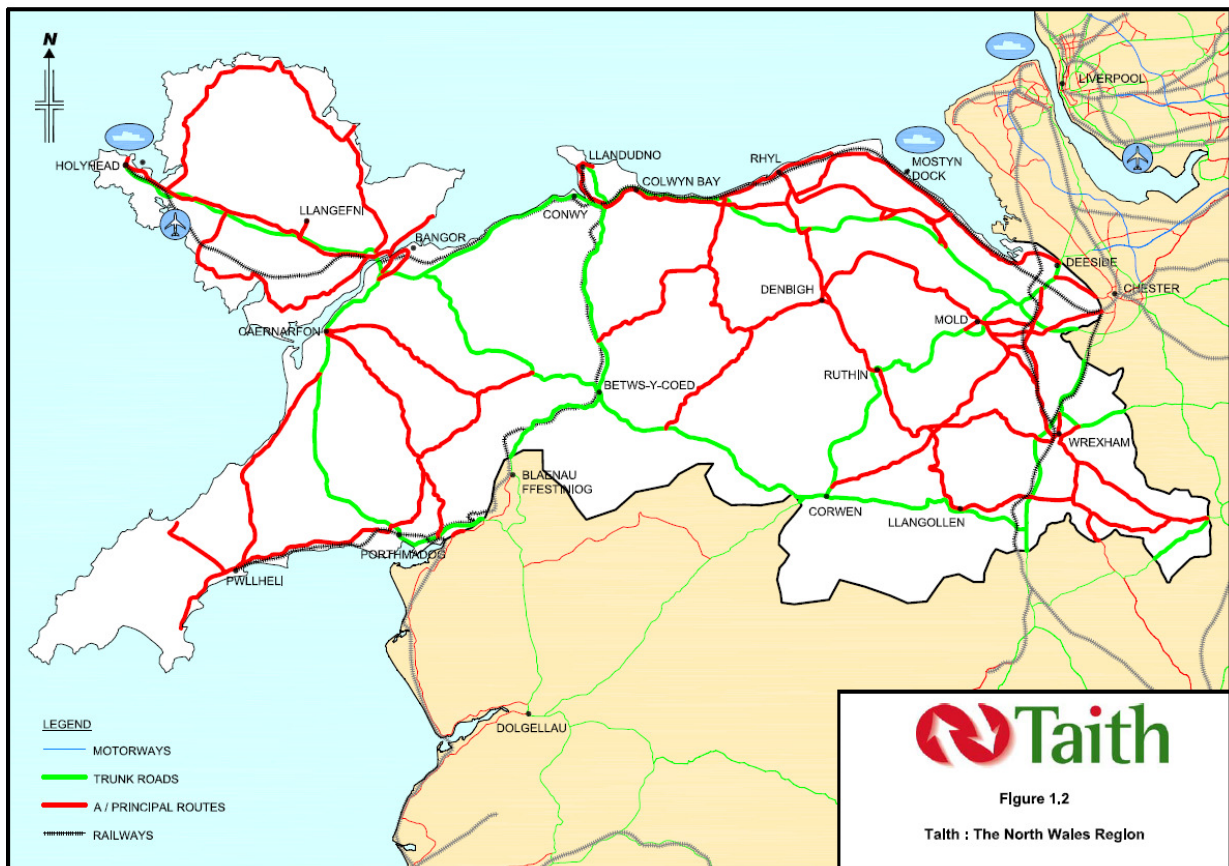
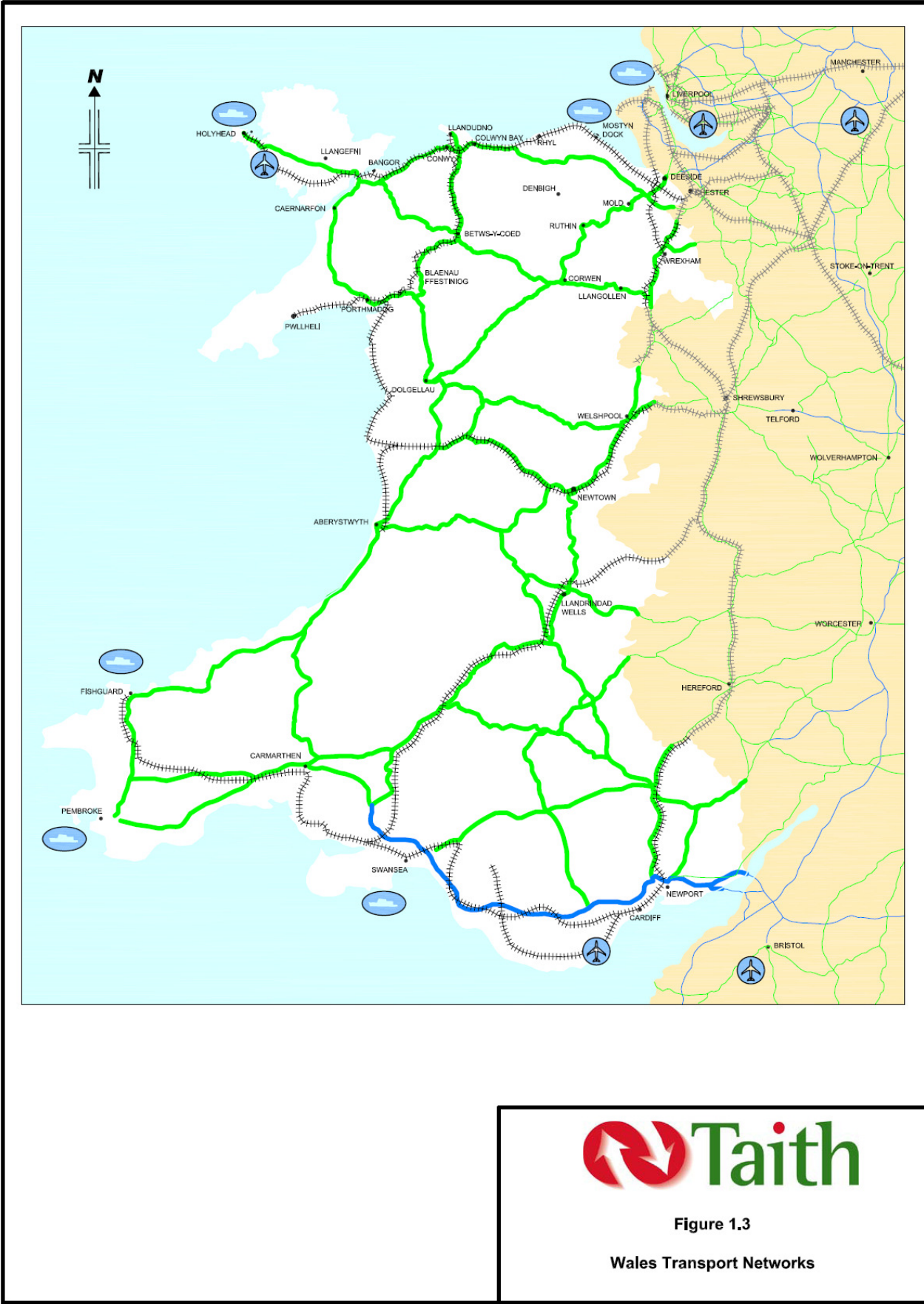




Figure 1.3 – Principal Transport Networks and Infrastructure in Wales



## 2 The National and Regional Planning Context

### 2.1 Introduction

The policy framework for the preparation of the Regional Transport Plan for North Wales is set out in policy documents at the national, regional and local level. The National and Regional strategic documents that have been key influences on the preparation of the preparation of the Taith RTP include;

- One Wales
- Wales Spatial Plan
- Wales Transport Strategy
- Local Authority Development Plans
- Cross Border Strategies
- Stakeholder Plans / Strategies

### 2.2 Wales Spatial Plan

People, Places Futures, the Wales Spatial Plan (adopted 2004, refreshed 2008)<sup>1</sup> set out an agenda for the sustainable development of Wales over the next 20 years. It seeks to provide a spatial dimension to long term planning that recognises the differing needs and challenges experienced throughout Wales. It provides a basis and momentum for working together on a shared agenda locally, so that the different parts of Wales can develop their own distinctive approaches to meet objectives set in the strategic plan and the Welsh Assembly Government's Sustainable Development Scheme. The WSP develops five national themes as depicted in Figure 2.1:

**Figure 2.1 - The WSP National Themes**



Source: Welsh Assembly Government

The following WSP themes provide guidance for developing regional transport priorities, recalling that transport facilitates and affects virtually all social and economic activity but obviously has significant and lasting impacts on the natural and built environments.

<sup>1</sup> Welsh Assembly Government, People, Places Futures, The Wales Spatial Plan Update 2008

**Figure 2.2 – Key Themes in the Wales Spatial Plan**

**Building Sustainable Communities**  
**Promoting a Sustainable Economy**  
**Valuing Our Environment**  
**Achieving Sustainable Accessibility**  
**Respecting Distinctiveness**  
**Beyond Wales**

The WSP theme on Achieving Sustainable Accessibility includes the comments<sup>2</sup>:

**Figure 2.3 – WSP Achieving Sustainable Accessibility Extracts**

“In the context of responding to and mitigating the effects of climate change, the Wales Spatial Plan supports the development of spatially targeted responses. These include reducing the need to travel, by co-locating jobs, housing and services, for instance, and changing behaviour towards more resource-efficient and healthy modes of travel, such as encouraging car sharing, public transport, walking and cycling.”

“The development of improved electronic communications and improved access to information and services through electronic means (including support for local access points and face-to-face contact) can reduce the need to travel while improving service delivery at the same time.”

This poses the following challenges for transport planners and operators in Wales.<sup>3</sup>

**Figure 2.4 – Challenges arising from the WSP****Challenges**

- Work within the national and regional transport planning frameworks to improve the quality and sustainability of connections between key settlements, within and between the Wales Spatial Plan Areas.
- Integrate sustainable transport solutions with community and development planning to improve access to services and facilities, recognising the role of the third sector in hard-to-reach places.
- While continuing to invest in the transport infrastructure and services, ensure that transport in Wales contributes to mitigating the effects of climate change by achieving a reduction in total greenhouse gas emissions.
- Improve the quality of ICT networks in Wales as well as reducing barriers to accessing ICT, such as skills.

<sup>2</sup>Welsh Assembly Government, People, Places Futures, The Wales Spatial Plan Update 2008, pps 43-44

<sup>3</sup> Welsh Assembly Government, People, Places Futures, The Wales Spatial Plan Update 2008, p44

### 2.3 Wales Spatial Plan – Area Plans

Any Regional Transport Plan must link closely with the aims and objectives of the National ‘Spatial’ Strategy and the local variances agreed at a regional level. Whilst the Wales Spatial Plan provides the overarching visions and objectives, there are three Area Plans which impact on the six North Wales Unitary Authorities and hence the North Wales RTP area. Each Area Plan will have an associated delivery plan. The Area Plans are as follows:-

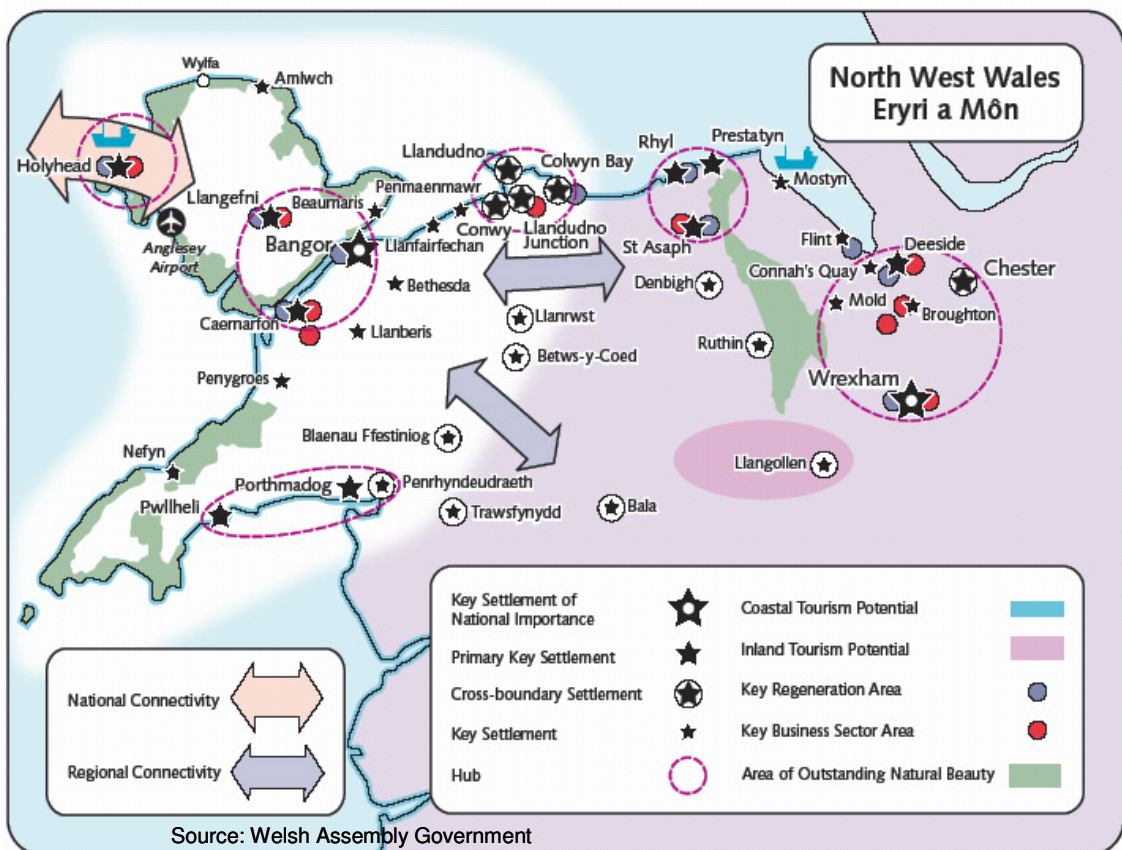
- North West Wales – Eryri a Môn
- North East Wales – Border and Coast
- Central Wales

The boundaries between these plans are deliberately “fuzzy” recognising that many activities, including transport, do not respect artificial boundaries. This is especially true of the Central Wales Area with its substantial overlapping interests with North East and North West Wales.

The following sections extracted from the WSP describe each of the areas, their visions and sustainable accessibility sections which in each case have had input from the North Wales Regional Transport Plan team.

### 2.4 Area Plan – North West Wales: Eryri a Môn<sup>4</sup>

Figure 2.5 – WSP Eryri a Môn Area



<sup>4</sup> Welsh Assembly Government, People, Places, Futures, The Wales Spatial Plan Update 2008, p86

## The Vision

A high-quality natural and physical environment supporting a cultural and knowledge-based economy that will help the area to maintain and enhance its distinctive character, retain and attract back young people and sustain the Welsh Language.

The key priorities for this Area are:

- Reducing the economic gap between North West Wales and the rest of Wales, through the Môn a Menai Programme, targeting infrastructure - including utilities and Information and Communications Technology (ICT); decommissioning and skills.
- The development of integrated transport systems; between key settlements and employment areas to spread prosperity and provide access to jobs and services; maximising the opportunities of Holyhead as an International gateway.
- Focus on developing a knowledge economy and recognising the key role Bangor University has in supporting this; ensuring the Area has sufficient vocational skills providers to support sector growth.
- Capitalising on the region's environment to build higher value sustainable tourism and better paid jobs within the environmental goods and service sector including, marine and engineering sciences, geo sciences, waste management, recycling and renewable energy.

## Transport's Contribution

Identified below are certain key statement from the Spatial Plan Update that have been taken into account in preparing the RTP.

- The cluster of larger towns on either side of the Menai Hub
- Access to increasingly centralised jobs and services from a largely dispersed rural population
- Supporting secondary hubs
- Developing key sectors with appropriate physical infrastructure
- Maximising role of Holyhead as a key UK international gateway and the opportunities arising from the regions position on the two EU TEN-T priority axes (13 and 26) from Ireland – UK – Continental Europe.

With regard to the Achieving Sustainable Accessibility Theme, the WSP development process was able to inform the RTP with the following major areas;

- To guard against the risk of increased polarisation between developed and peripheral parts of North West Wales.
- Internal connectivity internally with North West Wales between its primary and secondary hubs and external connectivity to Central Wales, North East Wales, North West England, West Midlands and the Republic of Ireland.(The Cambrian Coast Line is dealt with by the Mid Wales RTP)
- Capacity issues on the Britannia Bridge and the A487 around Caernarfon.
- Freight Issues and potential on the North Wales Main Line and the Conwy Valley branch line.

- Internal and External connectivity of the air transport sector through Anglesey Airport.

In the North West Area Delivery Plan, two Regional Transport Plan projects are included in the near term Delivery Plan. Both projects are eligible for funding under the European Union Convergence Programme.

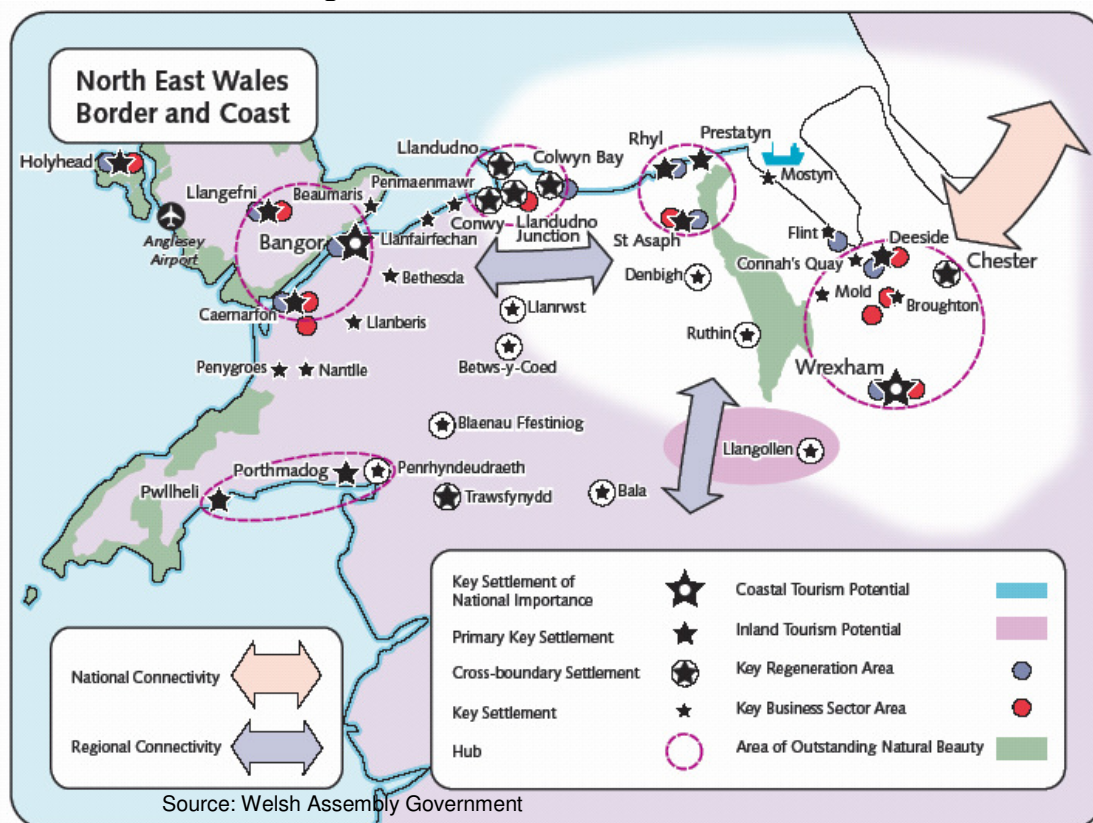
- Holyhead Transport Environmental Package (EU Convergence Bid)
- Llandudno Town Station (this will also attract funding from the National Station Improvement Programme) – this scheme is also in the North East Area Spatial Plan list of projects

A key influence for the Taith region (both for the North West Wales and North East Wales WSP Areas) is the role of the North West England / West Midlands region. In respect of the key cross border relationship with the North West England, Taith with its three North Eastern constituent authorities (Wrexham CBC, Flintshire CC, Denbighshire CC) are represented in the Mersey Dee Alliance (MDA) with adjoining English Authorities.

In March 2007, the Welsh Assembly Government and the West Midlands Regional Assembly signed a memorandum of understanding which outlines their commitment to promote stronger and more effective cross border collaboration in both policy development and service delivery. Accessibility was one of the six themes of the Memorandum of Understanding. Taith works closely with TraCC and attends meetings as appropriate where there is an interest – principally on the A483 / A5 and Chester – Shrewsbury rail corridors.

2.5 Area Plan – North East Wales – Border and Coast <sup>5</sup>

Figure 2.6 - WSP Border &amp; Coast Area

**The Vision**

An area harnessing the economic drivers on both sides of the border, reducing inequalities and improving the quality of its natural and physical assets.

- Focus on high value manufacturing and services, including a high quality year-round tourism sector.
- Raise the profile of the Area's environmental assets and the natural and built heritage to provide high quality employment opportunities and to create places people want to visit, live in and work.
- Ensure that the Area has a sufficiently strong and innovative network of vocational skills providers to support investment and business growth within key high value manufacturing and service sectors.
- Focus investment on the identified hubs for future employment, housing and retail/leisure, enabling continued growth in areas of opportunity and providing continued support for areas in need of regeneration.
- Improving accessibility on key road and rail corridors to maintain economic growth and provide development opportunities to the west of the Area. Developing sustainable accessibility between hubs, coastal and border towns and the rural parts of the Area.

<sup>5</sup> Welsh Assembly Government, People, Places Futures, The Wales Spatial Plan Update 2008, p68

### Transport's Contribution

Identified below are certain key statement from the Spatial Plan Update that have been taken into account in preparing the RTP.

- Strengthening key hubs and supporting locally accessible jobs and services outside these hub areas.
- Developing sustainability accessibility between hubs, coastal, border towns, the rural hinterland and on key road and rail corridors to maintain economic and provide development opportunities to the West.
- Accessing education and good job opportunities.
- Promoting sustainable development
- Cross Border linkages to Chester and West Cheshire, Wirral, Liverpool and Warrington / Manchester / Birmingham and the West Midlands.

With regard to the Achieving Sustainable Accessibility Theme, the WSP development process was able to inform the RTP with the following major areas;

- Reducing the impact on the environment and protected areas
- Sustainable solutions to the needs of freight traffic across North Wales and the development of port facilities (e.g. Mostyn)
- Efficient, effective and sustainable connectivity between key settlements, education and employment areas.
- Improved accessibility on key inland and coastal corridors and to inland market towns and rural communities to link settlements with key services and employment
- Role of transport in supporting Tourism.
- Resilience of the transport network

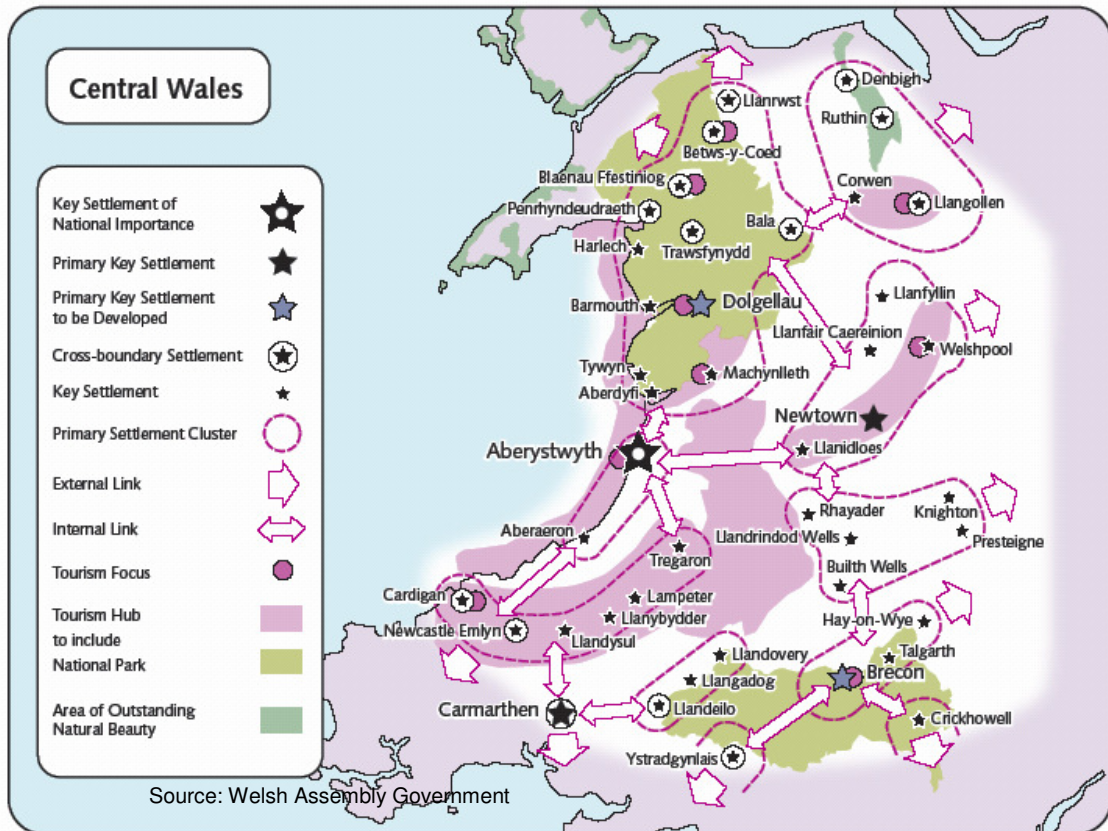
In the North East Spatial Plan, the following seven key Regional Transport Plan projects have been identified for inclusion in the near term Delivery Plan subject to approval at the North East Ministerial Meeting in December 2008.

- Wrexham Industrial Estate Access Road
- Llandudno Town Station (Transport Grant / NSIP Bid) – this scheme also appears in the North West Area Plan list of projects
- Prestatyn Station Interchange
- Rhyl Rail / Bus Station Interchange
- Demand Responsive Transport (DRT) in the Deeside and Wrexham areas funded from European Union Competitiveness Programme
- Wrexham – Bidston Electrification / Frequency Enhancement
- Smarter Choices – Deeside Industrial Park



2.6 Area Plan – Central Wales<sup>6</sup>

Figure 2.7 - WSP Central Wales Area

**The Vision**

High quality living and working in smaller-scale settlements set within a superb environment, providing dynamic models of rural sustainable development, moving all sectors to higher value added activities.

**Key Priorities**

- Develop the potential of the environmental assets of Central Wales for the economic and social benefit of the region and beyond.
- Development of a strong knowledge economy and high skilled and better paid jobs in existing and emerging sectors (e.g. Earth, Land, Environment and Marine Sciences, Unmanned Aerial Vehicles etc.)
- Prioritise cluster/hub approach to the sustainable development of settlements and the sustainable delivery and accessibility of services in a rural context to include all levels of education provision and health services.
- Ensure continuity of service delivery and accessibility to employment and housing across the border with England working through the agreed Memorandum of Understanding.

<sup>6</sup> Welsh Assembly Government, People, Places Futures, The Wales Spatial Plan Update 2008, p49

## Transport's Contribution

Central Wales is highly rural and therefore presents many problems of providing and sustaining access for those too young or otherwise unable to - or not wishing to – use private cars. The tools proposed to resolve this are effective land use planning, improved ICT infrastructures and integrated transport strategies. The latter must promote the use of community based solutions including car-sharing and car clubs as well as community transport services. Taith's proposal for rural hubs under discussion with TraCC and the Community Transport Association is an example of how solutions based on general service centres offering interchange, parking, retail and parcels storage facilities might respond to the needs of rural communities. A related issue is the need to improve ICT services for this area thus helping potential small businesses and home-workers.

The WSP notes the following issues which the Regional Transport Consortia should consider:

- Improving the availability, quality and integration of passenger transport, including the role of community and demand responsive transport as feeder services
- Providing, promoting and improving sustainable, affordable and healthy forms of transport
- Improving connectivity of the settlements within the area and to other regions of Wales and England
- Maintaining, improving and maximising the efficient use of the existing transport infrastructure for the movement of people and freight
- Reducing the need to travel and minimising the environmental, economic and social disbenefits of transport.

All of these issues are reinforced by Taith's own analysis of issues in North Wales which are reflected in its vision and objectives discussed at Chapter 4.

## 2.7 Local Authority Plans

Local Authorities are required to produce Local Development Plans following the approach of the WSP which integrates spatial aspects of strategies including social, economic, environmental and transport policy<sup>7</sup>. The transport policy implications of existing development plans in North Wales are described in appendix 13.

When Local Development Plans (LDPs) are adopted these will supersede existing development plans and be the land use development plan for the area. The Welsh Assembly Government requires that there shall be consistency between the RTPs and the LDPs in each region<sup>8</sup>. Until LDPs are adopted, the RTP should aim for consistency with existing development plans unless this would conflict with WSP proposals. Examples of Taith's engagement with current planning issues include the Llandudno Junction master plans, Rhyl regeneration, Deeside and Wrexham industrial developments and major housing allocation sites in Rhyl and St Asaph.

Table 2.1 summarises the status of each authority's development plans. Other planning documents may also exist - for instance supplementary planning guidance.

<sup>7</sup> Welsh Assembly Government, LDP Wales: Policy on Preparation of LDPs, 2005

<sup>8</sup> Welsh Assembly Government, Technical Advice Note 18: Transport, 2007

**Table 2.1: Status of Local Planning Authority Plans**

Authority	UDP adoption	LDP pre-deposit consultation	LDP deposit	LDP adoption
Anglesey		November 2008		
Conwy		October 2006	March 2009	November 2010
Gwynedd	Summer 2009			
Denbighshire	July 2002	June-August 2008	Summer 2009	Spring 2011
Flintshire	Spring 2010			
Wrexham	February 2005	Oct-Nov 2007	Spring 2009	
Snowdonia NP		Spring 2008	Spring 2009	

The interdependence between land use and transport is well documented. The RTP will have a major influence in directing how transport issues are considered and resolved throughout the region. Given the importance of the RTP in considering transport for each of the individual LDP periods, the key issue for the LDPs is how the RTP and LDP will relate to each other. TAN 18 identifies close links between the LDPs, RTPs and the WSP. All three documents should ensure they are compatible and integrated with each other.

Consequently the LDPs will need to include transport policies that support the RTP and its aims. At the outset the LDP strategy, which will have been derived from community and key stakeholder involvement, will require particular consideration in respect of transport. Ensuing land use allocations and areas of protection in the individual LDP will have to be considered carefully to ensure they contribute towards both short and long term transport goals and have a positive impact on meeting Assembly targets for carbon emission reduction.

Given the differing timeline of the RTP and the various LDP cycles, at the present time the RTP is not yet fully aligned into each LDP document. All Authorities should take account of the final RTP.

The recent Conwy CBC deposit draft which was published in April 2009 illustrates an example of how the RTP has informed the LDP process, in terms of the priority issues (p19), Sustainable Transport Strategy (p149), Policy STR/1 (p153), Policy STR/2 Parking Standards (p154), Policy STR/4 Non Motorised Travel (p156), and Policy STR/6 Rail Freight (p158).

Existing liaison processes between the consortia members and the local planning authorities will be sustained and developed further through the North Wales Planning Officers Group and the North Wales Planning Policy Officers Group to ensure that the links into the LDPs are strengthened particularly with regard to major development or development of regional significance.

The Regional Transport Plan has been developed against a background of Authorities producing LTPs (Local Transport Plans) for the period 2001 – 5 and APRs (Annual Progress Reports) which ceased in 2005. In addition the Taith Regional Public Transport Strategy (TPS) set out a series of strategies in six key areas of activity with associated investment programme for the years 2004 – 2008. Policies and proposals from the LTPs and PTS have formed part of the background to this RTP.

## 2.8 Boundary Influences

### Co-operative working

Close working arrangements are in place between Taith, the TraCC regional transport consortium and neighbouring English Authorities, in particular through the Mersey Dee Alliance discussed below. In addition the liaison arrangements facilitated by the Welsh Local Government Association, Welsh Assembly Government and Professional institutions such as the County Surveyors Society and ATCO (the Association of Transport Co-ordinating Officers) allow Taith officers to monitor cross border developments that may be relevant either because of direct impacts or as models of good practice.

### Mersey-Dee Alliance

Arising from the West Cheshire – North East Wales work, the Mersey Dee Alliance (MDA) provides an excellent example of cross border authorities working in a partnership in which Welsh involvement is increasing. Following local government reorganisation in Cheshire, participants will be Cheshire West and Chester Council, Merseytravel (Merseyside PTE), Wirral Metropolitan Borough Council, Government Office for North West England, Flintshire and Denbighshire County Councils, Wrexham County Borough Council, Taith and the Welsh Assembly Government. Taith is represented on the MDA Board, Strategy Group and Transport Subgroup.

An important piece of work recently completed by the MDA was the compilation of evidence to the Welsh Affairs Committee of the House of Commons on the provision of cross-border services. Much of the transport input was provided by Wrexham County Borough Council and Merseytravel using evidence on the transport needed to support development in the Deeside area, including Broughton, Deeside Industrial Park, Northern Gateway, Saltney and Warren Hall together with results from studies for Flintshire and Wrexham Councils to which Taith contributed funding.

### West Cheshire – North East Wales Sub Regional Study

(October 2004)

The West Cheshire – North East Wales study partners were: Cheshire County Council (now Chester and West Cheshire Unitary Authority), Chester City Council, Ellesmere Port and Neston Borough Council, Flintshire County Council, Government Office for the North West, North West Regional Assembly, the Welsh Assembly Government and Wrexham County Borough Council. Details of the sub regional study are available on the Taith website. This study provides an important input to the North Wales RTP as many of the issues raised remain unresolved.

Whilst connections within and beyond the sub-region are good, increasing traffic congestion at key junctions and the capacity and service level of the local rail network are continuing problems.

A Framework for Joint Action was developed following analysis of travel patterns, flows and journey distances which proposed measures based on demand management, such as car park pricing and availability, or availability of public transport.

Accessibility by public transport must be a key criterion for choosing future development sites, and increased emphasis should be placed on developing new and

improved public transport links, rather than just relying on existing network links. The electrification of the Wrexham-Bidston line would provide a significant opportunity for the sub-region in the future.

The main highway network links (M53, M56, A55, A483, A548 and A550) are generally satisfactory, although there are capacity hotspots at key junctions. Access issues with regard to important traffic generators coupled with concern about the capacity of the A483 to cater for significant new development are important areas that need to be addressed. There is a need to ensure that investment to provide adequate capacity on key highway routes is sufficient to cope with the growth in economic prosperity of the sub-region, not constrain it, and that improvement proposals should be implemented where necessary.

Buses will remain the main form of public transport for the sub-region. Bus priority and other support measures are being developed and further initiatives are being considered by Taith, Cheshire West and Chester Council and the Mersey Dee Alliance Strategy. The links along the Flintshire coastal corridor and onwards to the towns of Denbighshire, the Vale of Clwyd and Wrexham to Chester and the Dee Valley should be strengthened. A large part of the sub-region is rural and has associated public transport accessibility problems. A more strategic approach to park and ride locations serving strategic employment sites and other significant traffic generators should be considered. The continued development and coverage of ICT Infrastructure in the sub-region will be encouraged.

Manchester Airport is the major international airport serving the region, but Liverpool John Lennon Airport is growing in importance. Good service links by all modes are required for both these airports. The possibility of improved air transport links from within the sub-region needs to be considered alongside any plans for expansion taking into account the environmental consequences.

## **Ireland**

North Wales has the closest and most significantly important international border with the Republic of Ireland, with the gateway port of Holyhead situated just 60 miles from Dublin. The importance of strong links by road, rail and sea with the Irish Republic particularly on Trans European Transport Networks (TEN-T) matters is recognised and Taith is seeking to establish stronger ties with public and private sector organisations in Ireland in order to work collaboratively on mutually beneficial projects that will improve cross border transport links and address the issue of peripherality of both areas in relation to mainland Europe.

## **2.9 Stakeholder Plans and Cross-Cutting Issues**

The plans of major industry, other large employers and public services can have major implications for transport movement and it is important to take them into account in the RTP. Tourism and Health are excellent examples of “cross-cutting issues” where it is important that the views of all stakeholders including those concerned with transport are taken into account to achieve the best possible outcomes for North Wales as a whole. Accessibility analysis is an important tool that is used to examine the impacts of alternative locations and levels of service and examples of plots showing the travel time contours for existing Health and Tourist facilities in North Wales.

### **North Wales Regional Tourism Strategy**

(October 2003)

The vision for tourism in North Wales as set out within this strategy is ‘to build a viable and prosperous tourism industry attracting visitors throughout the year’.

The development of the strategy built upon a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis which can be found in appendix 15, from the conclusions of which a series of strategic objectives were derived.

The three strategic priorities set within this strategy in order to make the vision a reality are to:

- ◆ strengthen the unique sense of place
- ◆ improve the quality of tourism facilities in North Wales
- ◆ reduce seasonality across the region.

### **“Designed for North Wales**

**– A vision for the health community and a plan for the major hospital services”**

(Consultation Document, April 2006)

The plan is based on the premise that the current level of use of hospitals is unnecessarily high so the focus of services will shift to out of hospital based care as the norm. Some services will move closer to patients’ own communities and patients will not be required to come to hospital as much as at present. This will be achieved in part by hospital based services, such as diagnostics, becoming more responsive to the needs of patients in primary and community care. There are considerable implications here for movement of both patients and NHS personnel and Taith, the highways authorities and public transport operators need to be fully involved in planning for both people and vehicle movements.

Acute hospital care will only be provided on the three main hospital sites - Ysbyty Gwynedd, Ysbyty Glan Clwyd and the Wrexham Maelor Hospital. These will be supported by the English NHS Trusts on the border and by Bronglais Hospital for patients in south Gwynedd. This may cause many more patients to travel further to receive specialised treatment or care as the nearest hospital may not be able to support their needs. Again there are substantial transport implications as the hospitals are not easily accessible by public transport from large parts of their catchment areas.

Investment is planned over the next 8 to 10 years to provide a 21st century service. This must take account of transport and parking issues which are always of concern to the public.

Highly specialised major surgery and medical services will continue in specialised centres including some in North Wales, where viable. These services will be kept under review in the light of national and professional advice. No significant change is anticipated in the short term.

### **Snowdonia National Park Authority**

Taith has engaged with the Snowdonia National Park Authority on a cross consortia basis with TraCC which also covers part of the Park Authority’s area and has been involved with the development of the Authority’s own LDP process. In broad terms, SNPA welcomed the public transport aspects of the RTP but there was some concern

at the lack of paid for parking within the SNPA, a matter that requires attention by the appropriate Council.

Many of the identified Rural Accessibility Issues require significant levels of revenue funding.

### **Other Stakeholder Plans**

Consultation and research for the RTP has involved examination and discussion of other stakeholder plans such as:

- ◆ Major infrastructure operators  
(including Network Rail, Port of Holyhead, the Trunk Roads Agencies, Highways Agency)
- ◆ Major freight and passenger transport operators
- ◆ Educational authorities and establishments
- ◆ Leisure and tourism operators

## **2.10 External Factors**

There are other UK and European policies relevant to spatial planning that have an impact on North Wales.

Transport schemes included in the RTP by Taith may be eligible for at least two sources of European funding, Convergence Funds (for Conwy, Denbighshire, Gwynedd and Isle of Anglesey) and Regional Competitiveness and Employment Funds (for Flintshire and Wrexham). Flintshire and Wrexham County Councils have agreed to jointly submit a bid under Priority 4 – Physical Regeneration, of the East Wales Competitiveness and Employment Programme 2007-2013. The bid focuses on improving access to employment through the provision of high quality bus services which will be linked to rural communities by DRT services. In Flintshire, two new services will interconnect at Queensferry where a new interchange will be provided to give access to a number of existing and developing employment sites. Subject to the bid being successful, the new services will commence in 2009 and there is provision in Taith's 2009/10 transport grant bid for funding for infrastructure work in connection with the proposal.

Identifying sources of ongoing revenue funding is critical to the development and maintenance of sustainable transport solutions. This implies a radical rethinking of mechanisms to deliver developer funding.

The Town & Country Planning Act of 1990 offers, through Section 106, a mechanism for potential funding of associated transport schemes as well as other works. In a passenger transport sense this funding can make a valuable contribution to the provision of infrastructure and seed corn funding for new transport facilities and encouraging their use.

A major problem with this form of funding however is its short term nature. Alternative solutions for industrial developments include, by agreement, waiving S106 payments in favour of contractual ongoing revenue streams targeted specifically at sustainable solutions relevant to the developments. For example, a contractual parking levy or local "rate" that offsets the S106 payment might be agreed. This fund would be managed locally by stakeholders including local authority representatives, site owners and tenants. Moneys could be used, for example, to support public transport initiatives or to develop and maintain local infrastructure. Proposals along these lines are

currently the subject of discussion between a developer in the Deeside area and Flintshire County Council.

Taith has engaged with the North West Wales EU Convergence Group to ensure opportunities between the Strategic Frameworks for which it is responsible are co-ordinated with the Regional Transport Plan.

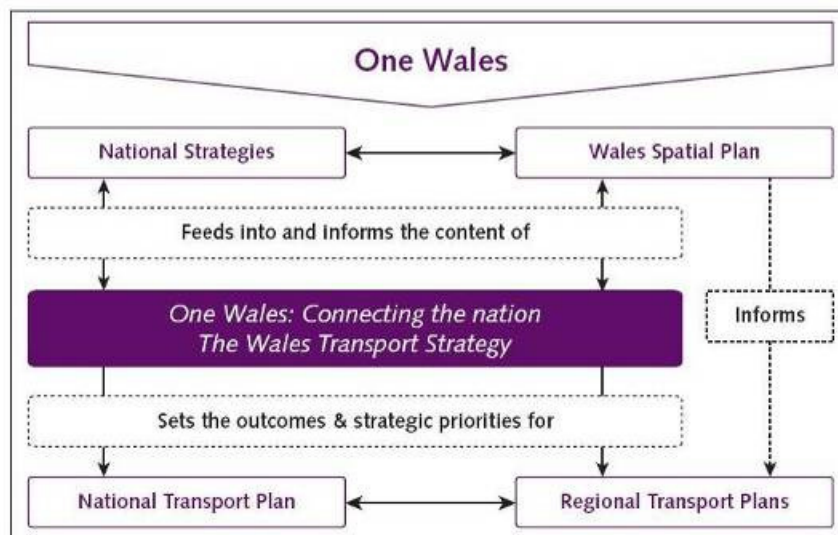
Taith is planning to seek Welsh Assembly Government and Department of Transport support for an application for Trans European Transport Networks (TEN-T) funding in respect of an integrated transport approach to the North Wales Coastal Corridor around the A55 and North Wales Main Line.

Concurrently with the RTP development process, a working group, co-ordinated by the WLGA with the Welsh Assembly Government is reviewing the current funding arrangements for local and regional transport planning of which the largest source is the Transport Grant programme. In particular it is hoped that the issue of capital and revenue funding to reflect the diverse nature of North Wales is addressed as part of the study.

**2.11 “Connecting the Nation: The Wales Transport Strategy”**

The Welsh Assembly Government published “Connecting the Nation: the Wales Transport Strategy”, an overarching transport strategy for Wales in May 2008. They will also be producing the National Transport Plan (section 2.13) during 2009. The outcomes and strategic priorities of the Wales Transport Strategy flow through into the North Wales RTP. The relationship of the various national strategies and plans to the RTPs produced by the Regional Transport Consortia is shown in Figure 2.8.

**Figure 2.8 - Connecting the Nation - how transport can contribute to Welsh Assembly Government strategies and the WSP**



Source: Welsh Assembly Government

The 17 WTS outcomes are grouped under three main agendas – Social, Economic and Environmental - as shown in Figure 2.9. They describe succinctly the changes needed in the transport system to improve life for Welsh communities and businesses.



**Figure 2.9- Social, Economic and Environmental Outcomes in the WTS (numbering added for Taith use)**

<p><b>Social</b></p> <ol style="list-style-type: none"> <li>1. Improve access to healthcare</li> <li>2. Improve access to education, training and lifelong learning</li> <li>3. Improve access to shopping and leisure facilities</li> <li>4. Encourage healthy lifestyles</li> <li>5. Improve the actual and perceived safety of travel</li> </ol>
<p><b>Economic</b></p> <ol style="list-style-type: none"> <li>6. Improve access to employment opportunities</li> <li>7. Improve connectivity within Wales and internationally</li> <li>8. Improve the efficient, reliable and sustainable movement of people</li> <li>9. Improve the efficient, reliable and sustainable movement of freight</li> <li>10. Improve access to visitor attractions</li> </ol>
<p><b>Environmental</b></p> <ol style="list-style-type: none"> <li>11. Increase the use of more sustainable materials</li> <li>12. Reduce the contribution of transport to greenhouse gas emissions</li> <li>13. Adapt to the impacts of climate change</li> <li>14. Reduce the contribution of transport to air pollution and other harmful emissions</li> <li>15. Improve the impact of transport on the local environment</li> <li>16. Improve the impact of transport on our heritage</li> <li>17. Improve the impact of transport on biodiversity</li> </ol>

Source: Welsh Assembly Government

The WTS is a long term strategy until 2030 but has also set five shorter term strategic priorities which are helping to shape the NTP and RTP, as shown in Figure 2. 10.

**Figure 2.10 - WTS Strategic Priorities**

<ul style="list-style-type: none"> <li>• Reducing greenhouse gas emissions and other environmental impacts</li> <li>• Integrating local transport</li> <li>• Improving access between key settlements and sites</li> <li>• Enhancing international connectivity</li> <li>• Increasing safety and security</li> </ul>
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Source: Welsh Assembly Government

Taith has taken full account of the WTS outcomes and priorities in developing its own regional vision for transport, objectives and priorities.

## 2.12 The One Wales Transport Agenda

In June 2008 the One Wales coalition published its transport agenda summarised in Figure 2.11. Taith took the opportunity to review its work to date including its vision, objectives and regional priorities to ensure that these accorded with One Wales. Appendix 10 shows how Taith’s priorities are consistent with those of the One Wales agenda.

**Figure 2.11 – One Wales Transport Agenda**

**Access for All:** Travelling across much of Wales can be lengthy and tortuous, whether travelling by car or public transport.

- We envisage a Wales where travelling between communities in different parts of Wales is both easy and sustainable. We are firmly committed to creating better transport links, both road and rail, between the North and the West of Wales and the South.
- A quarter of households all over Wales do not have a car and rely on public transport or walking or cycling. We will transform provision of bus services by investing in a modern, integrated public transport system. Better public transport will also help households in non-urban communities to be less dependent on car ownership, the costs of which can be prohibitive to those on low incomes.
- Dramatic improvements to public transport will encourage people to reduce car use. This in turn will contribute to reducing Wales's carbon footprint.
- Our programme of government over the next four years will involve:
  - Improving regional and national transport
  - Improving accessibility.

**Improve regional and national transport:** We will improve transport between communities across Wales by investing in many different modes of travel.

- We will develop and implement a programme for improved North-South links, including travel by road and rail.
- We will reduce rail travel time between the North and South of Wales.
- We will create a new all-Wales Traws Cambria transport network integrating long distance rail and coach routes with electronic cross-ticketing by 2011.
- We will continue to improve the safety and quality of stations and platforms in all parts of Wales, introducing new trains and train services.
- We will introduce a National Transport Passenger Committee for Wales.
- We will improve arrangements for regional and national strategic planning for transport.
- We will press ahead with improvements to major road links between the North, the West and the South of Wales, investing over £50 million for this purpose over the four year Assembly term.

**Improving Access:** Most journeys are local - going shopping, taking children to school, getting to work or keeping hospital appointments. To improve local transport:

- We will use new powers for local authorities to plan and support new bus routes to improve links between communities.
- We will enhance and link up cycle routes on an all-Wales basis.

### 2.13 The Trunk Roads and Rail Forward Programmes and The National Transport Plan

On 2<sup>nd</sup> December 2008 the Deputy First Minister made an announcement setting out a revision of the 2001/2004 trunk road forward programme and for the first time a rail forward programme. In effect this announcement foreshadows part of the National Transport Plan (NTP). The proposals are represented diagrammatically in Figures 2.12 (trunk roads) and 2.13 (rail).

The National Transport Plan (NTP) will be a plan for transport functions for which the Assembly Government is responsible within Wales as a whole including trunk roads, railways, air and sea ports policy and aviation. The link between the NTP and RTPs is especially important in North Wales as so many strategic routes controlled by the Welsh Assembly Government are important locally to the people who live near them and use them for their general transport needs within the region. The Consortia have been consulted on regional concerns which also affect Wales nationally. Appendix 12 contains a list of the issues for North Wales which Taith consider are also national issues to be included within the NTP. The NTP is expected to be published in consultation form by mid July 2009.

***Trunk Road Forward Programme***

The inclusion and high priority accorded to the both the Caernarfon - Bontnewydd, Porthmadog to Tremadog and the two A470 schemes in the Taith area welcomed.

It is disappointing that the A494 Drome Corner to Ewloe (Scheme 27) has been categorised in the unlikely to start before April 2014. The scheme is strategically positioned on the key North Wales / North West England EU TEN-T corridor.

It is hoped that there will be the opportunity to ensure closer working between Taith / Local Authorities and the Welsh Assembly Government to ensure that the regional / sub regional and local transport needs of the area are taken into account.

The revised scheme must ensure that the appropriate regional / local complementary measures are undertaken to support the main scheme to ensure that the benefits of the scheme to North Wales / Deeside / EU TEN-T are secured.

Further it is envisaged that there will be close working with the Welsh Assembly Government over developing the interface between the county road network and the trunk road network. The concept of the Park and Ride / Share / Regional Coach Services that could use strategic sites along the A55 connecting a number of the key strategic employment sites to the two principal airports for North Wales (Liverpool and Manchester) in addition to the identified need for adequate road freight facilities on the A55.

Also of concern is that there are no schemes identified for the A483 between the English Border near Chester and the English Border near Chirk. It is understood that an action in the recent Route Management Strategy (RMS) for this route has identified the need for a capacity study to be undertaken. Given the importance of this route not just as a key trunk road from the North East Wales to the West Midlands and to South / Mid Wales but also that it is a TEN-T priority axis route, the lack of an identified scheme for this strategic corridor is a matter of concern.

***Rail Forward Programme***

The first rail forward programme is particularly welcomed with the inclusion of North - South journey time improvements, majority re-doubling of the Saltney Junction - Wrexham General section, the National Station Improvement Programme (NSIP) elements of the Llandudno Station upgrade and the Conwy Valley Slate Waste Upgrade proposal.

Taith is keen to see the key outputs from the Taith Rail Strategy appended to the Rail Forward Programme and in particular the following package of schemes have been identified for inclusion in the Rail Forward Programme as 'High Ranking – Potential for Early Approval' status. This short-term package has a strong benefits cost ratio (BCR) of 2.79.

Extend Llandudno - Manchester Piccadilly to Manchester Airport.

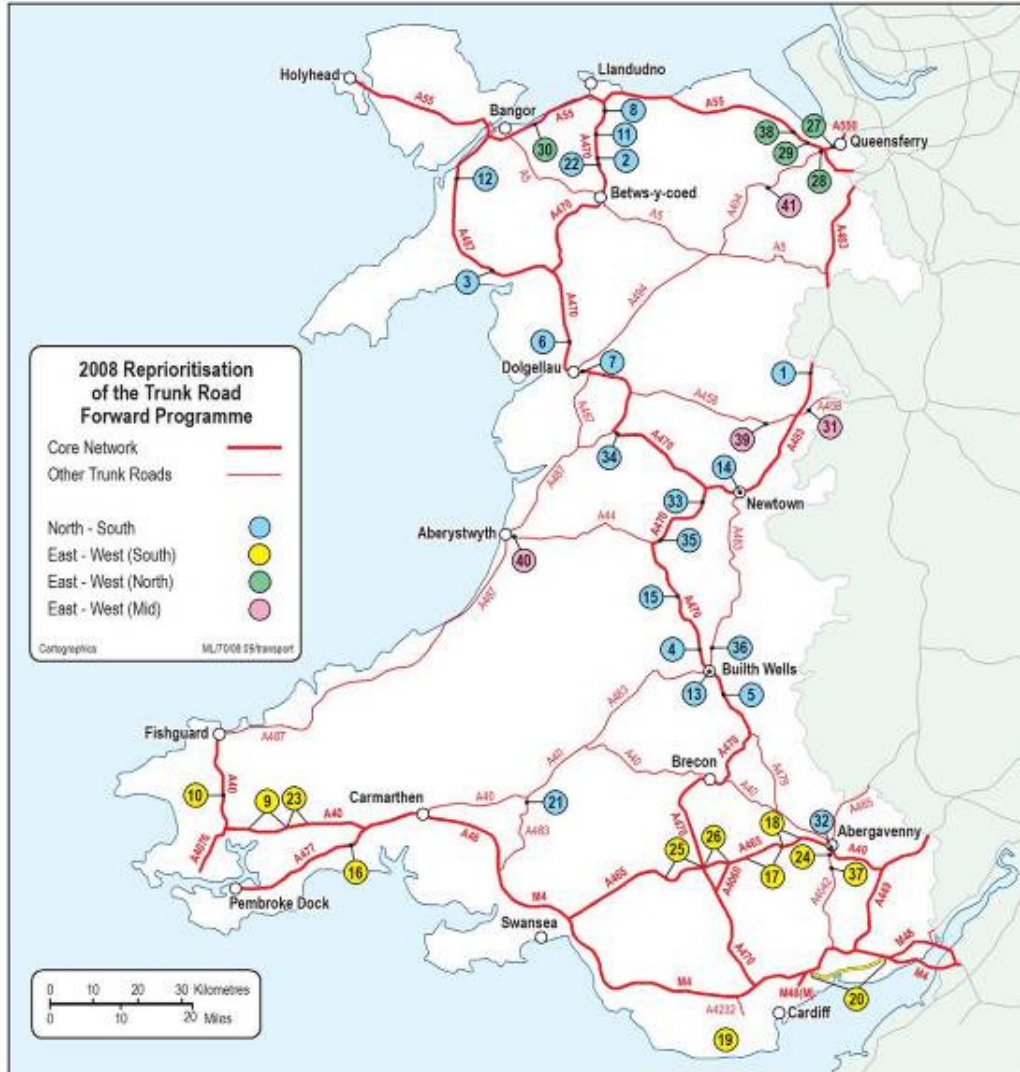
Frequency Enhancement on Wrexham - Bidston (Hourly to Half Hourly)

Existing services accelerated (due to line speed improvements).

On the Freight side, the introduction of land-bridge service from Holyhead – Daventry to Northern Europe was identified as the highest ranking project (BCR 1.3 to 1.7).

To complement the Rail Forward Programme, a Station Access Improvement programme was identified outlining access proposals to the key interchanges.

Figure 2.12 - Trunk Roads Forward Programme to April 2014 and beyond

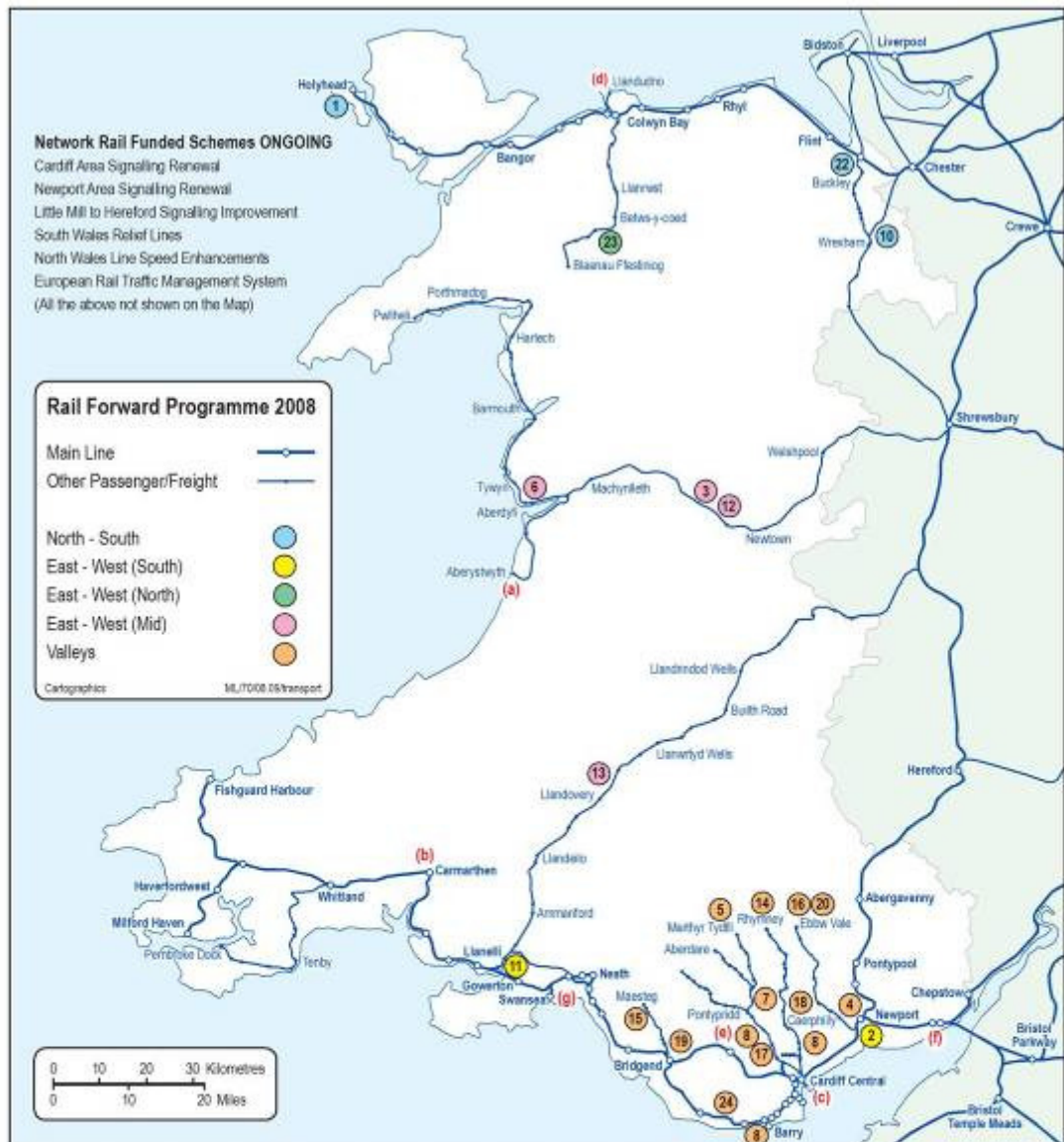


Phase 1 - High ranking and programmed to be ready to start between now and April 2011	Phase 2 - High ranking and programmed to be ready to start between April 2011 and April 2014	Phase 3 - High ranking but studies needed to identify best solutions to problems but unlikely to be ready to start before April 2014	On Hold - Problem identified but no ranking applied
1 A483 Four Crosses	11 A470 Plas Maenan and Bodhyfryd	21 A483 Llandelo	32 A40 Abergavenny
2 A470 Penryn to Tan Llan, Llanrwst	12 A487 Caernarfon to Bontnewydd	22 A470 Llanrwst	33 A470 Llandinam
3 A487 FORTHMADOG, MINTFORD, and TREMADOG	13 A470 Builth Wells	23 A40 Llanddewi Velfrey to Penblewin	34 A470 Commas Coch
4 A470 Cwmbach to Newbridge	14 A483 Newtown	24 A4042 Llanellon	35 A470 Llangurig to Wern Villa
5 A470 Ailmanar	15 A470 Rhayader	25 A465 A470 to Penwaun	36 A483 Brynsadwm
6 A470 Gelligefyn	16 A477 St Clears to Red Roses	26 A465 Cowlas Top to A470	37 A4042 Penperthyn
7 A470 Moke yt Helmau to Cross Foxes	17 A485 Brynmawr to Tredegar	27 A484 Drome Corner to Ewloe	38 A55 Climbing Lane Northop to Cood-y-Craig
8 A470 Pestrefelin to Bodnant West Lodge	18 A485 Gilem to Brynmawr	28 A55/A404 Ewloe Interchange	39 A458 Sullyen to Cylforydd
9 A40 Penblewin to Slebech	19 Cardiff International Airport Access	29 A55 Ewloe to Northop	40 A44 Llanbadarn Fawr
10 A40 The Kall	20 New M4 - Major to Castleford* * (Awaiting Business Case)	30 A55 Abergwyngregyn to Tai'r Meibion	41 A494 Ffynnon-y-Berth
		31 A458 Stullington Cross to Wollaston Cross	

Subject to completion of statutory consent procedures and the availability of finance from the budgets approved by the Assembly

Source: Welsh Assembly Government

Figure 2.13 - Rail Forward Programme



**APPROVED**

- 1 Y Gwaith Cymro - Holyhead - Cardiff fast service from December 2008
- 2 Newport Station Redevelopment
- 3 Cambrian Mainline Enhancements
- 4 Gae Junction Reinstatement
- 5 Merthyr Tydfil - Cardiff additional half-hourly service from May 2009

**APPROVED IN PRINCIPLE**

subject to feasibility and options appraisal/business case where appropriate

- 6 Stepping Heights Improvement Pilot Scheme - includes Aberdŷ
- 7 Additional Valleys peak carriages
- 8 Pontypridd, Caerphilly and Barry additional platforms
- 9 National Stations Improvement Programme - see locations below (a) - (i)

(a) Aberystwyth (b) Carmarthen (c) Cardiff Central (d) Llandudno Transport Interchange  
 (e) Pontypridd (f) Severn Tunnel Junction (g) Swansea (h) Shelter Replacement  
 (i) Customer information system programme \* Across numerous locations

**HIGH RANKING POTENTIAL FOR EARLY APPROVAL**  
 subject to feasibility and options appraisal/business case where appropriate

- 10 North-South Journey Times Improvements - including Wrexham - Chester redoubling (Saltney Join)
- 11 Gwenton - Loughor redoubling
- 12 Cambrian Mainline additional services
- 13 Heart of Wales Line additional services
- 14 Rhyimey - Cardiff additional half-hourly service and Energlyn Station
- 15 Maesteg - Bridgend additional half-hourly service
- 16 Ebbw Vale Town Station
- 17 Pontypridd - Cardiff additional peak services
- 18 Caerphilly - Cardiff additional peak services
- 19 Maesteg - Cardiff extension of new half-hourly service and Breckfa Station
- 20 Ebbw Vale - Newport additional services
- 21 Rolling stock refurbishment/new trains

**HIGH RANKING**

subject to feasibility and options appraisal/business case where appropriate

- 22 Wrexham - Bidston - Electrification or new dual power trains
- 23 Conwy Valley slate waste upgrade
- 24 Vale of Glamorgan - additional half-hourly service

Source: Welsh Assembly Government

## 3 North Wales Transport Problems and Opportunities

### 3.1 Introduction to the area

North Wales, as shown in Figure 3.1, is a very diverse region, geographically, economically and socially. With its coasts and mountains, historical and cultural inheritance including the Welsh language it attracts worldwide attention. It contains areas of outstanding natural beauty, including the Snowdonia National Park.

This chapter will look at the problems the area experiences and the opportunities for change that exist.

**Figure 3.1 – The diverse North Wales region**



### 3.2 Transport Problems

Many of the transport related problems of the North Wales area are highlighted both in the WSP and WTS and this RTP links to these documents and develops the points made.

### 3.3 Problems highlighted by the WSP

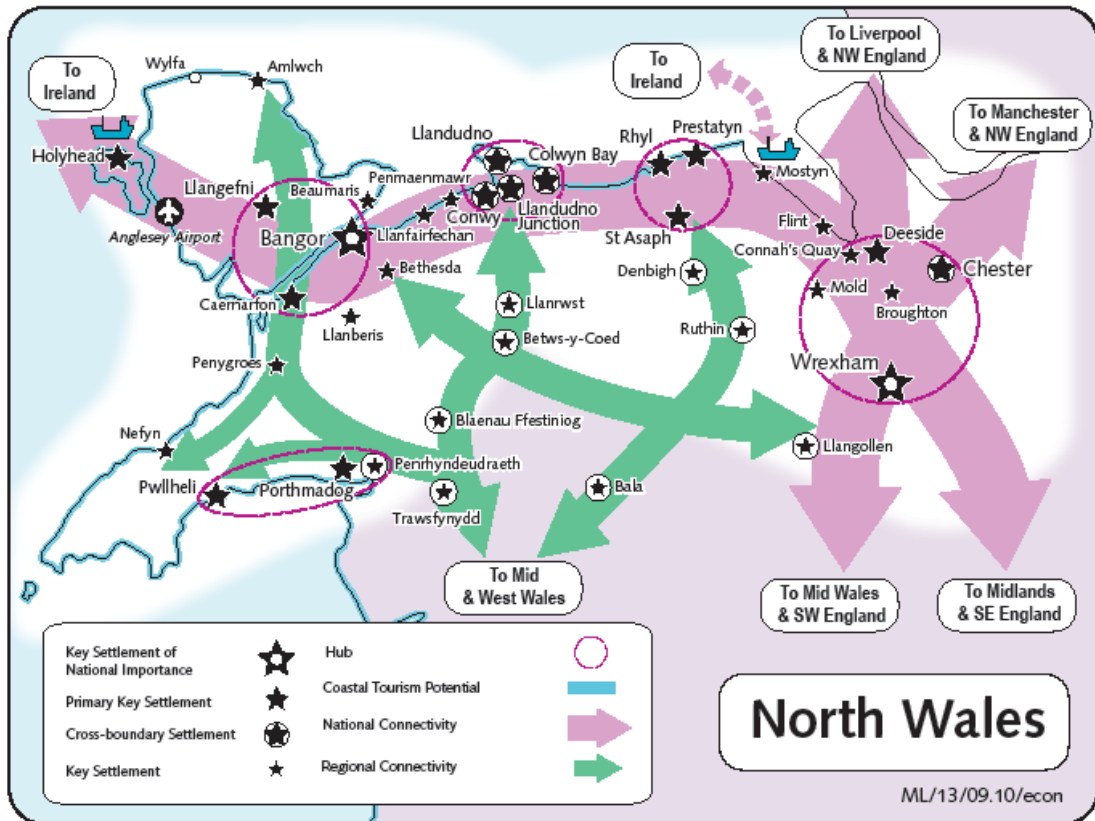
The WSP highlights the need to improve both the quality and sustainability of connections between key settlements, as well as access to services and facilities. ICT networks need to be improved and Climate Change forces the need for mitigating actions to reduce its effects on transport. The WSP also highlights the high levels of Wales' rural area which is deprived of good access.

The North East Wales Area has some of the most deprived urban areas in Wales in or near the towns of the northern coastal corridor and around Wrexham. Their problems are associated with poverty, outdated infrastructure and poor services.

North West Wales' transport problems include capacity issues on the Britannia Bridge and the A487 around Caernarfon.

Figure 3.2 (provided by the Wales Spatial Plan teams in North Wales) is a convenient depiction of the transport connectivity of North Wales.

**Figure 3.2 - A spatial representation of North Wales' transport connectivity**



Source: Welsh Assembly Government

### 3.4 Problems highlighted by the WTS

The WTS uses three main agendas to organise the long term outcomes it wishes to achieve. These themes are used here to describe the transport problems that Taith needs to look at solving in North Wales.

The WTS shorter term strategic priorities will be used to help develop Taith's 5 year programme of interventions to deal with the problems and opportunities discussed later in this document, and which will lead on to longer term proposals.

#### **Social**

North Wales is rich in Welsh culture, history and language and is characterised by a diversity of communities, some affluent but many others suffering disadvantage because of factors including remoteness, low economic activity and outdated housing, infrastructure and facilities. Some of these communities are small, particularly in the deep rural areas.

A number of rural towns and numerous small communities, each with distinctive patterns of need and demand, do not lie naturally within any of the main corridors of movement. Many of them have suffered depopulation and reduced economic activity in recent decades and transport links must support wider programmes for stabilising and revitalising them.

### ***Economic***

Industrially, North Wales has seen major changes with both mineral extraction throughout the region and the heavy industry of the north east largely giving way to lighter industry, services and tourism, taking advantage of a good skills base supported by a flourishing education sector. There is strong potential for knowledge based economic development.

Many workers commute to North West England from the highly populated north east Flintshire and Wrexham areas with a smaller number of English residents commuting into Wales. These movements contribute to the congestion at the junctions around the border and show the importance of all the relevant authorities and agencies working together.

Proposals to provide new jobs in Anglesey and around the Menai coast (the Mon Menai initiative) and elsewhere in Conwy and Gwynedd may have considerable transport implications.

### ***Environmental***

Climate change is a major issue for the WSP, WTS and for Taith's RTP. Transport is seen as a contributor to climate change and greenhouse gas emissions from transport have been increasing since 1990.

A consultation document on Climate Change recently produced by the Welsh Assembly Government states that the target for the transport sector is to stabilise emissions and then start to reduce them over 10 years.

The WTS also states that transport will have to adapt to the impacts of climate change such as increased flood risk and more extreme weather conditions which are particularly important for North Wales with routes which are at a low level and close to the sea or river.

A recent Welsh Audit Commission Report emphasises the fragility of road and rail transport links along North Wales Coast due to climate change. Along the northern coast, and, to a lesser extent on the west, transport infrastructure, particularly the North Wales Coast main line, forms part of the flood defences for low-lying areas.

### ***General problems highlighted by the WTS***

The WTS has identified various problems for the transport network in Wales as a whole:

- centralisation of service provision and a reduction in locally provided services
- long journey times between North and South Wales by both road and rail
- greenhouse gas emissions – transport accounts for around 14% of greenhouse gas emissions in Wales (road transport accounts for around 90% of those emissions)
- people are making longer journeys than they used to
- people are using cars more and are walking and cycling less than they used to
- journeys to work and school create morning and evening peak flows which in places leads to congestion – school journeys are increasingly being made by car
- the number of households without a car is falling with resulting increased mobility, however groups without access to a car can have increased mobility problems



- road safety statistics have improved but still need to improve further

(For sources of statistics please see WTS)

### 3.5 Problems identified by Taith

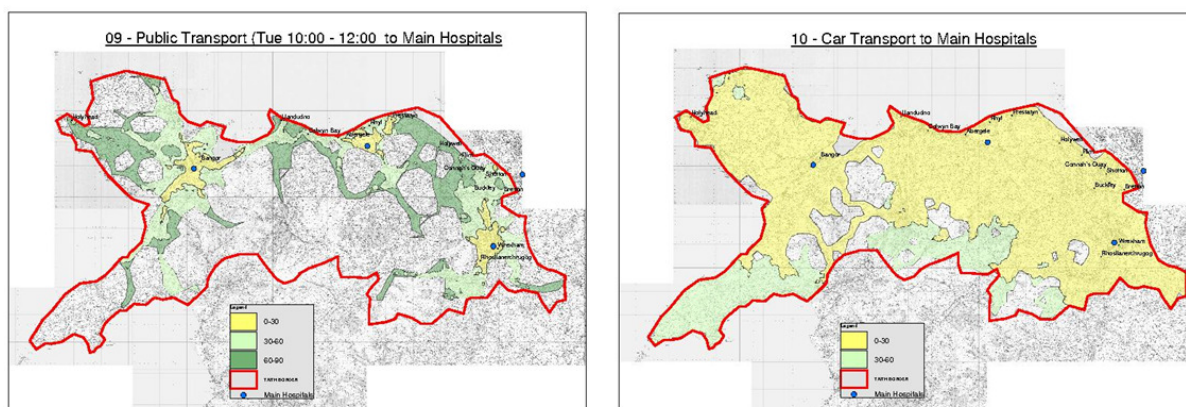
The following sections, which deal specifically with the North Wales region, have an impact on all three pillars of sustainability - social, economic and environmental.

#### **Accessibility**

Taith has adopted a methodology consistent with the other three Welsh consortia to identify accessibility problems. Accession is a tool based on GIS software adopted by the Welsh Assembly Government and Taith for accessibility planning.

Accession is able to measure access by public transport as compared to access by private car for different destinations at relevant times of the day. Types of destinations that have been considered include; education, health care, important centres and visitor attractions.

As would be expected the analysis showed that journey times by private car are shorter than by public transport. Access, egress and interchange times contribute to much longer public transport times than private car. This becomes more pronounced for access from more rural locations. A good example of this is highlighted in figure 3.3 below which shows the access time to main hospitals, the right-hand diagram shows accessibility by car and the yellow illustrates a journey time of under 30 minutes covering the majority of North Wales. The journey time by public transport shows a very different story with many places unable to even make the journey within an hour and a half.



**Figure 3.3: Comparison of journey times to major hospitals by public transport and by car.**

Accession does not take into account services such as those provided by voluntary organisations which are often relied upon in rural areas. Where the analysis shows no access by public transport (and in some cases by car) this is often due to the area being deeply rural with very sparse population densities and in some cases no population at all. All diagrams produced using Accession are detailed in Appendix 1.

### ***Infrastructure - Traffic Flows***

The transport characteristics of North Wales are diverse - whilst it is largely rural, the larger population centres tend to be located along the coastal strip (Caernarfon, Bangor, Llandudno, Conwy, Colwyn Bay) and to the north east of the region (Mold, Flint, the Queensferry/ Connah's Quay area, Wrexham). Figure 3.3 derived from recent monitoring data illustrates the existing traffic loadings on the Taith highway network. The loadings reflect the population distribution and also clearly show the important function of parts of the network as key regional, national and European strategic routes.

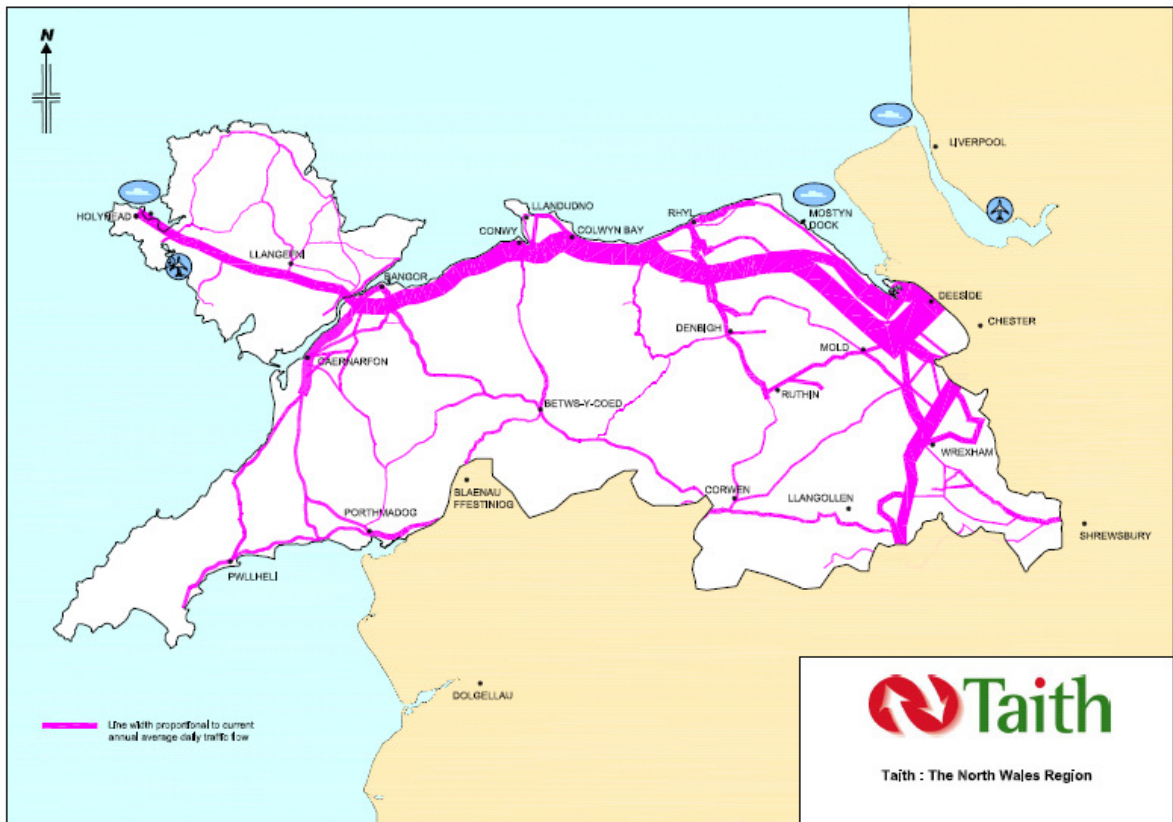
The A55 across North Wales forms the major strategic highway route linking the Port of Holyhead on Anglesey (and Ireland beyond) in the west, with the motorway network in North West England and is part of Euro Route E22. It has average daily traffic flows of up to 46,000 vehicles on sections of its length. Other key routes in terms of loading, are the A483 (south of the A55) with average daily flows of up to 48,000 vehicles and the A494 (through Queensferry) with average daily flows of 49,000 vehicles.

Constraints exist at the Britannia Bridge crossing of the Menai Strait between the mainland and Anglesey where the A55 is reduced to a single lane in each direction – the only single carriageway section along the whole length of Euro Route E22. The bridge is also subject to closures during periods of high winds. The A55 is a dual carriageway highway with predominantly grade separated junctions although the two at-grade roundabout junctions at Penmaenmawr and Llanfairfechan are the only roundabouts on the E22. A further constraint to the west of Conwy lies in a severely substandard, eastbound carriageway alignment at Penmaenbach Headland which is subject to a 30mph speed limit.

Between the A55 at Ewloe Interchange and the M56 motorway, the route through Queensferry is formed by the A494(T), A550(T) and A5117(T). These sections of the highway network suffer congestion and delay at peak weekday and tourism periods due to high traffic volumes, sub-standard junction geometry (e.g. Ewloe Interchange) and limited peak capacity.

There are high proportions of HGVs on some highway links. Whilst average HGV content across the region tends to fall between 5% and 6%, up to 13% is experienced on the A483 with up to 11% on the A55 and 9% on the A5. HGVs travel in convoys on the A55 in waves coinciding with arrivals and departures of the Holyhead ferries.

Figure 3.4 - Existing Annual Average Daily Traffic Flows



### **Infrastructure - Congestion**

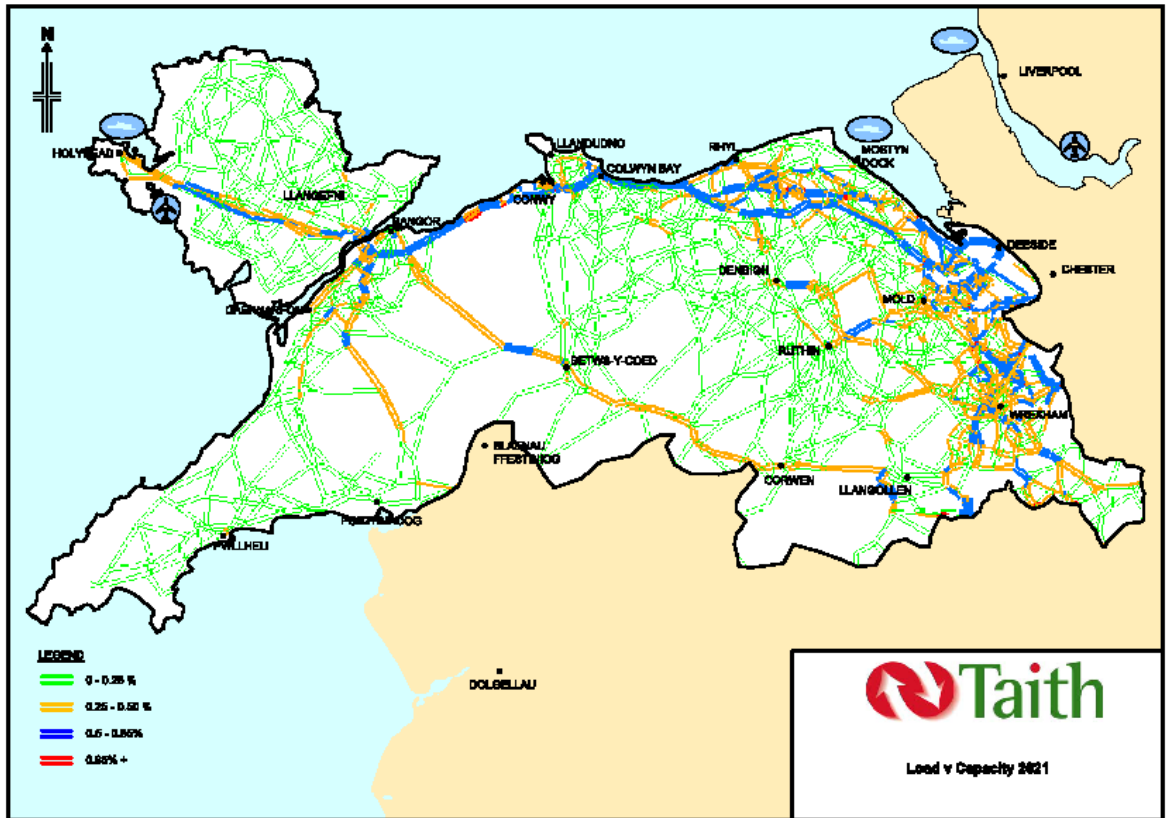
There are significant congestion and environmental problems around the junctions near Ewloe and Queensferry where commuter traffic combines with inter-regional movements. The impacts spill over the English border towards Chester and the M53 and M56 motorways. There is a need for a comprehensive approach to managing the through traffic and peak commuting movements on the A494, A55, A548, A550 and feeders to them (including roads in England) involving all agencies.

Figure 3.5 illustrates baseline traffic load versus highway capacity plots derived from the North Wales Transport Model (NWTM) forecast for 2021

The figure identifies those parts of the network previously identified as carrying high volumes of traffic, as also being sections likely to be approaching capacity and hence experiencing congestion in 2021.

As the NWTM is a link based model and does not consider capacity or issues at junctions the Taith authorities have separately identified 104 junction locations throughout the region where it is considered that congestion already exists and is a constraint to the operation of the network.

Figure 3.5 – Traffic Load vs Highway Capacity 2021



**Infrastructure - Physical Restrictions on the Network**

There are constraints limiting the way in which the network can be used which could potentially cause problems for particular types of vehicles but are not felt to be acute problems. The most significant of these are:

- 37 height restrictions (20 on 'A' roads)
- 21 weight restrictions (3 on 'A' roads)
- 3 width restrictions
- 2 combined height and width restrictions
- 1 combined height and length restriction

**Infrastructure - Condition**

A condition survey has been undertaken of all 'A' and 'B' classified roads within the North Wales using SCANNER laser survey technology. In addition a 10% sample of both 'C' and unclassified roads has also been taken. From the survey an appraisal of the maintenance backlog has been undertaken and is set out in Table 3.1 below. Poor condition of highways can have an impact on safety as well as ride quality.

**Table 3.1: Highways Maintenance Backlog**

Area	Value of Backlog (£)				
	A Roads	B Roads	C Roads	Unclassified	Total
<b>Isle of Anglesey</b>	518,979	1,353,389	3,799,290	1,978,208	7,649,866
<b>Conwy</b>	1,292,396	3,727,727	2,868,488	1,500,397	9,389,008
<b>Denbighshire</b>	1,107,457	3,402,655	6,264,755	2,064,652	12,839,519
<b>Flintshire</b>	1,017,203	742,075	1,575,232	1,351,205	4,685,715
<b>Gwynedd</b>	2,338,092	2,364,097	4,206,936	1,845,339	10,754,464
<b>Wrexham</b>	778,866	2,170,493	1,725,350	4,510,793	9,185,502
<b>North Wales</b>	<b>7,052,993</b>	<b>13,760,436</b>	<b>20,440,051</b>	<b>13,250,594</b>	<b>54,504,074</b>
<b>Wales</b>	17,904,744	36,170,686	86,030,516	152,878,031	292,983,977

Taken from CSS Wales. Highways Asset Management Plan Development Stage 1. State of the Nation Report September 2006.

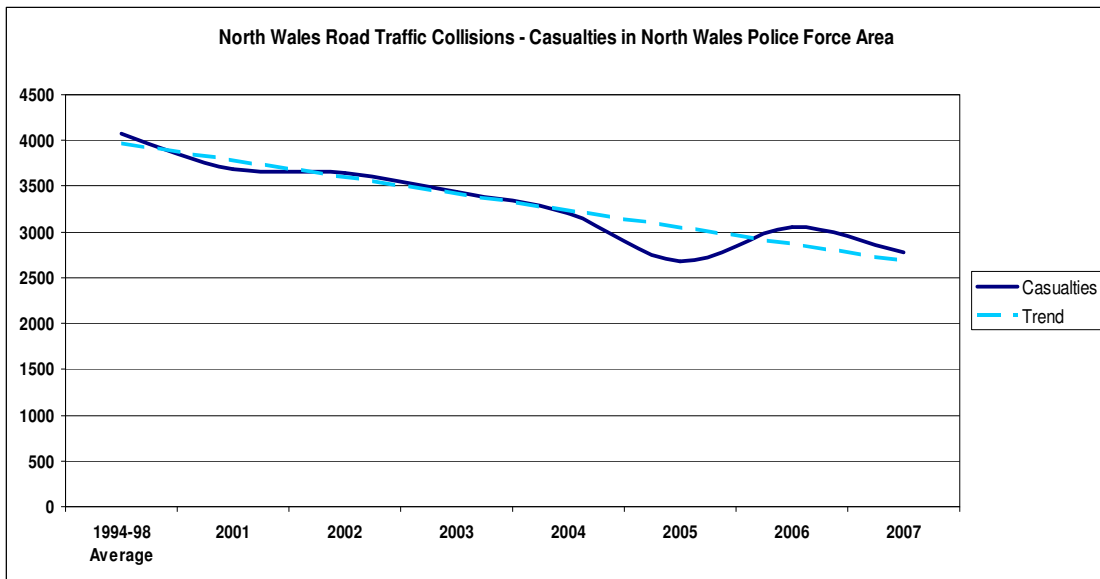
**Road Safety**

Collisions on our roads are a problem that needs constant attention. In North Wales there is a good record of accident reduction and the Region is on track to exceed Government Road Safety targets for the year 2010 compared to the 1994-98 average. These are shown below:

- ◆ a 40% reduction in the number of people killed or seriously injured in road casualties - Achieved 39.9% by end 2006
- ◆ a 50% reduction in the number of children killed or seriously injured - Achieved 69% by end 2006
- ◆ a 10% reduction in the slight casualty rate expressed as the number of people slightly injured per 100 million vehicle kilometres - Achieved 33.9% by end 2006

Figure 3.6 below illustrates the progress being made, with a clear downward trend across the region.

**Figure 3.6 Casualties in collisions in North Wales Police area 2001-2007 compared to 1994-98 average**



Notwithstanding this record, authorities in North Wales and their partners are not complacent. The combined effort of Education Training and Publicity, Safety Engineering, and Enforcement is working to improve road safety even further, particularly for the most vulnerable road users.

### ***Safety and Security***

Safety and security of transport has a high priority in public perceptions and although transport in North Wales has a good record, the nature of many of the routes and the international function of the North Wales coastal corridor pose particular risks for both safety and security. Some of these risks are measurable in terms of numbers of accidents, thefts and offences against people. Others are perceived by travellers and play a part in deterring use of particular facilities or services. A lone traveller, for example, may not feel safe waiting at a station or stop to catch a train or bus late at night.

### ***Walking and Cycling***

In North Wales 21% of the Workplace population live within 2km of their employment site, however, only 10.4% travel to work on foot. A further 16% live within 5km and yet only 1.8% of the total workplace population choose to cycle to work.<sup>9</sup> Whilst the opportunity to walk and cycle is available to those living in close proximity to work, few choose these options as modes of transport.

### ***Road Passenger Transport Services***

The region is served by a network of conventional bus services provided through a mix of commercial and tendered services, linking major settlements with the outlying villages, and dedicated town services operating within most of the towns of the region. The majority of these services are not able to compete with the private car in terms of

<sup>9</sup> Office of National Statistics, Census 2001

journey times and are perceived as slow due to the routes serving as many communities as possible by using an optimum number of vehicles.

The de-regulated system of bus operations which has existed since 1986 has reduced the ability of a local authority to co-ordinate all the bus services in their area as they have no control over commercial services. This can sometimes lead to poor connections between services operated by different operators.

The image of bus travel in terms of quality and speed of journey does not encourage people to change their travel behaviour, particularly travel to work journeys where speed and reliability is seen as important as the quality of service. In the peaks, many of the bus services are used to transport school pupils (Authorities have a duty under the 1985 Transport Act to make best use of existing bus services to serve educational establishments). This may act as a deterrent for some people to use services which are known to be full of schoolchildren.

In Flintshire, where travel to work by bus represents only 3.89% of work trips, market research has identified a need for a significant improvement in quality of the services and the associated infrastructure.

### ***“Third Sector” Road Passenger Transport***

The term “third sector” is used for collective passenger transport ranging from Demand Responsive Transport (DRT) services, often operated by bus operators using small buses, through Community Bus Services operated by, or on behalf of, community based organisations, taxis and private hire cars, to car sharing schemes and car clubs where a pool of cars is available for members to book for use as and when required. Local Authorities procure bespoke services from bus, taxi and community transport operators for educational and social services transport. These services often experience problems in consistency of delivery and cost.

The Deeside and Wrexham Shuttle, DRT services have proved very successful in terms of attracting new users to public transport. The operating costs are significantly higher per passenger than conventional bus services, but the costs can not only be justified on environmental and sustainability grounds but also in terms of economic benefits such as providing reliable transport links allowing unemployed or re-trained people to gain employment.

Community Transport services are provided at various locations in the region which include dial a ride services, social car schemes and car sharing initiatives. Whilst these services do provide a community based solution to address a need that is not being met by other means, their reliance on volunteers in many cases does lead to pressures in terms of availability.

In terms of taxis and private hire vehicles, there is very good coverage throughout the region apart from a few rural pockets which have to rely on taxis coming from a neighbouring town. There is however a shortage of accessible taxis which not only deters their use by persons with mobility difficulties, but also puts pressure on Education Authorities and Social Services departments in terms of arranging transport for children and adults with special needs or mobility difficulties. There is also a distinct lack of co-ordination between the health services’ non-emergency patient transport service and the client transport services operated by local authorities.

### ***Rail Passenger Services***

Rail services operate along the North Wales Coast Line with services operating from Holyhead and Llandudno. Services operate to London, Cardiff, Manchester and Birmingham, with the majority of the Cardiff and Birmingham services operating via Wrexham. The loco hauled business train from Holyhead to Cardiff does at the moment not operate via Wrexham due to the non availability of a train path between Chester and Wrexham. Services from Holyhead operate hourly as do services from Llandudno which gives a 30 minute frequency East of Llandudno Junction. Additional trains operate to London over and above this mainly standard pattern timetable. Despite this reasonably frequent level of service, there are times when capacity is an issue on this line and overcrowding can be encountered. Journey times of the London services are much improved particularly between Chester and London, but the running time of services to Cardiff, Manchester, and Birmingham are constrained by single track section between Chester and Wrexham and low line speeds in the case of the Cardiff and Birmingham services and by an intensive stopping pattern between Chester and Manchester. The Birmingham trains extend to Birmingham International, but there are no direct rail services from North Wales to Manchester Airport.

The Conwy Valley line linking Blaenau Ffestiniog with Llandudno is served by six trains per day, which provides very limited journey opportunities for the communities served by this line. Extensive flooding is a frequent problem and often leads to services being suspended whilst emergency repairs to the infrastructure takes place.

The Cambrian Coast line which links Pwllheli via Barmouth and Dovey Junction to Machynlleth has an infrequent service (approximately two hourly), which is slow and severely constrained by pathing requirements at key stations in England.

The Borderland Line (Wrexham – Bidston) has an hourly service but requires a change of train at Bidston for travel through to Liverpool. This line serves a large population but does not maximise the potential for growth due to the frequency constraints and the need to change trains from the diesel services operated on this line to the electric Merseytravel services operated from Bidston to Liverpool.

Access to stations by other modes of public transport and by foot and cycle is poor at many stations, with lack of secure cycle storage deterring cyclists from leaving their bikes at stations without such facilities. Limited availability of car parking spaces at many key stations including Bangor and in some cases such as Flint where unmanaged parking at the station results in usage of spaces which could potentially be used by rail users, being used for non rail use.

Whilst most large centres of population in the region are rail connected, there are significant communities such as Caernarfon, Denbigh and Mold that lost their rail services in the 1960's that justify better standards of public transport access than currently available.

### ***Public Transport Ticketing***

The limited availability of integrated ticketing between bus and rail, and the ability to book both modes through a single point does not encourage usage particularly from persons who are unfamiliar with public transport or/and the area of travel.

For busy buses significant time is spent in selling tickets and handling cash, reinforcing the perception of buses as a slow means of travel. More needs to be done



to speed up bus boarding time, with some operators making increasing use of sale of tickets through local shops.

### ***Rail Freight***

There are currently a very limited number of rail freight services operated in the region which operate mainly from terminals at Deeside, Holyhead, Penmaenmawr, and Chirk.

The line is currently not utilised by container traffic between Ireland, the UK, and mainland Europe. The increase in the size of containers used in the shipping market has resulted in gauging issues unless these boxes are accommodated on a new type of low wagon which are currently not widely available. There are also no terminals in place that could handle this traffic or the higher gauge piggyback traffic (W12) which could lead to a reduction in HGV movements along the A55. There is currently no rail freight facilities at the port of Holyhead, and the facilities at the port of Mostyn would need significant investment if use as a freight hub was to be considered.

The Conwy Valley line is currently not able to accommodate heavy freight trains due to axle loading limits, and would also need the construction of at least one passing loop if slate waste trains were to be introduced.

### ***Shipping***

The port of Holyhead is served by ferry services to Dublin and Dun Laoghaire which carry both passengers and freight. The increases in the number of ferry services and increased capacity has led to a significant growth in ferry traffic which has led to stresses on the transport network particularly between the port and the start of the A55, the Britannia Bridge, and other locations along the north Wales coast.

There are currently no ferry services operating from the port of Mostyn but there are freight movements handled by the port including aircraft wings for Airbus Industries and components for offshore wind farms.

Many cruise liners call at Holyhead particularly during the summer months, but due to the lack of a deep water cruise terminal at the port, passengers need to transfer from the cruise ship to land by tender which slows the disembarkation process and deters usage by some cruise lines.

### ***Air***

A twice daily air service operates between Anglesey Airport in Valley, and Cardiff, and is currently the only services operated from the new civilian airport built at RAF Valley in 2007. There is under utilisation of this resource and it is essential to encourage the development of additional services with Dublin and London seen as potential destinations in terms of accessing these locations in their own right and as a gateway to international flights.

Whilst the route to Cardiff has been extremely successful with passenger numbers far exceeding the most optimistic projections, the operation of the route by an 18 seater aircraft has resulted regularly in insufficient capacity to meet demand. The flights are operating at over 80% capacity overall with the morning flight from Anglesey and the evening flight from Cardiff being the most heavily loaded journeys.

Manchester and Liverpool airports are extremely important to North Wales for international connectivity, and between them provide a vast range of destinations

provided by conventional and low cost airlines. Access to both these airports from North Wales by public transport is extremely difficult with only a limited number of National Express services serving Manchester Airport. There are no direct rail services to Manchester Airport despite increased capacity available at the airport station due to the recent provision of a new platform.

### ***Climate Change***

“Climate Change” is the popular term for a series of complex impacts to surface temperatures and weather caused by changes in the atmosphere reducing the Earth’s protection from radiative warming. Some of these changes occur naturally under a range of influences, but the rate of change has accelerated as the world has become more highly populated and industrialised. In particular damage to the upper atmosphere is caused by increased concentrations of gases resulting mainly from human activity including Carbon Dioxide (CO<sub>2</sub>), Water Vapour, Methane, Nitrous Oxide (NO) and industrial refrigerants (collectively known as the “greenhouse gases”).

Carbon Dioxide is currently seen as the largest contributor to climate change and current UK and international technological and fiscal initiatives are designed to achieve a “low carbon economy”. Targets have been set by the UK Climate Change Commission for reductions in carbon emissions in the UK of 34% by 2020 and of 80% by 2050. However, there are tensions with Air Quality as the amount of Oxides of Nitrogen (NO<sub>x</sub>) produced by petrol and diesel fuelled engines increases as carbon emissions are reduced. This is a significant problem for air quality in congested town centres and around major roads and points to the need for balance in evaluating proposed solutions. For much of North Wales except Wrexham and North East Flintshire the air quality impacts from measures designed to reduce carbon emissions are unlikely to be significant.

Table 3.2 summarises some climate changes predicted by modelling high and low carbon reduction strategies up to 2080 and beyond. During this period, winters will have more precipitation, and summers will be generally hotter and drier. In all seasons there will be more day-to-day variability with higher winds. The reduction in snowfall will have a major impact on the ecology of the Snowdonia National Park and other important habitats. As well as changes to the weather there will be a rise in sea levels exacerbated by gales. It is thought that mean sea levels in North Wales may increase by up to 70 centimetres by 2080 bringing increased frequency of flooding, breaching of coastal defences and damage to bridges and other infrastructure. Already the effects of severe weather have caused increasingly frequent disruption in areas such as the Conwy Valley.

**Table 3.2: Predicted climate changes in North Wales to 2080**  
(from <http://www.ngfl-cymru.org.uk/cc-future-climate-in-wales.htm>)

<b>Change in</b>	<b>Range</b>
Mean annual temperature	+1.5°C to + 4.0°C
Winter temperature	+1.0°C to + 4.0°C
Summer temperature	+2.0°C to + 3.5°C
Annual Precipitation	Normal to +10%
Winter Precipitation	+10% to +30%
Summer Precipitation	-20% to -50%
Average winter snowfall	-40% to -100%

### ***Transport Emissions***

Transport accounts for over a quarter of global CO<sub>2</sub> emissions and is one of the few industrial sectors where emissions are still growing. Car use, road freight and aviation are the principal contributors to greenhouse gas emissions from the transport sector. New technologies include developing alternative transport fuels to break the dependence on petroleum, although it appears that technological innovation is unlikely to be the sole answer to the climate change problem. Other problems emerge such as the production of bio-fuels from agricultural crops which may have undesirable impacts outweighing the carbon impacts in transport.

Although electric vehicles appear to be an attractive medium to long term alternative, with increasing use of hybrid vehicles as a precursor there are problems. The infrastructure for recharging electric vehicles is expensive and may currently only be affordable in large urban areas. The electricity generation process itself may not be any less polluting than the petrol or diesel emissions substituted unless renewable or nuclear power sources can be guaranteed. Battery technology is also a problem because of the scarcity of lithium for the preferred type of battery, the environmental implications of both manufacture and disposal and limited battery life and therefore vehicle range. However, technological improvements will shortly extend battery life and reduce weight and charging periods.

To achieve a stabilisation of greenhouse gas emissions from transport, significant behavioural change will also be required. Policy measures such as recently introduced fiscal incentives will take some time to work through as the typical lifespan of a motor vehicle is some 9 to 10 years. For the purposes of the RTP, technological and fiscal initiatives will apply at national, UK or even international levels and although they will contribute to improvement of regional and local conditions in North Wales Taith and the Councils can do little directly to influence their application except offer support. Behavioural change is, however, a different matter and Taith will concentrate its efforts on driver education, choice of appropriate vehicles for use in North Wales (primarily Council vehicles and possibly contractors) and supporting the North Wales Police in enforcement of speed limits and responsible driving practices.

## **3.6 Problems Identified as a result of Consultation**

Taith has carried out consultation exercises with stakeholders and the public in the course of preparing the RTP. Full details of consultations are available in Appendix 9 and a summary of the findings follows:

### ***Accessibility***

- Rurality is seen as a barrier to access to health, employment, learning, services and social interaction or cause deprivation, effect quality of life or wellbeing.
- Some groups have greater issues with accessibility for example, non-car households, under 18s, over 60s (although they benefit from concessionary fares scheme), areas of deprivation, rural populations, people with disabilities.

### ***Infrastructure***

- North -South road links are seen as needing improvements generally and at specific locations such as A487 Bontnewydd.

- East-West links were generally perceived more favourably although with specific problems such as Britannia Bridge.
- Many roads are in poor condition. Need to invest in maintaining existing infrastructure properly rather than just spending on new initiatives is important.
- Possible impact of proposals on conserving and enhancing the natural beauty, wildlife and cultural heritage of the Snowdonia National Park.
- There is concern about improving North – South journey times encouraging more traffic through the Snowdonia National Park with no gain to the local economy.
- Traffic flows should be improved around town centres to reduce pollution and fuel consumption due to vehicles regularly stopping and starting.

### ***Road Safety***

- Highway infrastructure needs to be improved for safety reasons and should be done by route.
- Safety of new young drivers as they can only afford older cars after passing their driving test.
- Safety of cyclists.

### ***Safety and Security***

- Fear of crime and personal security is an important factor in many people's choice not to travel after about 8pm on Public Transport. Young people / children have a negative perception of transport interchanges and are also worried about using Public Transport by themselves.

### ***Walking and Cycling***

- The school run is seen as a problem area with a lot of parents driving their children to school. Choice of non-local schools by parents reduces the potential for walking and cycling.
- Lack of footpaths between key settlements including along major roads.
- Cycle paths and footways are generally seen as poorly maintained.

### ***Passenger Transport***

- School buses are seen as unattractive by pupils leading to a negative perception of public transport in later life.

### ***Freight***

- Better road and rail links to the major ports of Mostyn and Holyhead including a cruise berth at Holyhead which is important for tourism in the region.
- The use of inappropriate routes due to the use of sat-nav systems.

### ***Parking***

- Provision and adequate enforcement.

### 3.7 Transport Opportunities

The opportunities for Taith to improve transport for North Wales are linked to the aims of the WSP and the three pillars of sustainability detailed in the WTS - Social, Economic and Environmental. Taking advantage of these opportunities will lead to improvements in existing infrastructure, services and systems, new policies and initiatives and progress towards the shared goal of full sustainability.

### 3.8 Opportunities provided by the WSP

The WSP has an aim of sustainable development. Taith can use the North Wales RTP to provide sustainable development of transport systems for the region with the UK and Welsh Assembly governments providing the legislative framework and the political will to do this.

The opportunity is there for Taith to work with others on cross cutting issues (which consider transport together with the activities it supports – for example the impacts on transport requirements as a result of closing rural Post Offices or centralising medical services) to achieve these WSP aims as well as working towards achieving the social, economic and environmental aims of the WTS. There is an opportunity for this RTP to assist in reducing inequalities between communities by providing equitable and sustainable transport systems as part of building sustainable communities.

Providing improved sustainable transport to all areas will aid the WSP aim of utilising and developing people's skills and knowledge, helping to spread prosperity throughout the region and adding to the quality of people's lives. The RTP can also assist with reducing the need to travel, and developing access for all in sustainable transport terms will help the WSP aim of achieving sustainable accessibility.

North East Wales needs to make the most of opportunities to develop sustainable accessibility including effective public transport to aid the spread of development from the border and coastal hubs to the market towns and rural villages. The needs of freight need to be met sustainably looking at roads, rail and coastal shipping.

For North West Wales connectivity within the region is crucial to ensuring the distribution of growth and access to services and leisure. Maintenance of roads is important along with the development of public transport. The presence of two Trans European network priority routes is an opportunity to build upon existing partnerships to ensure an integrated approach to national and international connectivity.

### 3.9 Opportunities highlighted by the WTS

#### *Social*

Improving the transport system provides the opportunity for the WTS to contribute towards creating better jobs and skills by increasing access to jobs and education. It can contribute towards improving health by improving access to health services but also by promoting and providing for more walking and cycling. It can also ensure that transport schemes help strengthen and contribute towards safer communities.

#### *Economic*

Reducing congestion will support the economy through better connections between businesses and suppliers and through improved journey times to work. Improving the effective movement of freight by reducing costs and increasing reliability in line with

the “lean and agile” principles of modern supply chain logistics also helps the economy by making Wales more attractive to business. Improving access to education and employment helps towards long term prosperity for the area.

### ***Environmental***

The reduction of emissions from transport will help towards tackling climate change. Travel planning is a key element in enabling this to happen, dealing with issues such as new developments and their transport needs, changing modes of travel to more sustainable ways, and also reducing the need to travel.

## **3.10 Opportunities Identified by Taith**

Taith have identified a number of opportunities for improving sustainable transport and therefore the communities it serves.

### ***Accessibility***

Whilst it is not possible to provide public transport services for all areas identified with poor or no accessibility, accessibility analysis including use of the Accession model, can be used to identify and evaluate opportunities for better connectivity. This has been done for Taith in studies of integrated transport and regional bus networks discussed later in this RTP. New and improved services can be targeted on areas with low public transport accessibility with and by encouraging public transport usage will contribute to more sustainable transport solutions.

In a region with widely differing levels of demand for public transport, there are considerable opportunities to develop new models of mobility management that integrate all of the resources potentially available in both the commercial and public sectors with travel planning and management techniques. Already, successes such as Demand Responsive Transport (DRT - for example, the Deeside and Wrexham Shuttles), community transport schemes, car-sharing and car clubs indicate how unserved needs can be efficiently served, helping to stabilise communities and promote growth in areas not initially suited to conventional bus and rail services.

### ***Infrastructure - Route Management Strategies***

Route management strategies (RMSs) produced for WAG will help to identify problems and solutions for local areas and communities served by trunk roads. Taith and the Local Authorities are involved in this work and have taken the opportunity to develop a complementary approach for regional strategic routes which will identify a wide range of possible solutions for the problems experienced on any given route. The work done on WAG RMSs provides a link between WAG's National Transport Plan (NTP) and Taith's North Wales RTP providing the opportunity for collaborative working on joint solutions, to meet local as well as national needs.

### ***Infrastructure - Working with Partners and Stakeholders***

There are existing groups within the Taith region who already identify and solve problems (e.g.MDA, various partnerships etc) and there is an opportunity to build upon those partnerships.

The Highways Agency is currently developing a Regional Strategy for the North West of England, which will take into account the needs of the M56/A5117/A550

Manchester - Welsh Border corridor. In view of the interactions with the complex of junctions in the Queensferry area, the heavy use of these routes by local and regional traffic and the opportunities for integrating local with strategic solutions, Taith must be involved as a key stakeholder in the development of this work.

The condition of road surfaces, which is determined by maintenance standards, and the quality of driving both contribute significantly to fuel economy. In the case of bus services, these two factors together also contribute to passengers' perceptions of the ride quality of journeys offered.

Bus infrastructure has been significantly upgraded over the past few years due to the availability of Transport Grant (TG) funding from the Welsh Assembly Government through the Taith Public Transport Infrastructure Programme. The grant has been successfully managed by the Taith Public Transport Group who have ensured that the benefits of the programme have been spread across the region. There is much work to be done to ensure that every interchange and stop is of a standard that existing and potential passengers should expect.

### ***Road Safety***

Road Safety – there are strong regional groups already in existence for the delivery of different aspects of Road Safety and the development of the Safer Journeys strategy as a part of this RTP.

The North Wales Road Safety Group is a partnership of the six North Wales unitary authorities, North Wales Police, North Wales Fire & Rescue Service, and North Wales Ambulance NHS Trust.

Measures are already in place to improve road safety on the trunk road network through partnership working with the Welsh Assembly to identify and develop safety improvements through the local road safety initiative and community based schemes. The partnership working will be further developed by broadening the scope of bodies coming together to tackle all aspect of safer journeys.

A major contributory factor in collisions is that of excessive speed. The Arrive Alive Safety Camera Partnership was established in 2002, and this has recently broadened its scope of operation, now being called the Wales Road Casualty Reduction Partnership. It is regarded as an example of best practice of working together in partnership on a regional basis and has proven to be an effective and significant measure in successfully reducing the overall number of collisions on our roads.

A North Wales Safer Journeys Strategy covering all forms of transport has been developed together with the North Wales Regional Transport Plan and reflects UK and Wales national policies. It takes account of the actions and targets recommended within the Road Safety Strategy for Wales and proposes actions for public and private passenger transport.

Technology is available to allow monitoring of ride quality, engine performance and fuel economy. This can be used to train drivers for example in local authority transport fleets, by bus and taxi operators and road hauliers. It could also be made available to assist with driver education and awareness programmes for private motorists, possibly together with safe driving initiatives.

### ***Safety and Security***

The councils, major bus operators and the principal train operator have been proactive in installing CCTV systems to monitor operations and protect the safety and security of users and staff. Personal safety now ranks highly alongside availability and frequency of services as a factor shaping public attitudes to bus and train services.

### ***Walking and Cycling***

There are opportunities to develop and build on the work that has already been done in recent years.

North Wales offers a number of dedicated routes for use by cyclists. The arterial National Cycle Network (Routes 5 and 8) is strengthened by several important local networks within each Local Authority. The Wrexham Urban Network is the most extensive and developed. Both national and local networks continue to be developed and extended to provide a more inclusive regional network. As a part of this process consideration is given to the needs of both tourists and local residents.

Proposals exist to expand local cycling networks, identifying and developing new ones. Aspirations include new spurs to and from the National Cycle Network, for example:

- between Chester, Mold and Denbigh;
- links to Denbigh and Wrexham from Route 5;

A route from Wrexham, through Denbighshire and Bala linking into the TraCC Consortium area is proposed. Finally, a landmark route has been identified down the Conwy Valley through Snowdonia to Cardigan Bay.

The region offers several local and long distance walking routes, so a range of innovative walking schemes has been developed to encourage more active communities and healthier life styles. People need to be encouraged to walk more and to recognise and chose walking as a viable transport mode. Examples include Urbanwalks and the new Let's Walk Cymru promotions. Existing long range coastal paths could be linked into the continuing development of the All Wales Coastal Path.

The integration of cycles with the passenger transport services continues with the selective use of buses equipped to carry cycles. It is recognised that work in this sector needs to be developed and improved during the life of the Regional Transport Plan. Equally, work needs to expand to allow an increased level of cycle carriage on trains. Where appropriate, such facilities need to link into the regional cycling network.

### ***Road Passenger Transport Services***

Various studies have recently been undertaken to look at improving the bus network. Market research has identified that there is significant opportunity for growth in bus travel through the provision of high quality vehicles along with new and upgraded infrastructure. The Taith Express study focused on the potential for a high quality network of express coach services complementing rail services across the region and on to Liverpool and Manchester airports. A review of bus services in the Eastern area of North Wales centred on Flintshire identified improvements that would increase the modal share of buses. Both these studies have identified the potential for raising the



quality of the strategic bus network, as well as the creation of new journey opportunities including access to employment.

Proposals for improved services span the commercial and tendered networks, therefore there is a need for innovative solutions to ensure that the most efficient and appropriate network of services is provided. Options include conventional procurement, “Kickstart” funding, or the adoption of statutory quality partnerships or contracts under the Local Transport Act 2008.

Bespoke “Yellow Bus” services for scholars could not only improve the quality and image of education transport, but could also make travel on peak time bus services more attractive for other users. It is recognised that this may not be the most appropriate solution throughout the region as limited availability of resources and low population density dictate that services in peak hours need to serve more than one function to keep costs down.

### ***“Third Sector” Road Passenger Transport***

Demand Responsive Transport solutions have been successful in some urban areas of the Eastern part of the region. There is potential for similar services in other urban areas of the region, and for exploring whether DRT could offer less costly solutions in the less populated areas.

Increasing the availability of community based solutions including dial a ride, car sharing and car clubs is seen as a cost effective way of meeting unserved needs efficiently, whilst helping to stabilise communities and promote growth in areas not normally suited to conventional bus and rail services.

Efficient use of existing resources and co-ordination of existing services provided by a range of bodies would give opportunities to expand services available to communities. The “Making the Connections” work on integrating education and social services transport has identified the potential to further integrate the procurement and operation of these services, yielding potential efficiency and improvements in quality. This work is currently being taken forward through the North Wales Procurement Partnership. Whilst there is some potential for joint working between local authorities, the greatest potential appears to be through integration of all transport procurement and management within each authority.

Further potential for producing efficiency savings and service improvements would be made possible if the non-emergency patient transport provided by the health authorities could also be co-ordinated with education transport services and in particular social services transport arranged by local authorities.

Increasing the number of accessible taxi and private hire vehicles throughout the region would benefit independent users with mobility difficulties and would also give a greater choice for organisations needing to procure such vehicles to transport clients to educational establishments, care facilities, and hospitals.

Solutions to public transport availability problems should be appropriate to the scale of demand – “car sized solutions for car sized problems”. Car sharing, park and share, park and ride and car clubs all have greater potential than is currently realised in North Wales.

### ***Rail Passenger Services***

A recently completed rail study (the North Wales Rail Strategy Study) undertaken for Taith has identified opportunities for rail service enhancements, new stations, improvements to non-car station access and car parking at stations. Major infrastructure improvements which will play an integral part in improving rail travel include line speed improvements across North Wales and the recently approved scheme to redouble the single track section from Saltney Junction to Wrexham. Some of individual schemes for both infrastructure and service improvements, have a national significance and contribute to the aims and objectives of the Wales Transport Strategy. These should be included within the National Transport Plan, and funded directly by WAG.

The short term (2010-2011) rail service enhancements include doubling the frequency on the Borderlands line to half hourly, with timetable optimised for connections with North Wales Coast line services at Shotton. Extension of the hourly Llandudno – Manchester train to Manchester Airport is probably feasible under the current timetable. However a more attractive solution would be to accelerate the timings between Chester and Manchester by omitting all stops apart from Warrington Bank Quay, with an additional hourly service between Chester and Manchester calling at all stations. This would considerably improve access to the Manchester conurbation for residents and businesses in North Wales.

Along with additional service improvements proposed in the medium (2012-2019) and longer term (2020-2024), there are aspirations for new stations at Towyn, Greenfield, Queensferry, Deeside Park, Rossett and Johnstown. Most of these options could only be feasible in conjunction with line speed improvements and service enhancements which would require additional rolling stock.

There are many generic proposals for improving non-car station access at all stations including secure cycle parking provisions at all stations within the region and specific improvements to for cycling, walking and public transport access to Wrexham General, Ruabon, Shotton, Flint, Prestatyn, Rhyl, Colwyn Bay, Llandudno Junction, Bangor, Llanfairpwll, Holyhead, and Porthmadog stations. These would be promoted using standardised signage and branding and could be implemented as part of a wider public transport branding strategy including all modes and associated infrastructure.

Car parking improvements are proposed in the short term at Chirk, Rhosneigr, Ruabon, Llandudno, Buckley, Caergwrle, Flint, and Prestatyn. The Llandudno scheme forms part of a larger scheme being taken forward under Network Rail's National Station Improvement Plan (NSIP). Longer term proposals are suggested for Holyhead, Bangor and Wrexham General.

### ***Public Transport Ticketing***

New smart ticketing systems are being introduced throughout the region. Smartcards for the all Wales concessionary travel scheme are being rolled out across Taith and will give much needed journey pattern information that will allow services to be tailored to meet the demand.

There is considerable potential for the smart ticketing technology to be extended to other service users with opportunities for easier payment mechanisms. Flintshire is already using the new ticketing technology for multi journey tickets.

Integrated bus and rail tickets have the potential to make travel by public transport a much simpler proposition, particularly for new users. The North Wales Rover Ticket and the “Plus Bus” bus add on to rail tickets are good examples of what can be achieved by bus and rail operators along with local authorities, working together. New technology will allow the development of existing integrated ticketing schemes and new options for making public transport ticketing seamless.

### ***Rail Freight***

There is considerable scope for increasing the number of rail freight services operated on all the lines within the Taith area.

Options contained in the North Wales Rail Strategy Study include a rail freight terminal at Holyhead for trains that would serve as a land bridge between Ireland and mainland Europe. This could reduce the number of heavy lorries that operate along the A55 from the port of Holyhead.

Other options include the provision of a freight terminal at Blaenau Ffestiniog to allow the movement of slate waste by rail, consolidation centres at Deeside and Wrexham which could also be used for waste, redevelopment of the rail terminal at the port of Mostyn, and reactivation of the mothballed freight terminal at Llandudno Junction. The Blaenau Ffestiniog proposal would include upgrading the Conway Valley line to enable heavy freight trains to operate.

Longer term projects to transfer freight from road to rail include the possible upgrade of the gauge of the North Wales Coast line from W8 (clearance for 8' 6" containers on conventional flat wagons) to W10 (clearance for the more widely used 9' 6" containers), or even to full piggyback clearance which would allow the carriage of lorries on trains.

### ***Shipping***

There is potential to attract new shipping routes to the port of Holyhead particularly if rail freight facilities are available. Rail facilities at the port of Mostyn could also be better utilised if upgraded and utilised as a freight hub for the Eastern part of the region.

Around the coast, a number of harbours and jetties handle coastal shipping for specific traffic whilst others are currently disused. It has been suggested that greater use should be made of coastal shipping rather than road freight to reduce climate change and other environmental impacts but the viability and emissions performance of current coastal vessels needs to be carefully considered.

The smaller harbours and landing facilities which are either not served by commercial freight services or are currently disused may offer opportunities for coastal shipping to be used for bulk products.

### ***Air***

Increasing the range of destinations for air services from Anglesey Airport would improve the accessibility of the Western half of the region in terms of outward journeys and the ability of business users and tourists to visit the area. A service to Dublin could potentially make travel between Wales and Ireland easier and improve business connectivity. As Dublin offers a range of international flight destinations including

Trans Atlantic services, there is an opportunity for Valley to provide a direct link to a busy hub airport. A service from Valley to London City airport could also provide as fast a service to London as the one currently on offer to Cardiff.

The provision of a larger aircraft on the Anglesey – Cardiff route when the current PSO is due to expire in May 2010 would allow the current service to reach its potential, ensuring that there is sufficient capacity to meet the demand that is currently being suppressed due to the limited number of seats available on the aircraft.

There are other airfields throughout the region including Hawarden and Caernarfon which could potentially provide facilities for civilian air services.

### ***Climate Change***

Climate change is an overarching issue and, as noted in discussing problems in section 3.5, the “Big Picture” changes are likely to come from technology or fiscal changes at national and international levels. Nevertheless there are significant opportunities to make small but worthwhile changes at local level in North Wales by a variety of actions including reducing the need to travel, shared transport and environmentally friendly travel modes, providing secure parking facilities to encourage park & ride and park & share, choosing less polluting vehicles and fuels, design of roads and terminal infrastructure to be as environmentally friendly as possible, improved driving skills that will reduce emissions and fostering public awareness of the need to reduce North Wales carbon and ecological footprints by local as well as national action.

Opportunities to reduce the need to travel can be approached in a number of ways discussed more extensively elsewhere in the RTP including land use and facilities planning that minimises travel distances and co-locates activities where possible. Greater use of home-working or local “hot desking” centres (office spaces provided on a community basis) should be facilitated, this largely depends on reliable high speed broadband ICT services achieving far better coverage in many parts of North Wales.

Encouraging the use of shared transport should include not only bus, coach, rail, taxi and community transport but car sharing, lift giving and car clubs. More Park and Ride or Park and Share opportunities should be provided especially through the development of transport hubs both in main centres and serving rural areas. Walking and cycling should be promoted through education of young people and public awareness programmes supported by networks of safe and secure routes, not necessarily through separate provision but by good design of roads and infrastructure. Travel Planning should become a mainstream activity at all sites generating large volumes of trips, whether public sector or private, and application of the principles of travel planning should be encouraged through schools and public information.

By developing inter-modal freight terminals or transshipment centres at key locations such as Deeside Industrial Park, Llandudno Junction and Holyhead greater use of rail freight or consolidation of loads to reduce lorry movements can be achieved. This will require the creation of viable markets for such activities using models now being successfully applied in Scotland and for Anglo-Scottish trunk loads.

Roads and terminal facilities should be designed to facilitate good driving, avoiding the need for heavy acceleration and braking. Layover facilities should be provided so that vehicles can be parked without their engines running. Even with the benefits of new

engine and fuel technologies such principles will remain valid. In the longer term, particularly as sea levels and flooding risks rise, there will be opportunities to develop major infrastructure improvements for both roads and railways by jointly planning them with flood relief, coastal defence or energy generation schemes thus sharing benefits and costs to increase viability for all partners. Many such schemes will require integration of proposals in the National Transport Plan forward programmes for railways and trunk roads with RTP proposals for regional and local traffic.

### ***Reducing Emissions***

When replacing their in-house vehicle fleets North Wales Councils can choose to use more environmentally friendly fuels and hybrid vehicles. It is possible that there may be some local applications for electrically powered vehicles, in association with transshipment centres for example. Waste management is an area of particular interest to Councils as waste can be used as a source of fuels such as methane or bio-fuels and transport of waste also offers opportunities for environmentally friendly transport choices. However the sources of “green fuels” need to be carefully considered as bio-fuels and electricity generation may simply transfer the carbon load from the users to the producers with far lower net gains or even losses to the carbon economy. Consideration might be given to including environmental conditions in contracts for the provision of transport services for Council departments. Councils might offer advice to companies and individuals on vehicle choices through public information and trading standards services.

The most effective local action on climate change is likely to be through changing driver behaviour. Taith considers that cost effective driver awareness and education programmes, supported by the use of simple monitoring technology and computer based training can be introduced for fleet drivers, young people preparing for their first driving licences through driving schools, or people given the opportunity to attend driver awareness courses as an alternative to penalties by the Police. Many bus and road haulage companies already use in vehicle monitoring of acceleration, braking and fuel consumption successfully, the proposed programme uses data captured in this and other ways as the basis of training programmes so that good driving techniques can be demonstrated and practiced. Fleet operators can also use such aids for route learning and hazard awareness in the training room rather than in real time on the roads.

### ***Managing Demand and Traffic Flows***

Techniques for managing demand and traffic flow include road user charging which is a matter for the Welsh Assembly Government although local access control schemes based on charging such as in Durham or the Peak District National Park in England might be considered for some local problems. Parking management, including the use of workplace or retail parking levies might also be considered, particularly to generate revenue to support other measures such as public transport services in development of large new commercial sites.

Intelligent Transport Systems (ITS) techniques and variable message signing are well established for monitoring and managing traffic flows on motorways and in North Wales through the A55 tunnels at the North Wales Traffic Control Centre. The successful Deeside and Wrexham Shuttle services and Real Time Bus Passenger

Information services in North Wales have ITS infrastructure that in the case of the Shuttles is used for control and scheduling as well as monitoring and information. By extending the areas of monitoring to include principal regional roads and co-locating highways and public transport control centres, possibly including also Police control facilities, information on disruptions can be shared between highways and public transport managers and schedule changes, diversionary routes and public information through radio and other media can be co-ordinated and managed. The RTP includes a proposal to investigate the establishment of such a centre.

### **3.11 Opportunities highlighted as a result of Consultations**

Taith has carried out consultation exercises with stakeholders and the public in the course of preparing the RTP. Full details of consultations are available in Appendix 9 and a summary of the opportunities for Taith which were highlighted follows:

#### ***Accessibility***

- Developing rural hubs
- The need to travel was questioned with technology put forward as an innovative way of accessing services and work.
- Car sharing and car clubs should be encouraged
- Satellite shared office spaces / home working
- People should be taught / encouraged to drive in an eco friendly way.
- Promote electric vehicles and facilities within North Wales.

#### ***Infrastructure***

- Regular maintenance of facilities is important
- Park and share schemes particularly alongside the A55.
- Improved Information Communication Technology (ICT)

#### ***Road Safety***

- Where technology can be used to improve road safety the opportunity should be taken.
- Cycle training for all ages
- Education of children and young people is very important but should be continued through all age groups including in the workplace.
- Speed limit reductions where there are large walking and cycling flows

#### ***Walking and Cycling***

- Cycle monitoring is important allowing schemes to be prioritised
- Safe Routes in Communities is an important scheme
- Free bike schemes - have bikes available for use from stations and town centre locations

- Implement cycle tracks where they are needed, not just where they fit - consult with users
- Priorities given to walkers and cyclists over motor vehicles
- Education to encourage culture change (for cyclists/walkers and motorists)
- Cycle parking should be secure / safe / accessible and provided at all public transport interchanges

### ***Passenger Transport***

- Air links from Valley should be expanded to Northern Ireland, Dublin and London.
- Greater promotion of integrated ticketing
- Secure parking should be provided for park and share. Car Park pricing should be used as a lever to encourage people to use Public Transport. People need to be educated about the perceived / actual costs of Public Transport and car driving. Public Transport needs to be an attractive option with, for example, offers, group save tickets, multi operator area wide tickets
- Tickets for an entire Public Transport journey should be available as should information.
- Integration of current services with each other and community services
- Electrification of the Borderlands line is seen as a priority scheme.
- Transport information is seen as being very important

### ***Freight***

- Moving freight from road to rail, easing congestion through rail improvements, improving the Conwy Valley railway line and re-opening disused railway lines.
- It was felt that if modal shift is achieved then fewer improvements would be required. If freight traffic didn't use routes inappropriate for the size of vehicles there would be less damage to the roads and less maintenance required.
- If freight distribution centres were encouraged then smaller lorries could be used on smaller roads.
- Modal shift onto rail needs to be encouraged.
- Better use of coastal shipping

### ***Parking***

- Provide a Parking Framework for future provision and enforcement.

**Figure 3.7 – Summary of issues for the North Wales Transport Plan*****Congestion and Highways Issues***

On the trunk road network there are major issues with the A494 between Drome Corner and Ewloe (Aston Hill), the congestion on Britannia Bridge and many problems relating to North - South connectivity.

Congestion problems arise in and around:

- ◇ Deeside
- ◇ The Menai crossings
- ◇ Major roads through towns without by-passes
- ◇ A55 lorry convoys formed in connection with ferry arrivals and departures
- ◇ Tourist pressures in peak season
- ◇ Sub-standard highway geometry or limited junction capacity in parts of highway network
- ◇ Coping with major events such as Eisteddfodau

***Deprivation***

In or adjacent to the towns of the northern coastal corridor, areas of Flintshire and around Wrexham are pockets containing some of the most deprived urban areas in Wales. Their problems are associated with poverty, outdated infrastructure and poor services.

Proposals for the regeneration of such communities need to be supported by transport initiatives, for example to support personal travel for retraining, job search and travel to work or to improve access to healthcare, shops and other services.

Sometimes poor transport services such as infrequent buses contribute to the causes of deprivation, in other cases they are consequences of the low level of economic activity.

***Resilience***

The transport networks of North Wales are susceptible to failure or interruption arising from a number of causes including:

- ◆ Age and condition of some infrastructure causing sudden failure
- ◆ Dependence on the commercial bus market to supply essential links. If any of these are withdrawn because they fail to meet commercial targets, problems arise from interruption of service and budgetary implications if subsidised service contracts are used to replace them
- ◆ Continuity of revenue funding causing cutbacks in bus services or highways maintenance when budgets are reduced

***Opportunities***

Collaborative working across boundaries provides an ideal opportunity to develop a holistic approach to the whole transport needs of the diverse region.



## 4 Developing the North Wales RTP

### 4.1 Taith's Approach

North Wales encapsulates the whole range of national problems and opportunities. It is an economic powerhouse yet contains some of the most severe problems of industrial decline and deprivation; it has a natural environment and heritage that make it a world class centre for tourism but access and capacity issues need to be resolved; its communities display a diversity of skills, culture and sustained use of the Welsh language and ideals, all combining to create a unique North Wales character but requiring better connectivity to maximise the region's potential. The task for the RTP is to reflect the needs of our diverse region whilst achieving the visions of the Wales Spatial Plan (Figure 2.1) and the outcomes and priorities of the Wales Transport Strategy (Figures 2.8 and 2.9).

The process followed by Taith to develop the North Wales RTP is illustrated by the flowchart in Figure 4.1 showing how the policies of the Welsh Assembly Government expressed through the WSP and WTS (violet boxes) along with those of the six North Wales Councils (blue boxes) shaped the analysis by Taith flowing from identification of Transport Problems and Opportunities described in chapter 3 through to completion of the North Wales RTP (red boxes).

In this chapter the vision, objectives and regional transport priorities are developed building on the analysis of problems and opportunities in chapter 3. Chapter 5 shows how Taith's work has been tackled in workstreams organised to look at particular outcomes or groupings of issues. Chapter 6 describes the component strategies to the RTP which derive from the workstreams, and Chapter 7 the evaluation process based on use of the Welsh Assembly Government's Accession and WelTAG tools.

Complementing the RTP and fulfilling the statutory requirements for Strategic Environmental Assessment (SEA) consultants are liaising on preparation of a Strategic Environmental Assessment Statement. This has involved preparation of a scoping report in parallel with the Outline RTP presented to the Welsh Assembly Government early in 2007, an Environmental Report which informed the Consultative Summary RTP in mid 2008 and the currently on going Habitats Assessment. The Non-technical Summary of the Environmental Report is submitted to the Welsh Assembly Government together with this Provisional RTP. The SEA process is summarised in the green boxes in figure 4.1 and described in chapter 7.

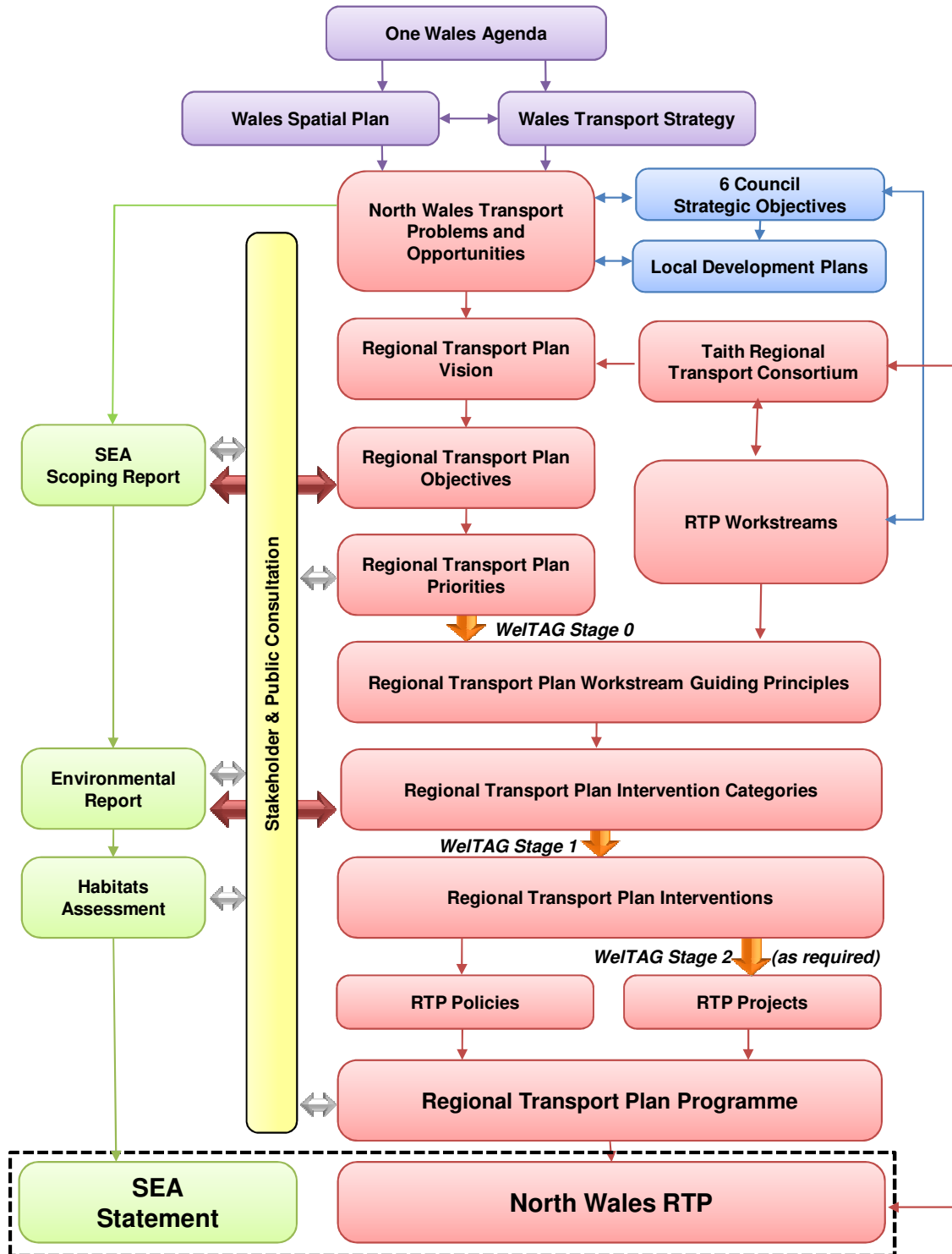
As discussed later in this chapter consultation with stakeholders has been an integral part of RTP preparation, shown by the yellow rectangle running through the various levels of figure 4.1, and these consultations have also included discussion of the stages reached in preparation of the SEA. There was an extensive public consultation over the summer of 2008, and Taith intends that following a clear indication from the Welsh Assembly Government on the likely level of expenditure on transport in North Wales for the next 5 years there should be further consultation before the RTP is finalised.

Chapter 9 describes how Taith and the Councils will deliver the funded RTP programme in consultation as appropriate with neighbouring authorities, operator

partners and the Welsh Assembly Government. Further details of how this will be done are set out each year in Taith’s Business Plan.

Chapter 8 examines cross cutting issues in the relationship between transport and other public sector concerns such as health, education, waste, the environment, regeneration and climate change.

Figure 4.1 – Taith’s Approach to the Development of the RTP



## 4.2 Vision

Transport in North Wales exists to serve the needs of the region's communities and businesses. Transport should be available to allow people to go about their daily life or business in safety without barriers such as poor access or excessive delay. We also need to minimise the disruptive effects of transport on the natural and built environments. Taking account of North Wales distinctive character and the national strategies and requirements set out in One Wales, the WSP and WTS, Taith's Vision for the North Wales Regional Transport Plan is:

***Taith's Vision for Transport in North Wales***

***“Taith will deliver safe, sustainable and efficient transport networks to support the economic and social activities of North Wales’ diverse communities and businesses having regard to its strategic European role.”***

## 4.3 Objectives

The transport problems and opportunities identified by Taith for North Wales taking account of the WSP and WTS principles and outcomes led to the production of seven Regional Objectives consistent with the Wales Transport Strategy. Taith seeks to achieve these to fulfil their vision. The Regional Objectives are as follows:

***North Wales RTP Objectives***

- 1. Optimise accessibility to employment, education, health and services for all the diverse communities of North Wales**
- 2. Improve the quality and provision of passenger transport throughout North Wales and to and from the Region**
- 3. Facilitate the efficient movement of freight supporting the Region's industry and commerce and its International Gateway functions**
- 4. Provide, promote and improve sustainable forms of transport and infrastructure to minimise the negative impacts of transport on the local and global environment**
- 5. Improve safety of all forms of transport**
- 6. Enhance the efficiency and use of the transport network**
- 7. Upgrade and maintain the transport infrastructure, providing new where necessary**

These Objectives have been numbered for cross referencing only, and this does not represent any priority order.

Taith's long term objectives are designed not only for the lives of the RTP, WSP and WTS which are inextricably linked but also refer to the very long term beyond 2030 when the impacts of climate change will become acute. They are derived from the problems and opportunities highlighted in chapter 3 which are based not only on issues raised in the WSP and WTS, but also Taith's own detailed review of the issues in North Wales.

RTP Objectives	Problems to be solved
1. Optimise accessibility to employment, education, health and services for all the diverse communities of North Wales	<ul style="list-style-type: none"> <li>• Social factors such as remoteness, outdated infrastructure and facilities.</li> <li>• Economic factors – changing types of industry and congestion as a result of travel to work in different areas.</li> <li>• Centralisation of services / reduction in locally provided services</li> <li>• Longer journeys than previously made</li> <li>• Greater use of cars / less walking &amp; cycling</li> <li>• Peak flows caused by journeys to work/school</li> <li>• Greater car ownership / increased mobility problems for those without a car</li> <li>• Congestion due to commuting particularly by car</li> <li>• Greenhouse gas emission targets</li> </ul>
2. Improve the quality and provision of passenger transport throughout North Wales and to and from the Region	<ul style="list-style-type: none"> <li>• Social factors such as remoteness, outdated infrastructure and facilities.</li> <li>• Economic factors – changing types of industry and congestion as a result of travel to work in different areas.</li> <li>• Greater use of cars / less walking &amp; cycling</li> <li>• Peak flows caused by journeys to work/school</li> <li>• Greater car ownership / increased mobility problems for those without a car</li> <li>• Tourism has major implications for traffic flows</li> <li>• Congestion due to commuting particularly by car</li> <li>• Actual and perceived safety problems on public transport</li> <li>• Greenhouse gas emission targets</li> </ul>
3. Facilitate the efficient movement of freight supporting the Region's industry and commerce and its International Gateway functions	<ul style="list-style-type: none"> <li>• Economic factors – changing types of industry and freight flows.</li> <li>• High proportion of HGVs on some links of the highway network</li> <li>• Convoys of HGVs on main routes linked to Irish ferry sailings</li> <li>• Inter-regional and international HGV traffic combining with local traffic movements causing congestion and environmental problems</li> <li>• Greenhouse gas emission targets</li> </ul>
4. Provide, promote and improve sustainable forms of transport and infrastructure to minimise the negative impacts of transport on the local and global environment	<ul style="list-style-type: none"> <li>• Social factors such as remoteness, outdated infrastructure and facilities.</li> <li>• Economic factors – changing types of industry and congestion as a result of travel to work in different areas.</li> <li>• Centralisation of services / reduction in locally provided services</li> <li>• Longer journeys than previously made</li> <li>• Greater use of cars / less walking &amp; cycling</li> <li>• Peak flows caused by journeys to work/school</li> <li>• Greater car ownership / increased mobility problems for those without a car</li> </ul>

RTP Objectives	Problems to be solved
	<ul style="list-style-type: none"> <li>• Congestion due to commuting particularly by car</li> <li>• Climate change</li> <li>• Greenhouse gas emission targets</li> </ul>
5. Improve safety of all forms of transport	<ul style="list-style-type: none"> <li>• Government casualty reduction targets</li> <li>• Actual and perceived safety problems on public transport</li> <li>• Safety issues impacting on all areas of transport</li> </ul>
6. Enhance the efficiency and use of the transport network	<ul style="list-style-type: none"> <li>• Social factors such as remoteness, outdated infrastructure and facilities.</li> <li>• Economic factors – changing types of industry and congestion as a result of travel to work in different areas.</li> <li>• Centralisation of services / reduction in locally provided services</li> <li>• Longer journeys than previously made</li> <li>• Greater use of cars / less walking &amp; cycling</li> <li>• Peak flows caused by journeys to work/school</li> <li>• Greater car ownership / increased mobility problems for those without a car</li> <li>• Congestion due to commuting particularly by car</li> <li>• Greenhouse gas emission targets</li> </ul>
7. Upgrade and maintain the transport infrastructure, providing new where necessary	<ul style="list-style-type: none"> <li>• Social factors such as remoteness, outdated infrastructure and facilities.</li> <li>• Economic factors – changing types of industry and congestion as a result of travel to work in different areas.</li> <li>• Centralisation of services / reduction in locally provided services</li> <li>• Longer journeys than previously made</li> <li>• Greater use of cars / less walking &amp; cycling</li> <li>• Peak flows caused by journeys to work/school</li> <li>• Greater car ownership / increased mobility problems for those without a car</li> <li>• Congestion due to commuting particularly by car</li> <li>• Climate change</li> <li>• Greenhouse gas emission targets</li> <li>• Flood risk including rising sea levels</li> <li>• Difficulty of travel between North and South Wales</li> <li>• Constraints on the highway network such as Britannia bridge, the roundabouts and tunnels on the A55.</li> <li>• Actual and perceived safety problems on public transport</li> </ul>

The first three objectives establish the fundamental purpose of the transport networks in North Wales, namely to support its people and businesses in all aspects of their lives and at all levels from local to international.

Safety, sustainability and efficiency have often been separately considered in the past, but more recent practice confirms that efficient systems are likely to be those which are safest and provide a good base from which to achieve sustainability. Responding to these objectives will involve attention to regional and local initiatives to deal with the issues of climate change also included in the Wales Transport Strategy.

Maintenance has a vital role to play in achieving all of safety, efficiency and sustainability and not only in the host network – for example well maintained routes have lower accident risks and vehicles operate more smoothly and efficiently when using well maintained roads than on routes where maintenance has been neglected.

Working to these objectives ensures that the RTP addresses and responds to the needs of North Wales consistent with the outcomes of the WTS as shown in figure 4.2.

Figure 4.2 – Correspondence between North Wales Regional Transport Plan Objectives and Wales Transport Strategy Outcomes

North Wales Regional Transport Plan Objectives	Wales Transport Strategy Outcomes																
	Social					Economic					Environmental						
	1. Improve access to healthcare	2. Improve access to education, training and life long learning	3. Improve access to shopping and leisure facilities	4. Encourage healthy lifestyles	5. Improve the actual and perceived safety of travel	6. Improve connectivity within Wales and internationally	7. Improve the efficient, reliable & sustainable movement of people	8. Improve the efficient, reliable and sustainable movement of freight	9. Improve access to employment opportunities	10. Improve access to visitor attractions	11. Increase the use of more sustainable materials	12. Reduce the contribution of transport to greenhouse gas emissions	13. Adapt to the impacts of climate change	14. Reduce the contribution of transport to air pollution and other harmful emissions	15. Improve the impact of transport on the local environment	16. Improve the impact of transport on our heritage	17. Improve the impact of transport on biodiversity
1. Optimise accessibility to employment, education, health and services for all the diverse communities of North Wales	✓	✓	✓	✓		+	✓		✓			✓	+	+	+	+	+
2. Improve the quality and provision of passenger transport throughout North Wales and to and from the Region	✓	✓	✓	✓	✓	✓	✓		✓	✓	+	+	+	+	+	✓	+
3. Facilitate the efficient movement of freight supporting the Region’s industry and commerce and its International Gateway functions					+	✓	✓				+	✓	+	✓	✓	+	+
4. Provide, promote and improve sustainable forms of transport and infrastructure to minimise the negative impacts of transport on the local and global environment	+	+	+	+	+	+	✓	+	+	+	✓	✓	✓	✓	✓	✓	✓
5. Improve safety of all forms of transport		+			✓	+	✓	✓	+		+		+				
6. Enhance the efficiency and use of the transport network.	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	+	✓	✓	✓	✓
7. Upgrade and maintain the transport infrastructure, providing new where necessary	✓	✓	✓		✓	✓	✓	✓	✓	✓	+	+	+	+	✓	+	+
<p><b>Key</b>    ✓    <b>Strong relationship</b>            +    <b>Positive relationship</b></p>																	

#### 4.4 North Wales Regional Transport Priorities

The Vision and Objectives defined by Taith are statements of principle setting out what needs to be done to achieve the outcome of safe, efficient, sustainable and environmentally friendly transport meeting the needs of North Wales. To make the links between these high level objectives and the work needed to make them happen - the policies and project interventions that we shall discuss later - nine regional priorities were developed through workshops of transport officers with user input through consultation events. The regional priorities derived, headlined in figure 4.3 and set out in full in Appendix 10, conform nationally both to the Wales Spatial Plan and to the outcomes and strategic priorities of the Wales Transport Strategy.

Appendix 10 compares Taith's Regional Transport Priorities with the transport commitments in the One Wales agenda and the WTS Priorities. The fact that there is a clear correspondence between the Regional Priorities (which took account of both the WSP and WTS) and the later One Wales agenda is reassuring in two respects:

- ◆ both Taith and the Welsh Assembly Government share similar views of the issues facing Wales and its regions;
- ◆ the North Wales RTP and the NTP must be complementary both in content and phasing of implementation. National and regional strategic transport networks are inextricably interwoven throughout North Wales with common infrastructure and services simultaneously serving local, regional and national functions.

Figure 4.3 summarises the regional transport priorities but does not imply any order of importance as it will be seen later that any possible actions may relate to more than one priority. Figure 4.4 shows the relationship between the RTP Objectives used as the basis of early consultation and then in deriving the regional transport priorities.

**Figure 4.3– North Wales Regional Transport Priorities**

<p><b>1.</b></p>	<p><b><i>Efficiently meeting North Wales' diverse transport needs</i></b>          Providing a transport network for North Wales that recognises the geographic and social diversity of the Region, making best use of the available resources to give efficient movement of both people and freight .</p>
<p><b>2.</b></p>	<p><b><i>Passenger transport profile and performance</i></b>          Raising the profile and performance of public transport services in North Wales within an integrated system including trains, high quality fast inter-urban bus and coach services, improved local bus networks and an appropriate mix of services involving smaller vehicles for rural areas.</p>
<p><b>3.</b></p>	<p><b><i>Reducing congestion and journey times</i></b>          Resolving congestion and highway access issues.</p>
<p><b>4.</b></p>	<p><b><i>Supporting development</i></b>          Supporting the development of towns and other key centres to increase their economic viability and to promote sustainable development and environmental improvement.</p>



<b>5. Safe, efficient, sustainable transport networks</b> <i>Maintaining safe, efficient, more sustainable transport networks.</i>
<b>6. Improving rail services for North Wales</b> <i>Seeking improvements to all North Wales rail passenger services and facilities.</i>
<b>7. Environmentally-friendly and efficient freight movement</b> Implementing road, rail and terminal improvements in conjunction with national and regional agencies and companies.
<b>8. Smart traffic planning and management</b> Establishing an integrated North Wales traffic monitoring, information and control network and seeking to promote more sustainable travel behaviour through travel planning and better education in efficient travel choices and driving techniques.
<b>9. Sustainable transport</b> Increasing current levels of cycling and walking by residents and visitors

### Priorities linked to Objectives

Each priority contributes towards meeting several of the RTP Objectives. With the Objectives being linked to the problems identified for the region the Priorities for the first 5 years are aimed at solving first the most significant problems for the area.

**Figure 4.4 –Relationships between North Wales Regional Transport Plan Objectives and Taith’s Regional Transport Priorities**

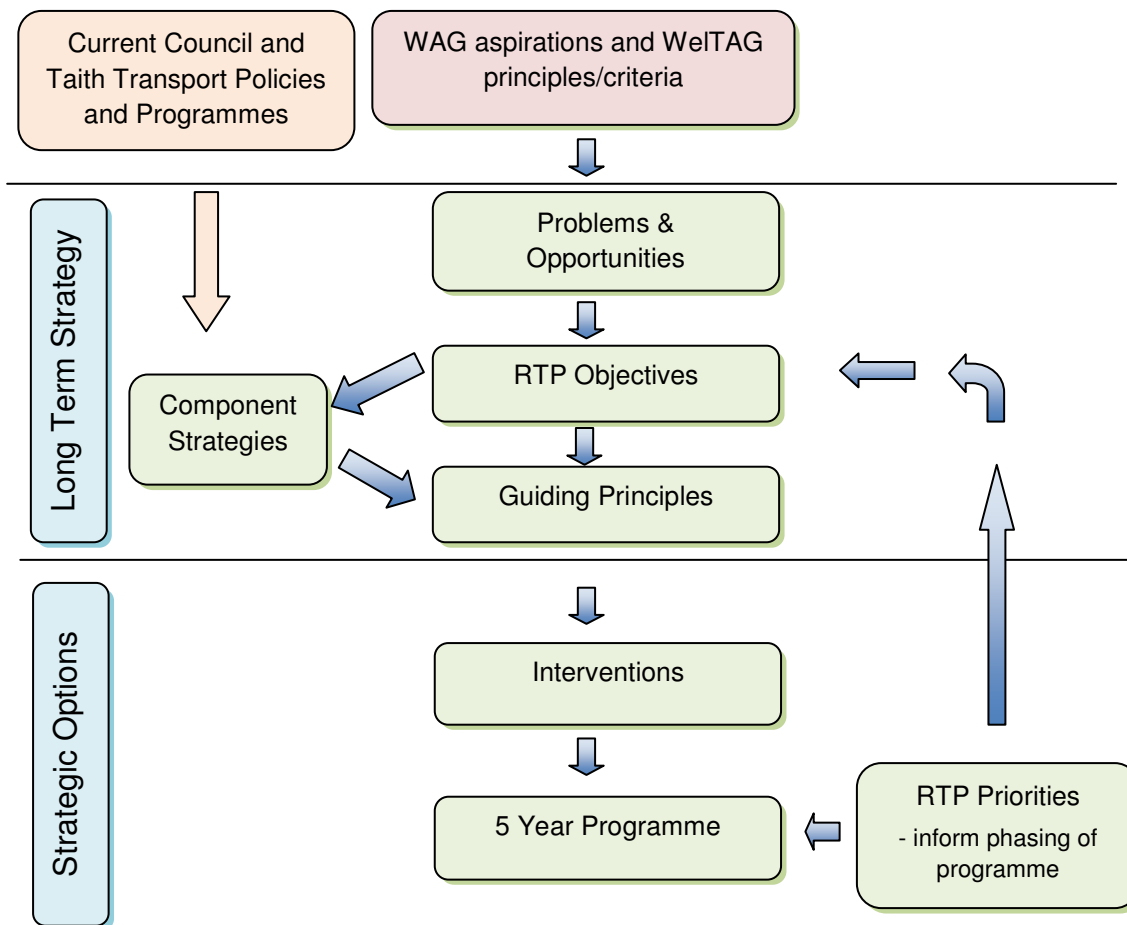
<b>Shorter term RTP Priorities</b>	<b>Long Term RTP Objectives</b>	
1. Efficiently meeting North Wales’ diverse transport needs	1 Accessibility 2 Passenger transport 3 Freight	4 Sustainability 6 Efficiency 7 Infrastructure
2. Passenger transport profile and performance	1 Accessibility 2 Passenger transport 4 Sustainability	5 Safety 6 Efficiency
3. Reducing congestion and journey times	1 Accessibility 2 Passenger transport 3 Freight	5 Safety 6 Efficiency 7 Infrastructure
4. Supporting development	4 Sustainability	6 Efficiency
5. Safe, efficient, sustainable transport networks	4 Sustainability 5 Safety	6 Efficiency 7 Infrastructure
6. Improving rail services for North Wales	1 Accessibility 2 Passenger transport 3 Freight 4 Sustainability	5 Safety 6 Efficiency 7 Infrastructure
7. Environmentally-friendly and efficient freight movement	3 Freight 4 Sustainability	
8. Smart traffic planning and management	4 Sustainability 5 Safety	6 Efficiency
9. Sustainable transport	1 Accessibility	4 Sustainability

## 5 Strategies and Programmes

### 5.1 Introduction

Taking the problems and opportunities as a starting point and applying the objectives and priorities described in Chapter 4 to select potential interventions to solve problems and take opportunities, a long term strategy until 2030 has been developed. In the shorter term three strategic options have been developed which contain programmes of interventions to meet the requirements of delivering the long term strategy over the first five years.

The diagram below shows how the processes used to develop the strategy come together to create a 5 year programme leading to solutions for the next 20 years and illustrates the links between the different parts of this RTP document.



## 5.2 Long Term Strategy

The long term strategy for this RTP has at its heart the vision detailed in chapter 4:

“Taith will deliver safe, sustainable and efficient transport networks to support the economic and social activities of North Wales’ diverse communities and businesses having regard to its strategic European role.”

This vision takes into account the long term aims of the WSP which runs to 2021 and the WTS which runs to 2030. The long term strategy for the North Wales RTP looks towards the year 2030 and must be both robust and sufficiently flexible to provide a continuing framework for the development of transport in the region under the uncertainties of economic, social and environmental changes over the next 20 years.

Whilst taking into consideration all the outcomes and priorities of the WSP and WTS, Taith set up workstreams to explore different types of transport for the region. Each of the working groups developed their own component strategy to sit within the RTP and as part of this process developed sets of guiding principles which relate not only to the WSP and WTS but also this RTP’s own objectives and priorities. These guiding principles form the basis of the RTP’s long term strategy as well as its shorter term strategies for a 5 year programme of interventions.

The full lists of guiding principles for each workstream can be found at chapter 6 in the summary of the component strategies as well as in the full component strategies which appear on the Taith website.

The long term strategy is comprised of the longer term aims derived from the component strategy reports.

### ***Accessibility***

Having completed a strategic accessibility assessment of North Wales the aim is to achieve improved accessibility to facilities and services especially for socially excluded sections of society. Improvements will be identified and developed through partnership working with all relevant stakeholders including planning authorities, public transport providers, community groups and service providers.

Taith has already used Accessibility analysis to assist with developing bus and coach service proposals and will continue to carry out detailed accessibility analysis and assessment to address identified access issues. Local authorities will ensure that sustainable accessibility is a major consideration when planning new developments including Taith’s proposals to investigate the potential for rural service provision hubs.

### ***Network Management***

Local authorities are required to comply with the statutory network management duty imposed by the Traffic Management Act 2004. Taith aims to ensure the best possible use is made of the transportation network whilst ensuring competing demands on the network are managed appropriately. Protecting the environment and enhancing the quality of life will be important considerations for Taith in developing tools and techniques to minimise disruption to the transportation network and improve its safety, reliability and resilience.

### ***Maintenance***

Local Authorities will develop and adopt highways/transport asset management plans to ensure effective decision making and best value solutions to local maintenance priorities. Taith, through the Local Authorities will adopt procedures as part of an 'All Wales' approach to network management to ensure that maintenance works are undertaken in a manner and at times that minimise network disruption. The requirement for the long term maintenance implications of new infrastructure will be considered as an essential component in the planning and design of future transport proposals taking account of whole life costing estimates. Local Authorities will adopt environmental best practice in respect of maintenance operations and incorporate design features within maintenance works that achieve wider regional and local transport objectives.

### ***International Connectivity***

North Wales has an important role to play linking the UK and Ireland in the west and to the North West and West Midlands regions of England to Wales. Benefits to the North Wales economy from international traffic should be maximised as well as encouraging the least environmentally damaging modes and fuel technologies. Taith will work with the Welsh Assembly Government, freight companies and customers to deliver the Wales Freight Strategy and particularly the aim of moving freight traffic from road to rail. Taith will ask WAG to ensure VOSA applies a fair and equal level of enforcement at all UK ports so as not to disadvantage ports when enforcement is in operation.

### ***Road Safety***

The aim is to achieve casualty reduction targets through strong partnership working through a range of measures that include; Road Safety education, training and publicity projects; Engineering solutions; Enforcement; Use of collision data; Speed Management; Traffic Regulation Orders; Parking Enforcement, Driver Training.

We have made good progress in reducing road casualties having already exceeded or on target to meet the government's 2010 targets. There are still unacceptably high levels of fatal, serious and slight injury accidents on our roads. The longer term aims will be to meet whatever the newly set targets are for accident reduction that the government will set for 2020.

Of particular concern will be the continual identification of our most vulnerable road user and the targeting of measures to further reduce injuries to children, young drivers and motorcyclists.

### ***Smarter Choices - Walking and Cycling***

More people need to walk or cycle on journeys such as the commute to work and school, trips to local shops, leisure or health facilities and for recreation. As people become more physically active their health will improve. More pedestrian and cycling activity on the streets also helps to increase community cohesion, deter crime and people's fear of crime and bring about a more vibrant economy as people are more likely to visit their local shops.

Taith aims to create a safe and sustainable environment encouraging walking as a healthy and viable transport mode that facilitates access within & between local communities. Also important is developing high quality, well maintained networks that facilitate existing and future demands for both local and cross-boundary cycling. Taith will ensure that walking & cycling are always considered in both the transport and land use planning processes and are integrated safely with other modes of transport. An important part of this is encouraging all relevant organisations to develop travel plans to influence the travel behaviour of their employees and customers, on journeys to, from and within North Wales.

### ***Smarter Choices – ITS Strategy***

Intelligent Transport Systems (ITS) play an increasingly important part at all stages of transport from planning through information systems to management and control. ITS also has a part to play in training of staff, new drivers and managers as well as in monitoring traffic flows and congestion. Taith aims to develop electronic ticketing in the region allowing multi-operator capability and greater flexibility. Providing appropriate information will be important notably real time and variable, message signs (VMS) but also to assist the provision of printed information. The control and management of systems will use data collected “real time” to manage dynamically the operation of public transport or freight vehicles and to guide road traffic through use of VMS signs controlled by the proposed integrated Traffic Management Centre for North Wales. This will also ensure that walking and cycling are integrated safely with other modes of transport. A variety of media will be utilized including electronic displays, VMS, the internet, and mobile devices including PDAs and telephones.

### ***Public Transport and Third Sector Transport***

Taith’s aim is for all members of the community to be offered equitable travel opportunities, irrespective of method of travel, catering for the needs of every client group. Efficient transport solutions will demand real seamless integration of services with stable networks and attractive facilities at interchange points. Passenger journey times must be predictable and reliable, whilst the overall journey experience has to be good. Accurate information on alternative methods of travel must be easily available to inform decision making with the cost of travel being easily understood, fair and easy to transact. Transport solutions need to be sustainable economically (taking account of social benefits) and environmentally as well as safe and secure.

### ***Freight***

North Wales has a key role in delivering the Wales Freight Strategy (WFS) but also has its own specific freight issues. Involvement of all stakeholders in the development and implementation of specific freight proposals in the North Wales region is important. Taking account of the total capacity of the system and land use policy, an integrated and multimodal solution will deliver a more efficient freight network for North Wales and aim to maximise the economic benefits of freight. Taith needs to raise the profile of alternative modes, promote and create the delivery of potential non-wholly road based solutions whilst minimising Environmental Impact of Freight by raising the awareness of environmental damage generated by inefficient freight movement including the use of new technologies and alternative modes.

### ***Reducing North Wales' Ecological Footprint***

Taith will work towards the development of spatial and transport policies with land use and activity patterns that reduce the need for travel. Most travel will consume non-renewable resources and therefore not be sustainable as such, but infrastructure and services to support travel patterns necessary for required levels of economic and social activity can be managed to meet overall sustainability targets. Taith will identify prioritised programmes of sustainable travel areas (building on sustainable travel town pilots) as well as sustainable rural travel pilots, walking and cycling promotion initiatives and public transport interchanges and Park & Ride schemes. Taith will develop environmental driving training programmes, assisted by IT based training and assessment techniques, for fleet drivers, new drivers and other drivers wishing voluntarily to improve their techniques, and drivers requested to attend Police courses.

### ***Parking***

Parking is an important aspect of transport, given that most vehicles, particularly private cars, spend most of their time not moving and therefore have to be parked somewhere. Taith aims to ensure that the methods used for managing parking are consistent across the region wherever practicable, in line with current joint working on Decriminalised Parking, balancing the needs of all sectors of society in North Wales.

### ***Monitoring***

As part of the Regional Transport Plan (RTP), Taith will produce a Monitoring Framework which will monitor not only the objectives and priorities of the RTP but also assist in monitoring the Wales Transport Strategy (WTS) Outcomes and Priorities, and hence those of the Wales Spatial Plan.

### ***Future Considerations and Possible Solutions***

In the longer term, forces are already at work that will bring considerable changes to transport in the future. These can be categorised (without implying priority) as:

- ***Economic***: the impact of the world financial crises of 2008, the “credit crunch”, are certain to be long lasting. Already reductions in the expected funding for transport from the Welsh Assembly Government for Taith and the North Wales Councils has caused dramatic revisions to the expenditure programmes proposed in this RTP. The expectation is that recovery from the recession itself, probably involving stabilisation around a new base for world economic activity, will take several years. Short term measures to stabilise the economy now being implemented will effectively have to be paid off over a long period, contributing to the change in the UK's economic base. Taith has adopted a flexible approach to programme compilation, described in section 5.3 which responds to the availability of finance and the strategic priorities in such a way that the likely outcome will be that the short term programmes originally planned for completion within 5 years will be rolled forward together with any new priority interventions into the medium term.

- **Energy Availability and Price:** rapid depletion of commercially viable oil reserves has led to a situation described as “peak oil” in which global oil production reaches its maximum level and then goes into decline, a situation reached for the UK’s own domestic oil reserves in 2006 and forecast to occur for the world as a whole in the decade starting in 2011. The consequences will inevitably include significant increases in oil prices, although this will lead to known untapped oilfields becoming economically viable and the discovery of new oil fields is also likely. However, by the 2020s petroleum based fuels are expected both to be more scarce and far more expensive so that the travel market will either move towards more collective solutions or vehicle suppliers will make alternatively powered vehicles (including true bio fuels, electricity and fuel cells) more affordable both in first and running costs. Hybrid vehicles will partly bridge this gap but the availability and environmental consequences of existing battery technology, particularly lithium batteries, suggest this may be only an interim solution especially as a hybrid vehicle effectively bears the costs of two power sources. Electric road vehicles may also meet problems of battery availability and range. Complete electrification of the railway network is a possibility under future scenarios and the potential availability of wave, wind and hydro power generation in Wales might make this an attractive option. The UK Government’s Technology Foresight programme has looked at future vehicle technologies and research is continuing both by vehicle manufacturers and academic institutions.
- **Technology:** changes in vehicle propulsion technology are referred to in considering energy issues. Other important technological changes include those in Information and Communications technology which make possible a range of changes to the way we travel or need to travel including home-working or hot-desking in shared offices close to home, improved trip planning and real-time information services enabling both more efficient journeys and better recovery from disruptions in the course of a journey. They will also facilitate co-ordinated management of the different modes of transport as in Taith’s proposal for a North Wales Integrated Transport Management Centre. Technology changes in other sectors will of course have consequences for transport. The Technology Foresight Programme has examined four different scenarios for future intelligent infrastructure for example, and it is likely that development of longer term programmes for Taith will also benefit from use of a scenario based approach, perhaps using the Annual Performance Reviews of the North Wales RTP as a vehicle for their development and updating.
- **Environment and Climate Change:** The significance of much of the North Wales natural environment and its heritage means that both environmental protection and the tourist industry will be important considerations. Overlaid on this are climate change issues which, as discussed in section 3.10, present opportunities in the longer term for multi-purpose schemes exploiting synergies between transport infrastructure at suitable locations with flood or coastal defence systems and potential power generation schemes.
- **Lifestyles and Settlement patterns:** As a result of economic, energy, technology and other changes there will inevitably be changes to the way in

which we live and work, leading to significant social and mobility changes. The concept of “eco-towns”, reasonably self-contained, sustainable settlements, is a current example. The Foresight Technology programme is currently investigating Land Use Futures on which it expects to report in 2010. Taith will continue to focus on transport interventions that protect and sustain the uniquely Welsh traditions of North Wales with its rural settlements and vibrant historic towns. This may well suggest that there will be a need to consider new settlement patterns to accommodate increased population and economic activity in the longer term, for example in Flintshire.

### 5.3 Short Term Strategic Options

Programmes of work have been developed to deliver Taith’s Objectives and Priorities over the first five years of the RTP and are known as strategic options.

These options are:

- **Preferred:** the strategy that will most effectively deliver Taith’s policies and the outcomes of the Wales Spatial Plan and Wales Transport Strategy in North Wales;
- **Best Alternative:** taking account of likely restraints on availability of finance this strategy will produce the best use of resources to progress towards delivery of the required outcomes and to take forward initiatives that will deliver the outputs specified in existing and future transport legislation;
- **Do minimum:** the minimum strategy to sustain acceptable social and economic progress in North Wales taking account of currently expected funding levels and constraints.

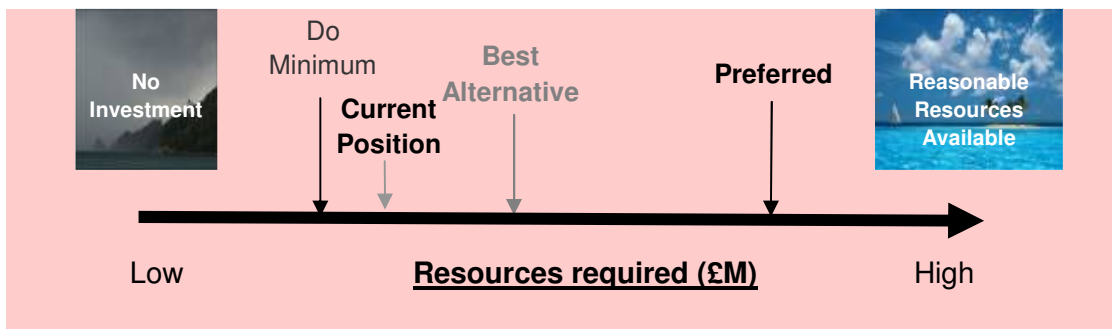
These strategic options consist of interventions (described in more detail in section 5.4) and programmes of schemes derived from the component strategies of the RTP (described in more detail in Chapter 6) which look at different aspects of transport in North Wales in more detail using the RTP Objectives and Priorities along with the problems and opportunities described in chapter 3 as their starting point.

The interventions and schemes will be evaluated using WeITAG and their environmental impacts will be evaluated in the Strategic Environmental Assessment (SEA).

In practice both the required outcomes and the level of resources will change over time as a result of changes in social, economic and external factors (changes in stakeholder priorities and legislation for example) since the analyses undertaken for the WSP, WTS and North Wales RTP. As the current situation is subject to considerable uncertainties, the Strategic Options have been concentrated on the short term specifying in detail only inherited commitments and those interventions able to start within the first five years. The strategy adopted needs to have the flexibility to respond to the evolving situation, and subsequent APRs will extend the programme appropriately for future years.

Against this background, the three strategic options effectively represent three reference points for different levels of resource availability within a continuum of strategies to produce the desired outcomes for the RTP as illustrated by Figure 5.1.



**Figure 5.1 - Representation of the continuum of strategic options**

(figure not to scale)

Figure 5.1 shows also that “Do Minimum” may not be sufficient to continue present levels of activity. Since the Councils’ Local Transport Plans were adopted there has been new legislation (for example the Traffic Management Act) whilst costs and maintenance backlogs have continued to increase, so it would not be unreasonable if the Best Alternative turned out to involve an increase in resources to deliver fully the intentions of both UK and Welsh legislation.

The difference between the three strategies may be best considered therefore in terms of the priorities and rate of implementation of the various interventions contained within them. This will give Taith and the Councils maximum flexibility in matching their programmes to the resources permitted by the Welsh Assembly Government and responding to changes that may occur in the interim between completion of the plan and implementation.

## 5.4 Interventions

UK national priorities in transport - for example those stated in the DfT paper “Developing a Sustainable Transport System” - concentrate on interventions to reduce congestion and support economic growth within a need to reduce environmental impacts, particularly CO<sub>2</sub> emissions, by promoting modal shift. They are focussed on international gateways, city regions and inter-urban movement

In North Wales, as recognised in the WSP and WTS outcomes, and as discussed in sections 3.2 - 3.6, it is essential to address the issues of rurality. Whilst we have to strive for modal shift, in large parts of North Wales the low volumes of movement often mean that the best solutions use cars whether in terms of economy, efficiency or emissions. Collective solutions in low demand areas, including shared car initiatives and community enterprises are desirable and will depend on the availability of revenue streams to support their operation. Evaluation of such interventions must capture the full range of social and economic benefits gained where revenue support is provided.

Based on the regional priorities, the transport issues which require interventions to be developed for inclusion in the RTP are:

- **Connectivity:** providing infrastructure and services to support economic and social outcomes
- **Access:** removing barriers, whether by absence of service or disability, so enabling everyone to use the transport networks

- **Resilience:** the ability of transport networks to cope with peaks, disruptions from accidents and other incidents including extreme weather.
- **Improving efficiency:** working in partnership at all levels of Government and public sector agencies, together with the private sector. Both the North Wales RTP and the WTS will depend heavily on the policies pursued by commercial transport operators, both passenger and freight, as well as the public sector.
- **Safer Journeys:** considering and minimising risks on the entire journey regardless of mode of travel.
- **Information and Awareness:** informing people of the travel choices available and assisting them to make the best decisions for themselves and society.
- **Smarter Choices:** helping people to make sustainable travel decisions and using technology to manage transport systems better.
- **Infrastructure:** physical construction interventions to improve or extend transport systems.
- **Maintenance:** pro-active maintenance to ensure effective, sustainable use of resources and efficient performance of the transport systems.
- **Monitoring and Studies:** collecting data and measuring performance of North Wales transport systems to inform future development.

The detailed interventions were devised through an extended process of specific scheme development by each authority as well as taking account of existing proposals, all of which were then grouped when possible.

An initial internal assessment was then made to ensure alignment of these grouped interventions with the aims of the Taith RTP (described as “WeITAG 0”). Successful interventions were then taken forward into the full WeITAG process (stages 1 and 2 as appropriate) as required by WAG.

These groups of interventions formed the basis of initial programme assembly, consultation and appraisal as described in subsequent sections.

Appendix 11 lists the separate interventions considered for the North Wales RTP, developed from the Component Strategies, to deal with identified issues and contribute to achieving Taith objectives and WTS outcomes. These have been grouped as described in the list above. Interventions can be any of: policies (such as forming partnerships or developing regional approaches to issues such as climate change), programmes (for example, cycling initiatives or packages to deliver Route Management Strategies) or specific projects (such as railway station or junction improvements).

## 5.5 Programme Assembly

Table 5.0 is an indicative 5 year summary financial profile. This is an illustrative example which assumes a flat line £100 million Transport Grant budget line and that the five nationally agreed 'legacy' projects start on time and on budget. The calculated 'headroom' figure (the monies which are available for distribution) is very small to start with and over time grows as the 'legacy' programmes complete. There are a number of variables in this analysis not least projects starting on time and to budget and the overall level of funding which is allocated by the Welsh Assembly Government.

Work to complete the prioritisation of the required three strategic options (Preferred, Best Alternative, Do-Minimum) is currently in progress by the Taith Programme Group.

The output from this group will be set out in this section which will be brought before the next Taith Board Meeting prior to its submission to the Welsh Assembly Government by the 30th September.

Taith is adopting a route management approach to focus on improving end to end journeys rather than piecemeal interventions to tackle problems locally. This approach has also been adopted by the Welsh Assembly Government for trunk roads. A programme of route management studies will be included in the strategic options. The programme is also listed in table 5.3.

**Table 5.0 : Indicative 5 year summary financial profile**

Year	2010-11	2011-12	2012-13	2013-14	2014-15	Total
Total Transport Spend - £m	100	100	100	100	100	500
Major Projects - £m	84	33	26	5	5	153
Consortia (RTP) allocation (CA) - £m	16	67	74	95	95	347
<b>Taith Assumption (22% of CA) - £m</b>	<b>3.52</b>	<b>14.74</b>	<b>16.28</b>	<b>20.9</b>	<b>20.9</b>	<b>76.34</b>

Note: 2009/10 prices have been assumed.

**Table 5.1: Summary of 5 year programme**  
(To be inserted)

**Table 5.2: Programme by interventions**  
(To be inserted)

**Table 5.3 : Route Management Strategy Programme**

<b>Timescale</b>	<b>RMS Description</b>
Current	Wrexham Town Centre to Mold Town Centre (A541) (F/Wr) Denbigh - St Asaph - Rhyl (A525) (D) Pwllheli - Caernarfon - Bangor (A499/A487) (G)
Year 1	A55 to Beaumaris (A) A470 Glan Conwy to Llandudno (C) B5129 Queensferry through Shotton and Connah's Quay (F) Prestatyn to the A55 (D) Town Centre Strategic Corridor Access Study - Incorporating Links from the A483 (A5152 Rhostyllen, A525 Ruthin Rd, A541 Mold Rd, A5152 Chester Rd, A534 Llan Y Pwll - A534 Holt Rd) and residential area to the west (A525 Kings Mill) (Wr)
Year 2	A5025 Valley to Amlwch, CefnDu to Gaerwen Ind Est. (A) A548 Llanrwst to Rhyl (C) A548 From A550 at Deeside Park through to Flint and on to Prestatyn and Rhyl (F) A547 Prestatyn to Abergele (D) A525 West County Boundary to Wrexham (Wr)
Year 3	A5025 Amlwch to Menai Bridge (A) A547 Llandudno Junction to Rhuddlan (C) A5119 Mold to Flint (F) A548 Coast Road (D) Wrexham to Chester (A483 & A5152/B5445) (Wr)
Year 4	A55 Link B4545 to Llaingoch Holyhead (A) A546 Conwy to Llandudno (C) A550 Wrexham to Deeside (F) A5104 Corwen to Pen-y-Ffordd (D) A534 Wrexham to Nantwich (Wr)
Year 5	Llangefni to Bryn Cefni link, Llangefni to Amlwch (A) A544 Llansannan to Abergele (C) A541 Mold through to Denbigh (F) A525 Ruthin to Wrexham (D) A525 East Wrexham to Whitchurch (Wr)
Others	A4086 Capel Curig to Llanberis (C)

## 5.6 Revenue Expenditure

Whilst capital expenditure represents the largest proportion of funding for securing improvements in transport infrastructure including vehicles, revenue funding both for existing infrastructure and for maintaining new facilities is as important an element in the overall package of funding available for transportation. A shortage of revenue funding could potentially lead to a reduction in the quality of the assets that capital funding had been used to secure, and would undermine the process of improving the quality of facilities and services.

Revenue funding is also used to operate passenger transport services including socially necessary bus services, education transport services, and social services transport, and to operate facilities such as bus stations, and Anglesey Airport at RAF Valley.

The source of revenue funding is varied and includes resources from within each local authority's budgets, as well as various grants, many of which are administered by the Welsh Assembly Government which includes concessionary fares funding, Local Transport Services Grant (LTSG), Terminal operating grant (Anglesey Airport), and section 156 grants for passenger transport services which is used as a "Kickstart" for services which have the potential to operate commercially or with a much lower level of support if given time to develop.

Each of the Taith local authorities spends a substantial amount of revenue funding on transportation, which includes maintenance of the highway network, providing street lighting, and operating passenger transport services. Isle of Anglesey County Council, the smallest both geographically and in terms of population of the six Taith authorities spends approximately £11m per annum of revenue on transportation, of which over £9m comes from its own authority's resources with the balance made up from grants from WAG.

It is vital to maintain existing revenue budgets and also to take into account any revenue implications of all new infrastructure works and schemes that will need an ongoing commitment, otherwise the benefits of providing improved facilities would soon be lost and the finite funding available will not have been made best use of.

## 6 Component Strategies

### 6.1 Taith Workstreams

Work on the North Wales Regional Transport Plan has been organised into a number of “workstreams” focussed on outcomes rather than means of transport. This was to generate analysis and proposals relating to people and goods moving around North Wales rather than the more conventional transport planning approach that often concentrates on solving identified transport problems in the existing networks rather than looking more widely at the causes and alternative solutions. For example, congestion might be identified as a problem at particular junctions and conventionally solutions such as roundabouts might be investigated. By looking more widely at the composition of traffic moving through the network it might be that alternative solutions such as re-routing through traffic by use of advisory signage or better public transport services would be more effective.

The topics for the Taith workstreams were:

- **Personal Transport**, looking at the needs of individuals to travel. Exploring issues such as car sharing, taxis, community transport and interchange were important parts of the work of this group as well as public transport services; Interventions meeting WTS outcomes
- **Networks**, including rail, road, ports and air terminals, focussing on infrastructure and responding to needs arising from other workstreams;
- **Safer Journeys**, interpreted on a “whole journey” basis so that as well as road accident reduction, personal safety for public transport users, cyclists and pedestrians was considered
- **Walking & Cycling** together with **Smarter Choices** at the personal level through techniques such as travel awareness and travel planning;
- **Intelligent Transport Systems**, using information and communications technology in the planning and management of journeys both at individual and network levels;
- **Accessibility**, which divides into the components:
  - **Connectivity** – seeking to ensure that places are appropriately linked by both road and public transport networks to allow access to facilities and services appropriate to the needs of all in society: accessibility modelling is a useful tool for this;
  - **Access** (or “inclusive mobility”) - seeking to ensure that appropriate facilities are provided so that people can travel regardless of any physical or other disability that they may have;
- **Freight**, which for Taith is essentially delivery of the Wales Freight Strategy at regional level, including issues such as lorry routing and parking and exploring opportunities to transfer bulk or consolidated loads to rail or coastal shipping;



- **National & International Connectivity** using road, rail, sea and air with particular consideration of opportunities to improve the handling of international traffic through the ports of Holyhead and Mostyn;
- **Maintenance** of networks and facilities;
- **Monitoring.** Taith has a particular problem arising from the relative lack of good transport planning data as there has been a long period since completion of local transport plans in which investment levels have dropped and Councils have lost skilled staff to better opportunities elsewhere or natural wastage;
- **Reducing North Wales' Ecological Footprint** responding to rapidly developing Climate Change agenda to develop effective regional interventions to complement those sought nationally by the Climate Change Commission.

Each workstream developed a set of Guiding Principles. As a check on their validity, Taith added a preliminary sift to the WelTAG process. This "WelTAG 0" appraised the Guiding Principles against the Regional Transport Priorities and WelTAG implementability criteria. Only those Guiding Principles which achieved a positive result at "WelTAG 0" were carried forward.

From the Guiding Principles the policies and potential projects which formed the workstream outputs were derived. These are referred to as Interventions to provide solutions to the problems and opportunities for transport in North Wales as identified in chapter 3. They are the actions that Taith and the Councils will need to take to implement the North Wales RTP.

## 6.2 Component Strategies

The component strategies of the RTP are summarised below:

## 6.3 Safer Journeys Strategy

### Introduction

Road safety is about collision and danger reduction. Known problems are addressed and a focus on prevention of collisions where risks are minimised or eliminated is of equal importance. However, it is a difficult balance to strike between funding of measures aimed at existing problems and those designed to prevent collisions happening in the first place. To ensure that appropriate funding is efficiently allocated and spent, investigation of the collision database is essential in finding out where the problems are that need tackling.

The principal means of addressing road safety lie in the elements of education, training and publicity, engineering and enforcement.

### Issues

- ◆ Collision reduction targets set by the EU, UK Government and the Welsh Assembly Government
- ◆ Road Safety Strategy for Wales - outstanding actions
- ◆ The need to adhere to the Traffic Management Act 2004
- ◆ Improving the actual and perceived safety of travel

- ◆ All Wales Safety Camera Partnership

#### Guiding Principles

- ◆ Taith will support each of the local authorities in North Wales in producing and implementing their road safety strategies.
- ◆ Taith will support the extension and improvement of the current road safety education, training and publicity provision, and through the use of engineering and enforcement, work towards achieving and exceeding casualty reduction targets.
- ◆ Taith will develop appropriate strategies and actions based on its statutory review of collision data.
- ◆ Taith will adopt relevant regional performance indicators.
- ◆ Taith will build on the existing partnership working and strengthen links with other appropriate groups in the promotion, education and enforcement of road safety.
- ◆ Taith will support regional and national campaigns aimed at improving road user behaviour and casualty reduction.
- ◆ Taith will support the promotion of the development and use of safer vehicles and safer transport infrastructure.
- ◆ Taith will support the provision of a School Crossing Patrol service commensurate with the available resources.

#### Application

An action plan has been developed which includes the actions required under the Road Safety Strategy for Wales.

The aim is to achieve casualty reduction targets through strong partnership working on a range of activities including; Road Safety education, training and publicity projects; Engineering solutions; Enforcement; Use of collision data; Speed Management; Traffic Regulation Orders; Parking Enforcement, Driver Training.

## **6.4 Regional Parking Framework**

### Introduction

Parking is an important aspect of transport, given that most vehicles, particularly private cars, spend most of their time not moving and therefore have to be parked somewhere. There are many options for managing the parking of vehicles and this framework aims to ensure that the methods used are consistent across the region wherever practicable, balancing the needs of all sectors of society in North Wales.

### Issues

There are two broad areas of concern for parking;

Planning:

- ◆ parking standards for various land uses - retail, education, commuter, visitor etc
- ◆ maximum parking standards
- ◆ new developments
- ◆ conversion of existing developments
- ◆ travel plans
- ◆ residential parking
- ◆ town centre parking
- ◆ balance of on and off street parking provision
- ◆ disability parking standards
- ◆ cycle parking standards
- ◆ motorcycle parking standards

- ◆ sustainability
- ◆ rural / urban differences

#### Management:

- ◆ off street car parks - Local Authority controlled
- ◆ off street car parks - privately controlled
- ◆ uncontrolled on street parking
- ◆ controlled on street parking
- ◆ Civil Parking Enforcement (CPE)
- ◆ principles for parking charges
- ◆ park and ride
- ◆ park and share
- ◆ coach parking

#### Guiding Principles

The Car Parking Strategy is being developed and includes adoption by constituent Local Authorities of:

- ◆ parking standards which are consistent with TAN 18.
- ◆ a regional strategy for CPE.
- ◆ coordinated approaches to other car parking management issues.

#### Application

CPE is carried out by individual authorities. A joint project in North Wales sees Anglesey, Gwynedd, Denbighshire and Wrexham carrying out their notice processing through the Wales Penalty Processing Partnership (WPPP), hosted by Denbighshire. Conwy carries out its own enforcement and Flintshire is working towards the introduction of CPE. All authorities are involved in the quarterly meetings of the WPPP to look at parking problems across the whole region.

The group is currently involved in several projects to manage parking:

- ◆ A CPE procedures document has been produced which is used by the five authorities operating CPE.
- ◆ A standard template for the annual report which has to be produced for CPE is being produced to make monitoring and reporting easier and compatible.
- ◆ The group has agreed to create a set of regional parking policies for use across all six authorities.
- ◆ Other collaborative working includes a recent report on residents parking commissioned by Anglesey, Gwynedd and Conwy Counties.
- ◆ All Taith authorities are members of the British Parking Association and a Welsh Branch is likely to be set up that can deal with specific Welsh issues.

## **6.5 Public Transport Strategy**

### Introduction

One Wales focuses on sustainable transport within which public transport has a key role to play. Public transport covers a broad range of modes, giving rise to diverse issues and solutions. Solutions usually require action by partnerships of various public and private stakeholders, some such partnerships are more active than others.

The geography of North Wales also adds to the diversity of the issues with rural and urban areas needing to be covered.

### Issues

- ◆ Accessibility/Connectivity – particularly in rural areas.
- ◆ Access – not all transport and infrastructure meets the requirement of the Disability and Discrimination Act.
- ◆ No fixed park and ride sites in the region.
- ◆ Limited knowledge of public transport options by the public.
- ◆ Uneven service delivery.
- ◆ Personal security unsafe perception.

### Guiding Principles

- ◆ Access - Access for all members of the community should be equitable, irrespective of method of travel, based on the needs of each client group.
- ◆ Disability Discrimination Act (1995) - Need to conform to the spirit of the Disability Discrimination Act.
- ◆ Connectivity - All citizens should be offered the maximum range of travel opportunities.
- ◆ Integration - Efficient transport solutions demand real seamless integration of services with stable networks and attractive facilities at interchange points.
- ◆ Quality of service - Passenger journey times should be predictable and reliable, whilst the overall journey experience should be good.
- ◆ Information - Accurate information on alternative methods of travel should be easily available to inform travel decision making.
- ◆ Easy and transparent payment - The cost of travel should be easily understood, fair and easy to transact
- ◆ Sustainability - Transport solutions should be sustainable in an economic and environmental sense
- ◆ Safe travel - Transport solutions should be safe and secure (fitting in with the Safer Journeys groups principles)

### Application

Both conventional and innovative solutions are put forward in the RTP which include:

- ◆ Demand Responsive Transport – maintaining current service and expansion
- ◆ Rail Equivalent Bus/Coach services for those without rail access
- ◆ Ticketing – Smart and multimodal to build on the existing ticket offering
- ◆ Information provision
- ◆ Making interchange more attractive
- ◆ CCTV to improve personal security
- ◆ Improving physical public transport access
- ◆ Quality contracts and partnerships between local authorities and transport operators

## **6.6 Third Sector Transport Strategy**

### Introduction

Third sector transport is an essential form of transport for those who do not have access to public or private transport. Community transport also has an important role to play in rural communities, especially those not served by conventional public transport. As part of the consultation process a dedicated session was held with the Community Transport Sector in June 2008.

Issues

- ◆ Reliant on volunteers

Guiding Principles

- ◆ Access - Access for all members of the community should be equitable, irrespective of method of travel, based on the needs of each client group.
- ◆ Disability Discrimination Act (1995) - Need to conform to the spirit of the Disability Discrimination Act.
- ◆ Connectivity - All citizens should be offered the maximum range of travel opportunities.
- ◆ Integration - Efficient transport solutions demand real seamless integration of services with stable networks and attractive facilities at interchange points.
- ◆ Quality of service - Passenger journey times should be predictable and reliable, whilst the overall journey experience should be good.
- ◆ Information - Accurate information on alternative methods of travel should be easily available to inform travel decision making.
- ◆ Easy and transparent payment - The cost of travel should be easily understood, fair and easy to transact
- ◆ Sustainability - Transport solutions should be sustainable in an economic and environmental sense
- ◆ Safe travel - Transport solutions should be safe and secure (fitting in with the Safer Journeys groups principles)
- ◆ Volunteers – Adequate staff to co-ordinate volunteers

Application

Partnership working with voluntary groups is an essential in any third sector transport scheme. Other schemes which could be put forward through the RTP include: the provision of accessible vehicles, rural hubs and integration with other services, for example control centres taking bookings for Community Transport and DRT.

**6.7 Network Management Strategy**Introduction

The Traffic Management Act 2004 applicable from 1/04/2008, imposes a network management duty on all local traffic Authorities.

*“It is the duty of a local traffic authority to manage their road network with a view to achieving, so far as may be reasonable practicable having regard to their other obligations, policies and objectives:*

- a. *Securing the expeditious movement of traffic (all road users) on the authority’s road network;*
- and*
- b. *Facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.”*

Objectives

The objectives of the network strategy will be to:

- ◆ ensure local authorities comply with the statutory network management duty imposed by the TMA 2004

- ◆ ensure the best possible use is made of the transportation network
- ◆ ensure competing demands on the network are managed appropriately
- ◆ protect the environment and enhance the quality of life
- ◆ minimise disruption to the transportation network
- ◆ improve the safety, reliability and resilience of the network

### Guiding Principles - Network Management Arrangements

Local Authorities will meet the objectives of the strategy by;

- ◆ ensuring a nominated Traffic Manager is in post to be responsible for the development and implementation of a co-ordinated, planned and effective approach to network management.
- ◆ developing objectives and policies for different roads to reflect function and usage levels.
- ◆ ensuring appropriate systems are put in place to monitor the state of the transport network.
- ◆ developing and adopting a consistent, evidence led approach to the identification and remedy of current and future congestion problems.
- ◆ taking a proactive and planned approach to the management and co-ordination of street works.
- ◆ continuing to develop and review planning and management processes to minimise disruption caused by planned events.
- ◆ implementing and enforcing appropriate moving and stationary traffic regulations.
- ◆ periodically reviewing the appropriateness, adequacy and relevance of traffic regulations.
- ◆ continuing to work with the emergency services and neighbouring authorities in developing contingency plans to deal with incidents on key routes.
- ◆ using, where appropriate, innovative technologies to help address network problems and relay up to date information to road users on the state of the network.
- ◆ developing and implementing appropriate policies relating to the management and enforcement of on and off street parking provision.
- ◆ periodically reviewing network management arrangements to ensure they remain relevant and effective.

### Application

This strategy is intended to serve as a framework for the six highways authorities in Taith in developing a co-ordinated and consistent approach to network management that best delivers local and regional transport priorities. As part of this the use and development of a Control Centre is seen as an important tool to co-ordinate effective cross border network operations.

## **6.8 Smarter Choices - Walking and Cycling Strategy**

### Introduction

The aim of this strategy is to encourage more people to walk or cycle for journeys, such as the commute to work and school, trips to local shops, leisure and health facilities and for leisure activities. As people become more physically active their health will improve, also people present on the streets will create greater community

cohesion, deter crime and people's fear of crime and bring about a more vibrant economy as people are more likely to visit their local shops.

### Issues

In North Wales 21% of the Workplace population live within 2km of their employment site, however, only 10.4% travel to work on foot. A further 16% live within 5km and yet only 1.8% of the total workplace population choose to cycle to work. Whilst the opportunity to walk and cycle is available to those living in close proximity to work, few choose these options as modes of transport.

### Guiding Principles

- ◆ *Improved walking environment* - Creating a safe and sustainable environment encouraging walking as a healthy and viable transport mode that facilitates access within & between local communities.
- ◆ *Extensive Cycle Networks* - Developing high quality maintained networks that facilitate existing and future demands for both local and cross-boundary cycling.
- ◆ *Integration of Walking and Cycling in Land Use & Transport Strategies* - Ensuring walking & cycling are always considered in both the transport and land use planning processes.
- ◆ *Integration of Transport Modes* - Ensuring that walking and cycling are integrated safely with other modes of transport.
- ◆ *Regional Partnership Working & Communication* - Developing and strengthening partnership-working to facilitate, promote and encourage the use of sustainable transport modes across the region and to/from neighbouring authorities with internal and external stakeholders including commercial and voluntary organisations.
- ◆ *Education, Promotion & Publicity* - Developing and supporting local, regional & national campaigns and initiatives aimed at promoting more sustainable forms of transport.
- ◆ *Travel Plans*
  - Encouraging all relevant organisations to develop travel plans to influence the travel behaviour of their employees and customers, on journeys to, from and within North Wales
  - Securing personal travel planning services delivered electronically or through appropriate agencies, for example NHS and educational establishments or operators.
  - Station travel plans to improve sustainable travel options to access North Wales stations.
- ◆ *Monitoring* - Evaluating the impacts of sustainable transport initiatives using the results to influence future development of policies, actions and funding bids

### Application

An action plan has been developed which aims to encourage more people to walk and cycle on a regular basis. This includes the improvement of existing and implementation of new infrastructure which is supplemented by marketing initiatives and travel planning.

## 6.9 Smarter Choices – ITS Strategy

### Introduction

Intelligent Transport Systems (ITS) play an increasingly important part at all stages of transport from planning through information systems to management and control. This strategy is still under development having “spun out” of the travel planning and walking and cycling oriented “smarter choices”. ITS also has a part to play in training of staff, new drivers and managers as well as in monitoring traffic flows and congestion.

### Issues

Although North Wales has a number of ITS systems including real time passenger information systems and the North Wales Trunk Road Agency’s control centre for the tunnels and variable message signs on the A55, there is no coherent strategy for evaluating and introducing appropriate ITS systems to assist integration of the different transport modes

### Guiding Principles

- ◆ *Collecting and organising data* – to assist also with the monitoring strategy.
- ◆ *Electronic ticketing* – allowing multi-operator capability and greater flexibility
- ◆ *Providing appropriate information* – notably real time and variable, message signs (VMS) but also to assist the provision of printed information.
- ◆ *Control and management* – using data collected “real time” to manage dynamically the operation of public transport or freight vehicles and to guide road traffic through use of VMS signs.
- ◆ *Integration of Transport Modes* - Ensuring that walking and cycling are integrated safely with other modes of transport.
- ◆ *Variety of media* – Electronic displays, VMS, the internet, mobile devices including PDAs and telephones.

### Application

Proposals are under development for:

- a. Taith driver education project
- b. Smartcard ticketing
- c. Integrated control centre.

## 6.10 Access Strategy

### Introduction

Accessibility relates to the ease by which people can access the services and facilities they require or desire. Addressing accessibility issues is about improving access to services for all society but in particular socially excluded communities. It also can contribute to reducing the environmental impact of transport. Accessibility planning not only encompasses land use or transport provision it also should influence service provision both in terms of location and method of provision.

### Issues



- ◆ Wales Transport Strategy 2008 social & economic long term outcomes
- ◆ Wales Transport Strategy 2008 reduce environmental impact of transport system
- ◆ Wales Spatial Plan 2004 Improving accessibility between settlements and their hinterland
- ◆ Planning Policy Wales TAN 18 Transport sustainability appraisal
- ◆ MDA Accessibility Strategy 2008/9

### Strategy Elements

- ◆ Taith will support each of the local authorities in developing improved accessibility through planning mechanisms.
- ◆ Taith will carry out detailed accessibility analysis and assessment at a local level
- ◆ Taith will support each of the local authorities in ensuring that sustainable accessibility is a major consideration when planning new developments
- ◆ Taith will evaluate options to address identified access issues
- ◆ Taith will develop an accessibility Action Plan
- ◆ Taith will monitor and evaluate the effectiveness of the accessibility plan continuously
- ◆ Taith will build on the existing partnership working and strengthen links with other appropriate groups to identify access issues and develop suitable solutions.
- ◆ Taith will use accessibility analysis in the process of identification of potential rural service provision hubs.

### Application

A strategic accessibility assessment of the Taith region has been completed.

The aim is to achieve improve accessibility to facilities and services especially for the socially excluded sections of society. Improvements will be identified and developed through partnership working with all relevant stakeholders including planning authorities, public transport providers, community groups and service providers.

## **6.11 Freight Strategy**

### Introduction

North Wales has a key role in delivering the Wales Freight Strategy (WFS) but also has its own specific freight issues. Whilst freight operators work in a deregulated environment the movement of goods particularly on North Wales' Roads creates many issues and opportunities for Taith. Key European routes also run through the region which are increasingly important to freight operators and will be covered through the International Connectivity component strategy.

### Issues

- ◆ Structure of the Industry – including sharing of commercially sensitive information
- ◆ Emergency Planning – structures need to be put in place
- ◆ Rural Issues – including hubs, inappropriate vehicles and routing
- ◆ Lack of driver facilities along key routes
- ◆ No Freight Quality Partnerships in place
- ◆ Low rail freight traffic (only 10% regular freight traffic when compared to South Wales)

- ◆ Rail gauge issues along North Wales Mainline
- ◆ Access to key port of Holyhead inadequate
- ◆ Low level of coastal shipping
- ◆ Air freight not publicly available in North Wales (Airbus use own airfield)

#### Guiding Principles

- ◆ Stakeholder Partnerships - Involvement of all stakeholders in the development and implementation of specific freight proposals in the North Wales region.
- ◆ Maximising Efficiency of the Freight Network - Taking account of the total capacity of the system and land use policy, an integrated and multimodal solution will deliver a more efficient freight network for North Wales.
- ◆ Raising the profile of alternative modes - Promote and create the delivery of potential non-wholly road based solutions.
- ◆ Monitoring and understanding - Improve monitoring including trends of all freight flows in and across North Wales.
- ◆ Maximising Economic Benefits of Freight - Recognise the potential for further community benefits within a network which caters for strategic and local demand.
- ◆ Minimising Environmental Impact of Freight - Raise the awareness of environmental damage generated by inefficient freight movement including the use of new technologies and alternative modes.
- ◆ Resilience - Ensure adequate supply of goods to all communities of North Wales.

#### Application

An action plan has been developed based on the WFS “Steps towards delivery” but in the North Wales context which cover Strategic Issues, Road Freight, Rail Freight, Ports & Shipping, Air Freight and Pipelines. Additional actions have also been developed by Taith which cover Emergency Planning, Rural Issues and Planning Considerations. Consolidation centres, lorry parking and lorry routing are all possible projects for consideration.

The action plan will be delivered through partnership working and the formation of a Taith Freight Forum.

## **6.12 Maintenance Strategy**

### Introduction

The Maintenance of the region’s highways and transport assets is fundamental to the efficient and reliable movement of people and goods. Historical under-investment in highways and transport infrastructure has resulted in a ‘fire - fighting’ culture towards maintenance. Expenditure is primarily focussed on resolving today’s issues rather than the prevention of those likely to occur in the future. Maintenance of assets in the short term will reduce their whole life costs over the long term.

The purpose of the strategy is to attempt to reverse the trend of deterioration and to provide a network that is safe, efficient, fit for purpose and sustainable in the long term.

### Objectives

The objectives of the maintenance strategy will be to:

- ◆ ensure the transport network is 'fit for purpose'
- ◆ maintain the asset value of the highway and transport infrastructure
- ◆ prioritise expenditure in accordance with regional and local transportation objectives.
- ◆ improve the efficiency and reliability of the transport network
- ◆ improve the safety of the transport network
- ◆ reduce liability
- ◆ minimise environmental impacts through specifications and methods of working.
- ◆ reverse the trend of deterioration and in time, move more resources away from reactive works towards preventative and planned maintenance.

### Guiding Principles

These objectives of the strategy will be met through:

- ◆ the development and adoption of highways/transport asset management plans by the constituent individual authorities to ensure effective decision making and best value solutions to local maintenance priorities.
- ◆ the adoption of procedures as part of an 'All Wales' approach to network management to ensure that maintenance works are undertaken in a manner and at times that minimise network disruption
- ◆ the requirement for the long term maintenance implications of new infrastructure to be considered as an essential component in the planning and design of future transport proposals (i.e. whole life costing))
- ◆ the adoption of environmental best practice in respect of maintenance operations.
- ◆ the incorporation of design features within maintenance works that achieve wider regional and local transport objectives.
- ◆ the regular review of policies, procedures and monitoring to ensure the effectiveness of maintenance programs.

### Application

This strategy is intended to serve as a framework for the six Taith highways authorities in developing robust maintenance programmes via the HAMP/TAMP process, that best deliver local and regional transport priorities.

## **6.13 International Connectivity Strategy**

### Introduction

North Wales has an important role to play linking the UK and Ireland in the west and to the North West and West Midlands regions of England to Wales. Both the A55 road and North Wales mainline rail corridor are Trans-European Network Transport (TEN-T) routes, along with the A494.

### Issues

Common Issues:

- ◆ Access to the port of Holyhead from A55 is unsatisfactory
- ◆ Increasing fuel prices threatening (smaller) hauliers and ferry companies
- ◆ Availability of information on end to end flows of goods due to commercial issues
- ◆ Lack of lorry parking facilities in North Wales
- ◆ Delays along A55 – regular road works and the roundabouts in Conwy

- ◆ Rail – capacity and gauge of North Wales Mainline
- ◆ Coastal Shipping – access to market unknown and marketing of mode inadequate Individual issues:
  - ◆ The threat to ferry companies of low cost airlines
  - ◆ Key representatives missing at British Irish meeting
  - ◆ Disagreement on issues by key stakeholders:
    - ◆ Freight Traffic causing delay on Britannia Bridge – operators and port do not agree and think delay is all local traffic due to shipping times being off-peak
  - ◆ The Vehicle and Operator Services Agency (VOSA) checkpoint on Anglesey diverts trade away from the port but support for service due to safety reasons
- ◆ Moving freight from road to rail – supported by government but not commercially viable by operators
- ◆ Holyhead as a deep sea port – funding disagreement for a new jetty between port and the Welsh Assembly Government

### Guiding Principles

- ◆ Economy – benefits to North Wales from international traffic should be maximised.
- ◆ Environmental impacts – the least environmentally damaging modes and fuel technologies should be encouraged for international traffic.
- ◆ Enforcement – Work with VOSA to ensure a fair and equal level of enforcement at all UK ports so as not to disadvantage ports when enforcement is in operation.
- ◆ Freight to rail – work with the Welsh Assembly Government to deliver the Wales Freight Strategy aims of moving freight traffic from road to rail.

### Application

The International Connectivity actions will be delivered through partnership working drawing on the work of the networks and freight workstreams.

Taith will continue to participate in transport activities promoted by the British Irish Council so improving links between the region and Ireland.

Taith will seek closer working with the Vehicle and Operator Services Agency (VOSA) and the Police on enforcement issues.

Projects to identify potential consolidation centres and lorry parking sites, especially along the A55, are under consideration.

Taith is undertaking a strategic rail study that will evaluate the potential for transfer of international and long distance freight traffic from road to rail.

## **6.14 Strategy to reduce North Wales' Ecological Footprint**

### Introduction

In recent months rather more information has become available on the carbon implications of transport and other activities and in particular the Stockholm Institute has published evidence on Wales' Ecological footprints and their modelling of interventions to reduce these. For transport a target reduction of 5% per year is being considered. This topic has achieved rather higher prominence than originally

implied by the WSP and WTS and has therefore been identified by Taith as an additional topic for consideration in North Wales.

### Issues

- North Wales footprint (by Council area) from Stockholm Institute report
- Tension between WSP objective of sustaining rural communities and reducing travel distances
- Long time horizon before technological improvements to cars/lorries have significant impact (fleet replacement cycles)
- Difficulty of increasing awareness and enforcing significant behavioural changes, public resistance to measures like reduced speed limits
- Revenue scarce for most effective short term measures (expanding travel planning, public awareness and education campaigns)
- Opportunities for innovative use of IT in traffic management and driver education
- Most measures need to be led nationally and implemented locally

### Guiding Principles

- An over-arching principle must be the development of spatial and transport policies and land use and activity patterns that reduce the need for non-sustainable travel
- The 6 Councils will consider programmes to replace their fleets with vehicles which have maximum environmental efficiency (emissions reduction, alternative fuel etc.) – leading by example
- Research has shown that the largest gains in carbon emissions from cars come from the stricter enforcement of the highest speed limits such as motorways and dual carriageways which are subject to a 70mph speed limit.
- Taith will identify prioritised programmes of:
  - Sustainable Travel Towns and appropriate initiatives for rural areas.
  - Walking and cycling promotion initiatives
  - Public transport interchanges and Park & Rides
- Car-competitive (in cost/journey time/capacity terms) public transport routes
- Taith will look at the feasibility of developing environmental driving training programmes, assisted by IT based assessment, for:
  - Fleet drivers (requires commercial operator co-operation)
  - New drivers (requires driving school co-operation) and other drivers wishing voluntarily to improve their techniques
  - Drivers requested to attend Police courses
- All developers of significant new sites in North Wales should be required to submit transport and environment impact assessments with proposed mitigation methods before planning permission is granted
- Taith will support national initiatives (WAG and UK) to reduce ecological footprints and encourage governments to research and introduce further appropriate measures for national or local use.

### Application

Various proposals brought forward as part of the regional aspects of the Wales Freight Strategy and the Sustainable Transport / Behavioural Change packages in the RTP.

## 6.15 Monitoring Strategy

### Introduction

As part of the Regional Transport Plan (RTP), Taith is required to produce a Monitoring Framework which will monitor not only the objectives and priorities of the RTP but also assist in monitoring the Wales Transport Strategy (WTS) Outcomes and Priorities, and hence those of the Wales Spatial Plan.

### Issues

In developing a Monitoring Framework the issues that Taith will consider are:

- ◆ How to monitor progress towards :
  - The WTS Outcomes and Priorities
  - The RTP Objectives and Priorities
- ◆ Data already collected in the Taith Region which includes :
  - the Welsh Assembly Government Performance Indicators
  - CSS Benchmarking Indicators
  - Local Performance Indicators
- ◆ Any gaps in the above two points :
  - Possible new data sources
  - Possible changes to existing data sources
- ◆ Setting of targets as appropriate

Types of indicators for which data will be gathered are:

- ◆ National Indicators for the WTS,
- ◆ Core Regional Indicators which will focus on the RTP Priorities and will form the basis for evaluating the effectiveness of RTP delivery.
- ◆ Others as required may be :
  - Sub Regional Indicators for specific issues of importance
  - Secondary Indicators which would be additional for evaluating the RTP but may not be affordable in the RTP1 period.

### Guiding Principles

Guiding Principles have not yet been fully developed but are likely to include:

- ◆ Data for Monitoring Indicators for the RTP will be collected by each Local Authority in a standard format.
- ◆ Data will be analysed to evaluate trends and determine effectiveness of interventions.
- ◆ The results and any actions arising will be reported in the Annual Progress Report

### Implementation

Taith will implement a Monitoring Framework and delivery mechanism which will draw on current best practice in Local Authorities.

## 7 Evaluation

### 7.1 Accession

Accession is a tool based on the use of Geographical Information Systems (GIS) developed initially for the Department of Transport and adopted by the Welsh Assembly Government for accessibility planning. It enables the time or generalised cost of reaching selected centres or services from their hinterlands to be compared through generation of a set of accessibility contours.

The table below shows the accessibility runs that have been completed for the RTP. Similar runs were done by other consortia using national data sets supplied by the Welsh Assembly Government as suggested in RTP guidance.

**Table 7.1: Accession Runs for North Wales RTP**

<b>Runs relating to</b>	<b>Number of runs</b>
Education	11
Health	41
Food retail	41
Employment	41
Tourism & leisure	11

For runs involving Important Centres as destinations, namely various Employment, Food retail and Tourism & leisure runs, the initial destination set derived from the Wales Transport Strategy is shown below. These centres have been used for consistency with the Welsh Assembly Government's national requirements. For Taith's own purposes, others such as Mold and Denbigh have been added in strategic modelling work.

**Table 7.2 Key Centres in Each Consortium Area Used in Accession**

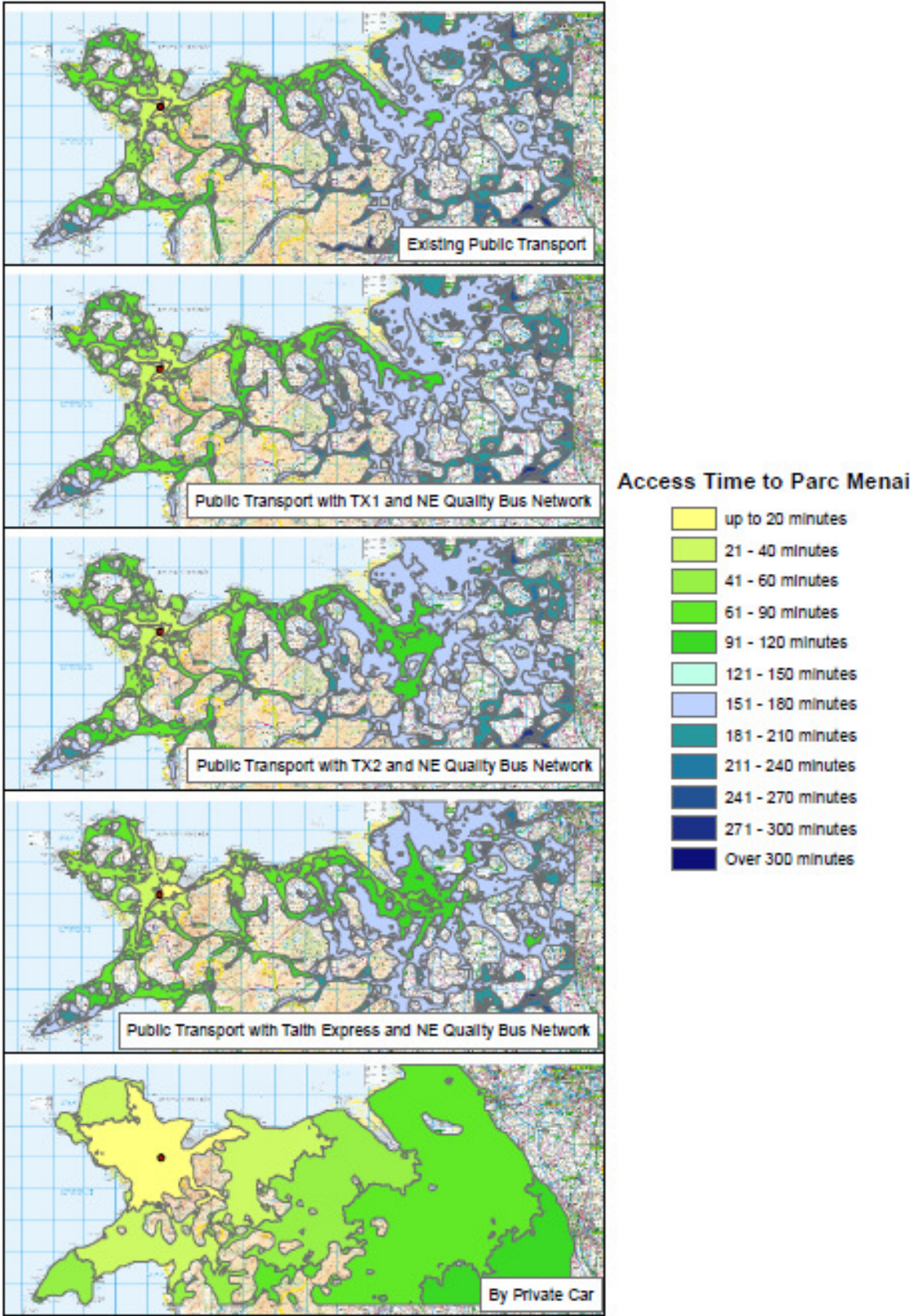
<b>Sewta</b>	<b>SWITCH</b>	<b>Taith</b>	<b>TraCC</b>	<b>England</b>
<b>Bridgend</b>	<b>Carmarthen</b>	<b>Bangor</b>	<b>Aberystwyth</b>	<b>Bristol</b>
<b>Cardiff</b>	<b>Haverfordwest</b>	<b>Caernarfon</b>	<b>Cardigan</b>	<b>Chester</b>
<b>Cwmbran</b>	<b>Llanelli</b>	<b>Colwyn Bay</b>	<b>Newtown</b>	<b>Hereford</b>
<b>Ebbw Vale</b>	<b>Milford Haven</b>	<b>Conwy</b>		<b>Liverpool</b>
	<b>Neath</b>	<b>Holyhead</b>		<b>Shrewsbury</b>
	<b>Pembroke Dock</b>	<b>Llandudno</b>		
	<b>Port Talbot</b>	<b>Llangefni</b>		
	<b>Swansea</b>	<b>Menai Bridge</b>		
		<b>Porthmadog</b>		
		<b>Rhyl</b>		
		<b>Wrexham</b>		

Taith has followed with interest the proactive use of Accessibility analysis by English authorities for both planning of transport services and for the location of new facilities, the information shared by Merseytravel through the MDA being particularly instructive. As more local information becomes available as a result of Taith's monitoring strategy greater use can be made of tools such as Accession both for planning and for monitoring changes in accessibility.

Taith has used Accession in key studies such as the North East Wales High Quality Bus and Taith Express Integrated Transport Networks. Figure 7.3 shows current car and public transport access contours compared to two public transport improvement packages based on the two studies. By making improvements to the public transport networks Taith has been able to determine which services offer the greatest benefits, for example increasing social inclusion, and these have been carried forward into subsequent WelTAG appraisal. A good example of this is the comparison in choice of timings for the Taith Express services which have the greatest benefits for the west of the region, Parc Menai as a developing employment centre has been chosen as a good location to show this. The green areas in the second set of plots in figure 7.1 show journey times of under 2 hours and it is therefore preferable to introduce the timings related to service TX2 first.



**Figure 7.1: Accessibility to Parc Menai comparisons between current car and public transport accessibility and different public transport improvements.**



## 7.2 WeITAG

The WeITAG appraisal tool developed for the Welsh Assembly Government has been used to appraise the proposed strategies and interventions included in the North Wales RTP.

Taith has added a preliminary sifting stage to WeITAG (termed “WeITAG 0”) to assist generation of viable options. This enables rapid ranking of candidate options against the WSP objectives, WTS outcomes, Taith objectives and priorities and implementability criteria. WeITAG 0 has been found valuable in informing the process of selecting good candidate interventions for further development.

WeITAG appraisal criteria have been applied to each individual intervention through a series of internal workshops followed by discussion with Welsh Assembly Government representatives. All selected interventions are included in the Preferred Strategy.

The Preferred Strategy has then been appraised by considering all of the selected interventions together. Appraisal of the Best Alternative Strategy follows by removing interventions included only in the Preferred Strategy from the appraisal worksheets, and correspondingly appraisal of the Do-Minimum strategy is completed after removal of the interventions only relevant to the Best Alternative Strategy.

An Appraisal Summary Table (AST) presents the core findings of the economic, environmental, social and other impacts from each WeITAG appraisal. The AST for each strategy has been populated by summarising the appraisal worksheets in workshop sessions conducted by consultants with key local authority and Taith staff. The significance used in the AST has been derived by making a judgement based on the number of instances of each significance score (-3 to 3). A simple scoring formula was used to confirm these scores designed to eliminate the distorting effects of appraisal criteria not relevant to the intervention being considered and showed general agreement.

Table 7.3 shows the scores for all three strategies with the score used in the AST highlighted in yellow. These scores remain the same for all strategies because the strategic options build progressively from “Do Minimum” through “Best Alternative” to “Preferred” with phasing and the rate of implementation being the major differences between the strategies. The proportional contributions of each intervention to the option score are similar for all strategies. This table enabled us to confirm that interventions were placed appropriately in each strategic option. For example, intervention 1 j) referring to improving access to civic amenities was found to be better placed in Best Alternative rather than Do-Minimum as it scored poorly on the Transport Economic Efficiency (TEE) criteria and did not wholly match the definition of the Do-Minimum strategy. This change is highlighted in the full WeITAG worksheets and further information on how the WeITAG appraisal contributed to the RTP process can be found in the WeITAG report<sup>10</sup>.

The assessment has been made using the following impacts and assumptions.

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<sup>10</sup> WeITAG Report??

- Transport Efficiency and Economics (TEE) – changes in journey time against capital and revenue costs elements of the traditional Cost Benefit Analysis.
- Economic Activity and Location Impacts (EALI) – improvements in opportunity to gain access to employment and other activities plus any job creation through implementation of schemes.
- Noise – a significant change in noise is considered to be  $\pm 3\text{dB}$  which roughly corresponds to a halving or doubling of busy road traffic flow.
- Local Air Quality – improvements resulting from modal shift from cars or lorries and reducing the number of single occupancy vehicles.
- Greenhouse Gas Emissions – improvements again coming from modal shift and reducing the number of single occupancy vehicles.
- Landscape and Townscape – effects on AONBs, National Park and town centres.
- Bio-diversity – effects on Ramsar, National Nature Reserves and Sites of Specific Scientific Interest.
- Heritage – effects on world heritage sites, listed buildings, ancient monuments and historic parks/gardens.
- Water Environment – effects on water courses, water bodies and flood risk locations.
- Soil – effects on agricultural land.
- Transport Safety – effects on the number of accidents.
- Personal Security – effects on the perception of being a victim of crime.
- Permeability – if interventions will improve or reduce opportunities to cross major transport arteries (railways, motorways, etc) or new barriers created.
- Physical Fitness – increase or decrease in the number of people walking, cycling or horse riding.
- Social Inclusion – the ability to access services without barriers.
- Equality Diversity and Human Rights – a neutral impact does not favour one group over another, a positive impact helps restore equality for a certain group.
- Public Acceptability – a summary of the summer 2008 public consultation exercise
- Acceptability from other stakeholders – any objections likely to be raised or have been raised through consultation by stakeholders.
- Technical and operational feasibility – how technically difficult will the schemes be to implement and how difficult will this be to manage.
- Financial affordability and deliverability – how likely are the Welsh Assembly Government and others to fund the different elements of the RTP.
- Risks – what are the risks if the plan isn't delivered or funded?

The ASTs for all strategies and the WeITAG appraisal worksheets are included in the WeITAG Appraisal Report. The AST for the preferred strategy is in table 7.4.

**Table 7.3 – WeITAG Significance Comparisons for all strategies**

	TEE	EALI	Noise	Local Air Quality	Greenhouse Gas Emissions	Landscape and Townscape	Biodiversity	Heritage	Water Environment	Soil	Transport Safety	Personal Security	Permeability	Physical Fitness	Social Inclusion	Equality, Diversity and Human Rights
<b>PREFERRED STRATEGY</b>																
N/A	22	67	99	53	53	140	138	146	145	148	73	113	103	94	92	72
0	83	56	43	38	38	8	11	5	6	3	39	4	4	22	17	79
1	16	24	7	55	55	3	1	0	0	0	31	29	38	29	26	0
2	0	4	0	2	2	0	1	0	0	0	8	4	5	5	13	0
3	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	0
-1	29	0	2	3	3	0	0	0	0	0	0	1	1	0	0	0
-2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST	0	1	0	1	1	0	0	0	0	0	1	1	1	1	2	0
<b>BEST ALTERNATIVE STRATEGY</b>																
N/A	17	55	84	42	42	120	117	123	124	125	62	91	83	75	71	55
0	70	47	38	35	35	5	9	5	4	3	33	4	3	20	16	73
1	13	22	5	46	46	3	1	0	0	0	26	28	36	28	25	0
2	0	4	0	2	2	0	1	0	0	0	7	4	5	4	13	0
3	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	0
-1	27	0	1	3	3	0	0	0	0	0	0	1	1	0	0	0
-2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST	0	1	0	1	1	0	0	0	0	0	1	1	1	1	2	0
<b>DO-MINIMUM STRATEGY</b>																
N/A	10	33	56	31	31	77	75	78	79	79	39	59	52	47	44	33
0	48	34	22	22	22	1	4	2	1	1	18	3	1	11	12	47
1	9	11	2	24	24	2	0	0	0	0	17	17	23	21	16	0
2	0	2	0	1	1	0	1	0	0	0	6	0	3	1	7	0
3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
-1	13	0	0	2	2	0	0	0	0	0	0	1	1	0	0	0
-2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST	0	1	0	1	1	0	0	0	0	0	1	1	1	1	2	0

Table 7.4 WeITAG Appraisal Summary Table of Preferred Strategy

Option Description:	Preferred Strategy		
Appraisal Criteria	Assessment	Distribution	Significance
<b>Welsh Impact Areas</b>			
<i>Economy</i>			
Transport Economic Efficiency	Preferred Strategy Capital Cost £257m over 5 years with high revenue costs for a wide range of interventions, many of which are targeted at efficiency gains. However, for some schemes the costs might not match the transport economic benefits	Costs: the Welsh Assembly Government, Local Authorities, Transport Providers, Developers and EU Benefits: Transport Users	0
EALI	Improved accessibility increases: opportunities for employees and employers, access to new markets, increases in tourism and economic efficiency.	Employees and businesses within the regional economy	1
<i>Environment</i>			
Noise	No significant (above 3dB) increases or decreases in noise	Local benefits through diversion of heavy vehicles.	0
Local Air Quality	Modal shift and reducing vehicle miles/congestion will have the biggest potential to improve air quality.	All	1
Greenhouse Gas Emissions	An estimated 1810 kilo tonnes (kt) of Carbon dioxide (CO <sub>2</sub> ) was emitted from road transport in North Wales in 2004. Modal shift and reducing vehicle miles/congestion will have the biggest potential to reduce greenhouse gas emissions.	All	1
Landscape and townscape	Transport schemes will be designed to respect local Landscape and townscape and may have a positive impact.	There are three Areas of Outstanding Natural Beauty (AONB) - the Clwydian Range, Lley and Anglesey. Snowdonia National park lies partially within the area covered by the Taith Consortium.	0
Bio-diversity	Transport schemes will be designed to respect local Bio-diversity and may have a positive impact.	There are 5 Ramsar Sites, 26 National Nature Reserves (NNR) and 308 nationally important Site of Special Scientific Interest (SSSI).	0

Heritage	Transport schemes will be designed to respect Heritage sites and may have a positive impact as travel patterns become more sustainable. DDA access requirements may have an impact but could be mitigated by good design.	There is 1 World Heritage site within North Wales, 1165 scheduled ancient monuments, over 7400 listed buildings and 127 registered historic parks and gardens.	0
Water environment	All schemes will adopt best practice in respect of protecting water courses, separation of run-off effluent and pollution incidents. Opportunities will be taken to exploit synergies with flood protection works	Flood risk locations, water courses and water bodies	0
Soil	The RTP will follow planning requirements in respect of new developments including transport facilities, with a presumption for use of brown field sites and avoidance of adverse agricultural impacts.	The North Wales is covered by approximately 0.4% of Grade 1 agricultural land, 5.4% of Grade 2 agricultural land and 32.3% Grade 3 agricultural land.	0
<i>Society</i>			
Transport safety	Planning, Education, Infrastructure, Enforcement and Maintenance reduce the potential for accidents across all modes	All users	1
Personal security	Improved waiting, walking and cycling environments and CCTV together with public transport reliability have greatest impact on reducing personal risks	Mainly non-motorised and public transport users	1
Permeability	Better management of infrastructure and parking will facilitate greater use of non-motorised modes	Non-motorised users	1
Physical fitness	Promotion and greater use of walking, cycling and equestrian facilities will improve individual physical fitness, health and wellbeing	Everyone	1
Social inclusion	Reduction in transport barriers that impact on quality of life	Everyone	2
Equality, Diversity & Human Rights	Reduces inequality by improving transport provision for disadvantaged groups	Young persons, concessionary pass holders, those travelling with young children and mobility impaired	0

Public acceptability	Consultation indicated general support for the Taith Regional Transport Plan Interventions. There may be some local opposition to specific schemes.
Acceptability to other stakeholders	General Stakeholder support and involvement developing the Taith RTP Vision, Objectives, Priorities and Interventions.
Technical and operational feasibility	All interventions are technically and operationally feasible.
Financial affordability and deliverability	Funding required for Preferred Option is significantly higher than previous allocations. This places significant demands on the Welsh Assembly Government, local authorities and stakeholders to deliver.
Risks	The primary risk is a potential lack of sufficient funding to implement the North Wales RTP. Secondary risks include planning uncertainty, lack of buy in from third parties and availability of technical resources. Feasibility studies for future years will decrease risk.

### **7.3 Environmental Impacts: Strategic Environmental Assessment**

As part of the RTP Consultation Summary which was published in July 2008, the Strategic Environmental Assessment – Environmental Report was issued at the same time for consultation including the three statutory consultees, Countryside Council for Wales (CCW), Environment Agency Wales (EAW), and Cadw.

Consultation comments were received from both EAW and CCW in respect of the Consultative Summary. These comments are in the process of being considered and will be incorporated as part of a further review of the SEA in the light of the Draft RTP programme. A final Strategic Environmental Assessment together with the appropriate monitoring and review arrangements will be published in September 2009 alongside the Final Regional Transport Plan.

As set out in the RTP guidance, a Habitats Regulation Assessment (HRA) and an Appropriate Assessment on the RTP was commissioned in October 2008 with Faber Maunsell. An early meeting was sought with the Environment Agency and Countryside Council for Wales to set out and agree the proposed approach for undertaking these two assessments.

CCW have confirmed their desire for a two stage approach to the HRA screening report. This is being undertaken including the use of a table identifying interventions which will allow the study to assess if all the interventions do not influence environmentally designated sites, such as those that require studies to be completed and upgrading information systems.

It is proposed that a draft screening report will be submitted to CCW prior to Christmas 2008.

The final screening report will be subject to changes and would need to be approved by CCW prior to progressing with any Appropriate Assessment requirements.

Further discussions are planned with the Statutory Agencies to consider how best the implementation aspects of the RTP from a regulatory perspective can best be handled. The confirmed details will also be set out in the final RTP submission.



## 8 Cross-cutting Issues

### 8.1 Cross-cutting issues

An analysis of cross-cutting issues has been carried out for the North Wales RTP with the results set out in Table 8.1.

Key issues are:

- Impacts of Climate change: flood defence and resilience of transport networks which will be highly important in the longer term
- Siting of key public facilities such as hospitals, civic facilities and prisons together with their transport implications where the full implications of decisions on transport, especially continuing revenue costs, have been inadequately considered
- Commercial activities (including those in the public sector such as Post Offices) depend on transport and their withdrawal imposes extra demands on the transport sector.
- Education: schools policy including closures and education transport requirements
- Peak tourist traffic and its impacts on the natural and heritage environments as well as conditions on the transport system
- Sources of revenue funding to support enhanced public transport and community based services.

The table shows the extent to which planned developments in most sectors of the economy create issues for transport (explicitly and implicitly). Both public and private sector organisations are involved in the RTP process and it is intended to continue this consultative process with stakeholders as plans and proposals are brought to implementation.

It should be noted that the various documents reviewed are a selection of relatively recent publications setting out developments which have transport implications and are potentially significant for the RTP. However the list is not exhaustive. In the case of the Spatial Planning documents, these have been fully taken into account throughout the development of the RTP.

The various outputs from each document have been compared with the established RTP priorities on the basis of compatibility. In some cases the comparison document has focused on non-transport issues and as a consequence the transport implications have not been quantified. In these instances, and where relevant, the cross-cutting implications may be expressed as either “uncertain” or “no-inter-relation”.

It is apparent that despite good work already achieved in some areas of integrating transport with other areas of activity (for example “Making the Connections”), further potential has yet to be fully realised.

Sphere of Activity Relevant Local Document	Environmental				North Wales Economic Forum	Tourism		Locational		
	Spatial	Wales Environment Strategy	Climate Change Strategy	Wise About Waste	North Wales Development Strategy 2004	Coastal Tourism Strategy	Achieving our Potential (Tourism Strategy for Wales)	Prison Located in North Wales	Nuclear Power Station on Anglesey	Closure of Post Office Branches
RTP Priority	Wales Spatial Plan and Area Plans	Wales Environment Strategy	Climate Change Strategy	Wise About Waste	North Wales Development Strategy 2004	Coastal Tourism Strategy	Achieving our Potential (Tourism Strategy for Wales)	Prison Located in North Wales	Nuclear Power Station on Anglesey	Closure of Post Office Branches
1. Efficiently meeting North Wales' diverse transport needs	C	C	C	?	?	C	C	C	?	N
2. Passenger transport profile and performance	C	?	?	-	-	C	C	-	-	-
3. Reducing congestion and journey times	C	?	C	-	-	C	?	?	-	N
4. Supporting development	C	C	?	-	C	C	C	?	?	N
5. Safe, efficient, sustainable transport networks	C	C	C	-	-	C	C	-	-	?
6. Improving rail services for North Wales	C	?	?	-	-	C	C	-	-	-
7. Environmentally-friendly and efficient freight movement	C	C	C	?	C	?	-	-	?	?
8. Smart traffic planning and management	C	?	C	-	-	?	C	-	-	-
9. Sustainable transport	C	?	C	-	-	C	C	?	-	-
<b>KEY</b>										
C	Policies Compatible									
?	Uncertain Relationship									
N	Policies NOT Compatible									
-	No Inter-relation									

Sphere of Activity Relevant Local Document RTP Priority	Health					Social Services	Education and Social Services	Education		Police
	Designed for North Wales	Delivering Emergency Care Services	Designed to Add Value - a Third Dimension	Our Healthy Future	Rural Health Planning (consultation)	Fulfilled Lives, Supportive Communities	Making the Connections	Learner Travel Measure plus 16-19 Learning Pathways	Schools Reviews	North Wales Police Three Year Strategic Plan 2008 - 2011
1. Efficiently meeting North Wales' diverse transport needs	N	?	C	-	C	-	C	-	N	-
2. Passenger transport profile and performance	?	?	C	?	C	?	C	C	?	-
3. Reducing congestion and journey times	N	-	-	-	C	-	C	?	N	-
4. Supporting development	N	-	-	-	C	-	-	-	-	-
5. Safe, efficient, sustainable transport networks	N	?	-	C	C	-	C	C	?	C
6. Improving rail services for North Wales	-	-	-	-	-	-	-	-	?	-
7. Environmentally-friendly and efficient freight movement	-	-	-	-	-	-	-	-	?	-
8. Smart traffic planning and management	-	-	-	-	-	-	-	-	?	-
9. Sustainable transport	-	-	-	C	-	-	-	-	N	-

KEY	
C	Policies Compatible
?	Uncertain Relationship
N	Policies NOT Compatible
-	No Inter-relation

## 9 Delivery

(This section is subject to a separate work stream and the agreed text for this will be tabled for the Taith Board on the 11<sup>th</sup> September 2009. This results from the fact that the details of the future funding mechanism, monitoring, reporting, and assessment arrangements remain unconfirmed at the time of writing.)

The detailed operational details for the management and delivery of the Regional Transport Plan will be set out in the Taith Business Plan for 2010/11 which is expected will be tabled for the Taith Board on the 11<sup>th</sup> December 2009 with the confirmed programme for 2010/11 expected to be ratified at the Taith Board Meeting on the 5<sup>th</sup> March 2010 assuming funding allocations by the Welsh Assembly Government are known.)

### 9.1 Taith's role

Taith is evolving from a consortium that has led on the co-ordination and delivery of a region wide public transport infrastructure programme funded by Transport Grant from the Welsh Assembly Government to one in which it will play a central co-ordinating role in which its constituent authorities will deliver the Regional Transport Plan for North Wales. It is crucial that finite resources, both people and funding, are used to ensure the success of the RTP in delivering the regional objectives, the national objectives of the Wales Spatial Plan, Wales Transport Strategy, National Transport Plan, the three WSP area plans, cross border arrangements (with England), local development plans and community strategies.

### 9.2 Taith's Structure

Currently Taith has a formally constituted Joint Committee which typically meets four times a year on which each local authority has a vote. The constitution allows for decisions to be taken on a majority vote basis. Flintshire County Council acts in a host authority capacity in providing legal, Human Resources, financial and procurement functions to the Consortia.

The Consortia has access to a number of frameworks and collaboration agreements which exist between its constituent local authorities and with the North Wales Trunk Road Agency which allow for the use of private sector involvement to plug any capacity / specialist gaps.

The Joint Committee is supported by a Management Group (North Wales Strategic Directors) Group which the Taith Executive Officer attends.

There are currently two operational groups, the Regional Transport Plan Steering Group – which is preparing the RTP and the Taith Public Transport Infrastructure Group which is delivering the Taith Public Transport Infrastructure Transport Grant Programme.

To meet the new requirements being placed upon Taith to deliver the Regional Transport Plan Programme Management and Planning and Policy Functions will be developed. It is envisaged that a small core unit would be retained with approximately five posts supported by key officers in the constituent local authorities.

The Programme Management function would be supported by the establishment of a Programme Board which would manage the RTP programme operationally. A

shadow programme board composed of the operationally responsible Head of Service from each local authority has recently been set up to co-ordinate the Taith Public Transport programme 09/10 and to advise on the RTP forward programme.

The Policy and Planning function would be responsible for developing the RTP component policies, the production of the Annual Progress Report, undertaking evidence base studies, in working towards the development of the next Regional Transport Plan in April 2014 and for managing consultations.

### **9.3 Co-ordination and Co-operation**

The Taith Board will be giving detailed consideration to its resource requirements and methods of operation during the summer / autumn of 2009. In particular arrangements to make effective use of the core strengths and expertise in the six Councils together with a lean 'thin client' central co-ordination unit will be sought. Close attention will be paid to interfaces with neighbouring authorities including Tracc, the Mersey Dee Alliance partners and the West Midlands including the new unitary authority of Shrewsbury Council.

The proposed delivery model is expected to be built around the Councils' competence in delivery and they will be responsible for the delivery of schemes within the RTP programme. Taith will have the core competence of the co-ordinating role in managing the Regional Transport Plan programme and the strategic interface between the Regional Transport Plan and the National Transport Plan / Wales Spatial Plan.

As part of the delivery arrangements opportunities will be sought to build on a number of current arrangements where individual local authorities co-operate on a cross boundary basis.

The recent appointment of a Joint Head of Service for Denbighshire and Conwy is a recent development in this regard. Further examples could include further examples of a current arrangement where an officer from a constituent authority is currently seconded on a 50% part time basis and 50% funded by Taith. This arrangement has benefits for both parties providing both Taith and the local authority with a close understanding of the development of the RTP.

**APPENDIX 1**

**FLINTSHIRE COUNTY COUNCIL**  
**LIST OF RTP PROPOSED SCHEMES**  
**JUNE 2009 PAGE 1 OF 2**

	Priority	2010-11 £k	2011-12 £k	2012-13 £k	2013-14 £k	2014-15 £k	Total £k
<b>A. Programme Development Package</b>							
Programme Development - B5129 Chemistry Lane to Wepre Drive (Study Only) (See also F)	2	200	200				<b>400</b>
<b>B. High Quality Bus Network Package</b>							
North East Wales High Quality Bus Network	3	100	1000	2000	5000	2000	<b>10100</b>
Priority Routes for Deeside Shuttle	7	100	250	300	400	500	<b>1550</b>
Taith Demand Responsive Transport Development Programme	M			100	100	100	<b>300</b>
<b>C. Improving Cycling and Walking Package</b>							
Dee Coastal Path	4	500	500	1000	1000	1000	<b>4000</b>
Mold to Saltney Greenway	5	250	250	250	250	250	<b>1250</b>
Coastal Access Path	6	50	50				<b>100</b>
Bryn Road, Bryn y Baal	M			250			<b>250</b>
B5123 Springfield Hill	M				200		<b>200</b>
Springfield Hill, Pentre Halkyn	L					100	<b>100</b>
<b>D. Traffic Management Act Package</b>							
Traffic Regulation Order & Residents Parking Review	8	100	100	100	100	100	<b>500</b>

Priority 1-10    2010-2015  
Priority M        2012-2015  
Priority L        2014-2015

Note: 1. Local Road Safety Schemes not yet included in programme.  
2. A-F Regional Transport Plan Groups

**APPENDIX 1**

**FLINTSHIRE COUNTY COUNCIL**  
**LIST OF RTP PROPOSED SCHEMES**  
**JUNE 2009 PAGE 1 OF 2**

	Priority	2010-11 £k	2011-12 £k	2012-13 £k	2013-14 £k	2014-15 £k	Total £k
<b>E. Improving Accessibility Package</b>							
A548 Mostyn Dock Access	1	750					<b>750</b>
Improvement of Quarry Routes	9	200	400	400	400	400	<b>1800</b>
Sustainable Travel Town	10	50	250	500	100	100	<b>1000</b>
Flint Town Centre Package	M		50	100	500	500	<b>1150</b>
Northern Gateway Package	M				3000	3000	<b>6000</b>
Cycling Safety Programme	M			250	250	250	<b>1250</b>
<b>F. Reducing Congestion and Improving Road Safety Package</b>							
B5129 Chemistry Lane to Wepre Drive (See A)	2			2000	3000	3000	<b>8000</b>
A550/B5373 Hope Junction	M			250			<b>250</b>
A5118 Bannel Lane Junction	M				50	250	<b>300</b>
A548 DIP - Roundabout (Zone 2)	M			500			<b>500</b>
Oakenholt to Aber Road Flint	M			500	1000	1000	<b>2500</b>
A5119 Junction by County Hall	M			100	400	300	<b>800</b>
B5129 Chemistry Lane, Sandycroft	M				250		<b>250</b>
B5441 Station Road, Queensferry	M				50	300	<b>350</b>
A5119 New Brighton Junction	L					300	<b>300</b>
A5119/B5444 High Street Junction, Mold	L					200	<b>200</b>
A5104/B5101 Junction Improvement, Treuddyn	L					500	<b>500</b>
A550/A5104 Penymynydd Roundabout	L					200	<b>200</b>

Priority 1-10    2010-2015  
Priority M        2012-2015  
Priority L        2014-2015

Note: 1. Local Road Safety Schemes not yet included in programme.  
2. A-F Regional Transport Plan Groups

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

**REPORT TO:**     **EXECUTIVE**  
**DATE :**           **14 JULY 2009**  
**REPORT BY:**   **HEAD OF FINANCE**  
**SUBJECT :**       **MANAGEMENT OF INTERNAL AUDIT**

### **1.00 PURPOSE OF REPORT**

- 1.01 To provide feedback on the Member Workshop held on 16th June 2009 and outline the next steps.
- 1.02 To report on the extension of the Bentley Jennison Contract.

### **2.00 BACKGROUND**

- 2.01 Reports to Executive on the Management of Internal Audit have been made on 10th March 2009 and 13th May 2009. Reports have also been made to the Audit Committee; the last of which being a report very similar to this on 24th June 2009 which Members of the Audit Committee noted.
- 2.02 A Workshop to explore issues around the Management of Internal Audit was agreed at the Audit Committee on 15th April.

### **3.00 CONSIDERATIONS**

- 3.01 The Workshop was held on 16th June, 2009 and was facilitated by PWC (External Auditors).
- 3.02 Invitations to the Workshop were extended to:
- Audit Committee Members and Substitutes
  - Past Audit Chairs
  - Executive Member for Finance and Asset Management
  - Executive Member for Corporate Governance and Strategy
  - Chair & Vice Chair of Corporate Management Overview & Scrutiny
  - Chief Executive
  - Head of Legal & Democratic Services
  - Head of Finance
  - PricewaterhouseCoopers (External Audit)
  - Bentley Jennison (Current Provider)



3.03 The purpose of the Workshop was to provide an opportunity to discuss the future delivery of internal audit. Its purpose was not to reach a firm conclusion but to explore issues which lay behind the current management of the external management contract for future consideration of the arrangement by Audit Committee and Executive. A copy of the Workshop programme is attached for information.

3.04 The four management options explored were:

- In-House (Management and Staff)
- External Management of In-House Staff
- Wholly Outsourced
- Partnership

3.05 A detailed Options Appraisal on each of these alternatives will now be planned, and a report brought to the Audit Committee in the first instance. A timescale for this work now needs to be programmed.

3.06 Discussion has taken place with Bentley Jennison since the Workshop and agreement reached to extend the current contract for a further six months from 30th September 2009 to 31st March 2010 to ensure service continuity and in the interests of continuity and morale within the Internal Audit Team.

#### **4.00 RECOMMENDATIONS**

4.01 Members are asked to note the report and the further extension of the external management contract with Bentley Jennison.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 None as a direct result of this report.

#### **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 direct result of this report.

**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 Management of Internal Audit Workshop - Programme

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

Various Working Papers

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**MANAGEMENT OF INTERNAL AUDIT  
WORKSHOP  
CLWYD ROOM, COUNTY HALL, MOLD**

**16<sup>TH</sup> JUNE, 2009  
9.30 a.m. to 12 noon**

**(Tea/Coffee available from 9.15 a.m.)**

**1. INTRODUCTION**

- Objectives
- Meeting Protocol

**2. DISCUSSION**

- What makes Internal Audit Effective? (extract from CIPFA document attached)
- Where are we in Flintshire in relation to guidance?
- What are the options for delivery of Internal Audit?
- What might be different (risks and opportunities) under the various arrangements)
- What would be needed to manage the risks?
- What is the balance of view after the discussion?

**3. NEXT STEPS**

- Reporting to Audit Committee and Executive
- Bentley Jennison Contract

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

**REPORT TO:** **EXECUTIVE**  
**DATE :** **14 JULY 2009**  
**REPORT BY:** **CHIEF EXECUTIVE**  
**SUBJECT :** **WELSH LANGUAGE SCHEME MONITORING REPORT 2008-09**

### **1.00 PURPOSE OF REPORT**

- 1.01 To present to members the Council's Welsh Language Scheme Annual Monitoring Report 2008-09, and to seek agreement to the formal submission of the report to the Welsh Language Board (WLB).

### **2.00 BACKGROUND**

- 2.01 Flintshire County Council has adopted the principle that in the conduct of public business and the administration of justice in Wales it will treat the Welsh and English languages on a basis of equality. The Council's Welsh Language Scheme, which was prepared under the Welsh Language Act 1993, sets out how the Council will give effect to that principle when providing services to the public in Wales, and in the conduct of its internal business. The Welsh Language Scheme is both a statutory Scheme and a corporate policy document on bilingualism.
- 2.02 The Council has made a public commitment to monitor and review the implementation of its Welsh Language Scheme and to report annually to the Council's Executive and to the Welsh Language Board on its performance. This report covers the period 1 April 2008 to 31 March 2009.
- 2.03 For the purpose of preparing this report the Council has adhered to the Welsh Language Board's reporting framework. The reporting framework includes monitoring the Council's performance against 5 prescribed WLB performance indicators. It should be noted that the Council has made representations to the WLB over the definitions and clarity of these indicators, which do not readily allow for precise measurement of performance progress.
- 2.04 The Chief Executive has overall responsibility for putting the Scheme into practice and for ensuring compliance with it.

### **3.00 CONSIDERATIONS**

- 3.01 The annual report (attached as Appendix A) shows that although the Council is successfully implementing many of the Scheme's commitments, some of the targets have not been met.

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Date: 07/07/2009

3.02 Most of the Council's progress has been made under the headings 'Communicating with the Public' and 'The Council's Public Face'.

3.03 The report highlights some of the more fundamental weaknesses and risk areas in terms of Scheme implementation. These relate to the headings 'Service Planning and Delivery' and 'Implementing and Monitoring the Scheme'. These areas are critical to the effective implementation of the Scheme. The report also describes the corrective measures that the Council will take.

3.04 The review of the Welsh Language Scheme will commence in July with a view to submitting the revised Scheme to the Flintshire County Council and the Welsh Language Board for their approval in February 2010. The Welsh Language Board (WLB) has agreed that the timetable for implementing some of the actions should be reviewed as part of the Scheme revision process.

#### **4.00 RECOMMENDATIONS**

4.01 That Members note the report and agree to the formal submission of the report to the Welsh Language Board.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The day-to-day costs of implementing the Welsh Language Scheme, e.g. translation, are met from individual directorate budgets, although there could potentially be some additional costs around the Language Awareness Training and the Monitoring Arrangements of the plan, and these will need to be quantified and considered as part of the budget process.

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

6.01 None

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 None

#### **8.00 EQUALITIES IMPACT**

8.01 The Welsh Language Scheme is an important element of the Council's overall commitment to the principle of equality in all aspects of its business.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no direct personnel implications associated with this report. However, the effective implementation of the Welsh Language Scheme is dependent on staff having an awareness of the Scheme, an understanding

of how the Scheme impacts on their posts, and the relevant language skills to deliver services in Welsh and English according to customer needs/preference.

**10.00 CONSULTATION REQUIRED**

10.01 None required

**11.00 CONSULTATION UNDERTAKEN**

11.01 None required

**12.00 APPENDICES**

12.01 Welsh Language Scheme Monitoring Report 2008-09.

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

Welsh Language Scheme

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# **Welsh Language Scheme Monitoring Report 2008-09**

**July 2009**

## **1. Introduction**

- 1.1 Flintshire County Council has adopted the principle that in the conduct of public business and the administration of justice in Wales it will treat the Welsh and English languages on a basis of equality. The Council's Welsh Language Scheme, which was prepared under the Welsh Language Act 1993, sets out how the Council will give effect to that principle when providing services to the public in Wales, and in the conduct of its internal business. The Welsh Language Scheme is both a statutory Scheme and a corporate policy document on bilingualism.
- 1.2 The Council has made a public commitment to monitor and review the implementation of its Welsh Language Scheme and to report annually to the Council's Executive and to the Welsh Language Board on its performance. This report focuses on the period 1 April 2008 to 31 March 2009.
- 1.3 For the purpose of preparing this report the Council's has adhered to the Welsh Language Board's reporting framework.
- 1.4 The Chief Executive has overall responsibility for putting the Scheme into practice and for ensuring compliance with it.

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## **2. Compliance with Welsh Language Scheme targets and timetable**

See Appendix 1

## **3. Welsh language front line services**

### *3.1 Youth Support Services*

The Young People's Partnership (YPP) identified, through the process of Self Assessment, that there was a need to scope accessibility to bi-lingual youth support services in Flintshire and that this would show that there was a need to improve opportunities for young people to use the Welsh language, and to receive services bilingually, or in other



languages of their choice. This was confirmed in the Subsequent ESTYN inspection. Since this time, the YPP has:

- been working with Menter Iaith Sir y Fflint (MISFf) to ascertain the needs of young Welsh speakers, Welsh learners and non-Welsh speakers who would like to learn Welsh. The YPP and MISFf have developed questionnaires, targeting approx 100 young people. However, MISFf has found it difficult to get responses from young people, and the YPP is awaiting advice from MISFf as to how to progress with this work.
- completed an audit of all the services for children and young people in Flintshire at grass roots level – this was done through a questionnaire which included questions on the services ability to provide bi-lingual services. The next step for the YPP is to analyse the audit to establish the true picture of opportunities for young people to use the Welsh language. This is a challenging task and will require time commitment. This work is scheduled to take place in 2009/10 when the CYPP team are at full capacity again.
- completed an audit of the YPP's members Welsh Language policies. The audit shows that the majority of organisations work to a Welsh Language Scheme and produce all materials bilingually, and are able to offer provision bilingually. It is mainly the voluntary sector that has limited capacity to consistently provide bilingual material or provision bilingually. The other issue is about the ability of workers to speak Welsh – and ability to offer opportunities through the medium of Welsh. This has been highlighted in the Children and Young People's Needs Assessment and has actions specifically to address this issue under 'Workforce Development'. The Workforce Development Plan to accompany the CYPP Plan will be developed throughout 2009/10.
- begun to complete the Welsh Language Board's tool kit for youth support services. The Policy Officer – Welsh Language and the Children and Young People Partnership Co-ordinators will be meeting in July 2009 to discuss how best to use the tool kit in the future.
- agreed that MISFf and other Welsh language specific organisations may promote their events and activities on the [www.fflntyrifanc.co.uk](http://www.fflntyrifanc.co.uk) website, which is a fully bilingual website. This work continues. All information added to the YoungFlintshire website is also translated and made available on Fflintyrlfanc.
- completed a comprehensive Needs Analysis for Children, Young People and Families, of which one aspect was Welsh Language. The Needs Analysis, under Core Aim 5, looked specifically at

Welsh Speakers and their needs, *laith Pawb*, and the importance of language in the home and in childcare and early years settings. It concluded that Welsh services can only be provided / extended when the workforce is developed / recruited to provide bilingual services.

- All materials used during the consultation on the Children & Young People's Plan 2008-11 were produced bilingually and workshops were undertaken in Welsh with young people at Ysgol Maes Garmon. The Plan and all supporting documents are available bilingually.
- included in the Children and Young People's Plan 2008-11 is a commitment to provide training and development opportunities for the children and young people's workforce to ensure they are skilled, knowledgeable and competent about the Welsh Language and Welsh cultural issues. Also included the action to implement 'laith Pawb'.

There is no, and will not be, a separate Action Plan for the development of bilingual Youth Support Services. The guidance from the WAG – 'Shared Planning for Better Outcomes' - stresses the importance of one single 'Children and Young People's Plan' to look at the strategic and holistic needs of children, young people and families. This Plan is based on the 7 core aims and addresses bi-lingual issues. The YPP, Children and Young People's Partnership and all sub-groups, will be working towards the actions and strategic aims of this plan. Actions for the development of bilingual services, specifically through developing and supporting the workforce, are included in the Plan.

- The 'TXT Flintshire' text messaging service has now been launched through which those signed up can receive texts in Welsh if they specify this when they sign up.

3.2 *Performance Indicator WLI 2: Number and percentage of main reception, call centres or one stop shop posts that have been denoted as 'Welsh Essential' and have been filled by bilingual staff.*

Over the past 24 months the Council has been identifying the posts that are relevant to this performance indicator and meeting with the service managers, HR Officers and Policy Officer Welsh Language to assess the Welsh language requirements of these posts. With the exception of a few posts at Clwyd Theatr Cymru (Box Office Assistant and Receptionist /Shop Assistant) and one post in Customer Services (Customer Services Supervisor), the process of identifying the relevant posts and denoting them as Welsh Essential is now complete.

Details of all posts that have been identified and denoted as 'Welsh Essential' can be found in Appendix 2. The Council's target for assessing the Welsh language requirements of the posts outstanding is July 2009.

The Council will make every effort to recruit Welsh speakers to these posts when vacancies arise.

3.3 *Performance Indicator WLI 6: Number of complaints received in relation to the operation of the Welsh Language Scheme and the percentage dealt with in accordance with the Council's corporate standards.*

*Number of complaints*

In the period 1<sup>st</sup> April 2008 – 31<sup>st</sup> March 2009 the Council received **14 complaints** and **2 comments** relating to the operation of the Welsh Language Scheme.

*Percentage dealt with in accordance with the Council's corporate standards.*

The Council's corporate standards for responding to complaints, compliments and comments are as follows:

- Acknowledgement letter within 5 days
- Full response within 10 working days
- If full response is not possible within 10 working days, then there should be a holding letter/Email or phone call on the 9<sup>th</sup> working day.

Here are the details of compliance:

<b>Complaint (C) Comment (CM)</b>	<b>Acknowledgement</b>	<b>Full Response</b>	<b>Holding</b>
1 (C)	None required	1 working day	None required
2 (C)	2 working days	5 working days	None required
3 (C)	Same day	3 working days	None required
4 (C)	None issued	None issued	None issued
5 (C)	1 working day	None required	None required
6 (C)	15 weeks	18 weeks	None issued
7 (CM)	None required	2 working days	None required
8 (C)	None required	1 working day	None required
9 (C)	None required	1 working day	None required
10 (C)	None required	1 working day	None required
11 (C)	None required	3 working days	None required
12 (CM)	None required	None required	None required
13 (C)	None required	1 working day	None required
14 (C)	None required	2 working days	None required
15 (C)	None required	None required	None required

*Number and Percentage of complaints dealt with in accordance with the Council's corporate standards:*

<b>Type of Response</b>	<b>Number</b>	<b>Percentage</b>
Acknowledgements	13	87%
Full Responses	13	87%
Holding Responses	13	87%

*Nature of Complaints Received*

<b>Complaint (C) Comment (CM)</b>	<b>Nature of Complaint / Comment</b>
1 (C)	Complaint that the Council is erecting Welsh-only street name signs
2 (C)	Complaint that Human Resources issued English-only Job Evaluation questionnaires to Welsh-medium schools
3 (C)	Complaint about the negative attitude shown towards the Welsh language by a staff member at the Mold Tourist Information Centre
4 (C)	Complaint that some Welsh and English text was incorrectly spelt on new recycling bins produced as part of the Mold Town Centre Initiative
5 (C)	Complaint that an English-only Food Hygiene Report issued, despite a request for a Welsh report.
6 (C)	Complaint about the erection of English-only legal notices relating to road works in Cilcain
7 (CM)	Comment that in order to save paper, the Council should contact every household in Flintshire to enquire whether they wish to receive, English, Welsh or bilingual Council Tax Newsletters.
8 (C)	Complaint about inability to make a Council Tax payment in Welsh using the Council's automated telephone payment line.
9 (C)	Complaint about Language & Play and Chatterbox Playtimes issuing English-only publicity material and correspondence.
10 (C)	Complaint about Flying Start and Sure Start issuing English-only publicity material and correspondence.
11 (C)	Complaints about the Council issuing English-only materials relating to the Speed Awareness Course, answering the telephone with an English-only greeting, and advising the complainant to call another number if they want to speak Welsh.
12 (CM)	Comment that some of the Welsh text on the Election Postal Votes form was grammatically incorrect.

13 (C)	Complaint that a Council officer had asked the complainant to provide an English translation of an Email that he had originally sent in Welsh.
14 (C)	Complaint about the Council issuing English-only correspondence relating to the Speed Awareness Course, and offering an English-medium course when a Welsh course was requested
15 (C)	Complaint about Environmental Services issuing English-only correspondence

#### 4. Scheme management and administration

##### 4.1 *Welsh Language Board Risk Assessment 2007*

The Welsh Language Board visited the Council on 24 April 2007 to conduct a Risk Assessment of the Council's staffing arrangements. The purpose of the assessment was to determine the Council's capacity to

- maintain full and current information on bilingual skill levels;
- report annually to the Welsh Language Board on bilingual skill levels within the Council.

Following the assessment the Welsh Language Board provided the Council with a report of its findings, and made eight recommendations for improvement. Most of the recommendations reflected the commitments made previously in the Council's Welsh Language Scheme and/or Welsh Language Skills Strategy.

The Council published a Welsh Language Skills Improvement Plan comprising 32 actions to implement the Welsh Language Board's recommendations. Approximately 50% of the actions were to be completed by the end of 2008; some were to be completed by June 2009, whilst others would be actions to be implemented from 2009. The Welsh Language Skills Improvement Plan was submitted to the WLB.

The Welsh Language Skills Improvement Plan and Progress report is attached in Appendix 3. This shows that further action is required in relation to most of the agreed actions. This is disappointing given that in the 2007-08 Annual Report, the Council highlighted this area as a fundamental weakness and risk in relation to the implementation of the Welsh Language Scheme, and a cause for concern. In order to ensure progress, from April 2009 there will be quarterly meetings between the Human Resources division and the Policy Officer Welsh Language to monitor progress in implementing the Welsh Language Skills Improvement Plan.

#### 4.2 *Welsh Language Board Risk Assessment 2008*

The Welsh Language Board visited the Council on 16 December 2008 to conduct a Risk Assessment of the Council's processes for recording and dealing with complaints about the implementation of the Welsh Language Scheme.

Following the assessment the Council received a short report based on the Welsh Language Board's findings. The report made four recommendations to ensure full compliance with the Welsh Language Scheme; these recommendations and the Council's action plan to implement them are set out in Appendix 4. Taking all aspects of the Council's processes into account, the report gave the General Compliance Level Judgement as 'Full Compliance'.

The report also made one 'good practice' comment:

*'Flintshire Compliments, Comments and Complaints Leaflet – the reference to Welsh under 'First Language' is good practice that other public bodies should adopt.'*

#### 4.3 *Performance Indicator WLI 1: the percentage of a sample of contracts with third parties monitored (focusing on Care Services, Youth and Leisure Services and Pre-school provision) which comply with the requirements of the Welsh Language Scheme.*

The requirements of the Council's Welsh Language Scheme in relation to contracts with third parties are as follows:

- 'In letting any new contract or agreement for the delivery of services and the purchase of goods, Directors will be responsible for determining which of the Scheme's requirements are relevant to the service to be provided, and will ensure that these requirements are included in tender documents, contracts, service licences, service level agreements and conditions. Where appropriate Directors will ask prospective contractors to provide statements on how they propose to deliver the service(s) or provide the goods in compliance with the specified requirements.
- Directors will be responsible for ensuring that contracts, service licenses and Service Level Agreements which specify a requirements to comply with the Welsh Language Scheme, will also include a requirement for regular compliance reports to be submitted by any third party providing a service on the Council's behalf.'

#### 4.2.1 *Care Services*

In the previous monitoring report we explained that the Council's care services were managed within two directorates, i.e. Adult Social Care, and Education and Children's Services, and Recreation. During the monitoring period there was a review of directorates and, as a result, all care services for children, young people and adults were brought together under one directorate, i.e. Community Services.

##### 4.2.1.1 *Care Services for Adults*

Monitoring against this performance indicator focused on contracts relating to Domiciliary Care Services and Residential / Nursing Home Care.

In the Monitoring Report 2006-07 the Council described its Welsh language requirements in respect of the following:

- Gaining 'Approved Provider Status',
- 'Service Specification' documents for Domiciliary Care Services and Residential / Nursing Home Care

In its response to our Monitoring Report 2006-07, the Welsh Language Board stated that 'good practice is evident in the adult care service.' It also highlighted the Council's requirements in relation to contractors gaining 'Approved Provider Status' as 'good practice'.

Despite the Adult Social Care department's pro-active approach to ensuring that the Welsh language is given due consideration in contractual documents, the Council's conclusion last year was that these documents did not comply with the Welsh Language Scheme for the following reasons:

- they did not specify the relevant Scheme requirements in relation to the service to be provided
- they did not ask prospective contractors to provide statements on how they propose to deliver the service(s) in compliance with the specified requirements.

Since April 2007 the Policy Officer (Welsh Language) has been working with Adult Social Care to rectify this situation. As a result the North East Wales Domiciliary Care contract included specific Welsh Language Scheme requirements.

In the previous Monitoring Report the Council reported that a Contract Group had been established in Adult Social Care to review existing contracts and ensure future compliance with the Welsh Language Scheme and other Equality legislation and Schemes. A project group had been set up in Flintshire to review the existing contractual arrangements with domiciliary care providers. Whilst a good amount

of progress was made in this area it was agreed by Directors that it would be beneficial to consider a regional agreement. Work is currently ongoing with Conwy, Denbighshire, Flintshire, Gwynedd and Ynys Mon, representatives of care providers also form part of this group. Although this is a draft document at present the arrangements for the Welsh Language scheme are in place whereby the provider will be required to: provide services in the service user's choice of language; provide information in the service user's preferred language; display signs and documents bilingually; provide translation services. Service specifications will be developed in line with the requirements and a redefined monitoring tool will be used to establish that providers adhere to this requirement. It is anticipated that work on the proposed agreement will be completed later this year and other stakeholders will be invited to take part in a consultation process.

A draft regional residential agreement has also been developed; requirements with regard to the Welsh Language are the same as for the domiciliary agreement.

This year, Adult Social Care will be participating in the Welsh Local Government's Equality Integration Framework Pilot Project, and at procurement is included within the scope of the project.

#### 4.2.1.2 *Care Services for Children*

In the Monitoring Report 2007 – 08 the Council reported that all Children's Services contracts are fully compliant with the Welsh Language Scheme since 1<sup>st</sup> April 2008 in that they all include relevant Welsh Language Scheme requirements. It was also reported that information regarding compliance with the Welsh Language Scheme does not form part of Children's Services' contract monitoring arrangements. The Social Services for Children department has since confirmed that contract compliance is monitored routinely, and no services users required support or services in Welsh during the monitoring period.

#### 4.2.2 *Youth and Leisure Services*

The Council has contracts with nine Ice Coaches to provide ice-skating coaching to members of the public; these contracts reflect relevant Welsh Language Scheme requirements. However, Leisure Services has no arrangements in place to monitor compliance with these contracts.

The Council's Youth Services Manager confirmed that the Council has no contracts with any third parties for the provision of youth services.



#### 4.2.3 *Pre-school Provision*

The Council's Early Years Officer confirmed that the Council has no contracts with any third parties for pre-school provision. However, the Council does have Service Level Agreements with a range of organisations predominantly in the non-maintained sector, i.e. playgroups and private day nurseries, to provide early education for three year olds through the Early Entitlement Scheme. All organisations affiliated to the scheme are required to meet specific criteria which already includes working towards the 'Foundation Phase Framework for Children's Learning for 3-7 year olds in Wales'. Within the Framework, there is a requirement to deliver Welsh Language Development (for English medium settings) and to promote bilingualism. The Council is shortly to undertake a review of its current Service Level Agreements and, as part of the review, it is anticipated that the promotion of the Welsh language will be given even higher priority and specifically reflect the priorities of the Welsh Language Scheme.

4.2.4 Conclusion WLI 1: Whilst progress has been made with regard to ensuring that contractual documentation reflect relevant Welsh Language Scheme requirements, further work is required to ensure that these elements are monitored to ensure that contractors comply with these requirements.

### **5. Linguistic skills: comparing service needs and capacity**

#### 5.1 *Human Resources: Skills*

5.1.1 *Performance Indicator WLI 4(a): The number and percentage of employees who have received training in Welsh to a specific qualification level.*

In total, 64 members of staff enrolled to learn Welsh with the Council's support in the 2008-09 academic year.

There were 27 members of staff attending the following in-house courses provided by the Department of Lifelong Learning, Bangor University. All courses commenced on 15 September 2008 and will run until 26 June 2009:

- *Wlpan* (for complete beginners)
- *Canol Wlpan* (2nd year beginners)
- *Pellach Parhad* (for 2nd year Intermediate learners)
- *Sgwrs a Stori* (for advanced learners / native speakers)

Members of staff who attended the *Wlpan*, *Canol Wlpan* and *Pellach Parhad* courses received four hours tuition per week, split into two 2-hour sessions. Staff who attended the *Sgwrs a Stori* course received one 1.5 hour session per week.

Two Directors who were recruited to posts for which the ability to learn Welsh to Level 1 is essential, received one-to-one tuition in County Hall from Bangor University.

There are 37 members of staff attending community based classes (provided by Bangor University and *Popeth Cymraeg*) with financial support from the Council (course fees, course materials, exam fees and revision course fees). Of these 37 members of staff, 21 are attending evening classes in their own time.

Learners are continuously assessed throughout their courses (Open College Network Units). With the exception of staff attending the *Sgwrs a Stori* course, every learner was encouraged to sit the appropriate WJEC examination in Spring / Summer 2009.

The Council appointed 15 Heads of Service during 2008 and under the terms of their employment contracts they are required to learn Welsh to Level 1. Heads of Service who do not already have the required Welsh language skills will commence their training in September 2009.

As part of the annual 'Welsh Week' in Flintshire in April 2008 the Council ran a Welsh Language 'Taster' session for complete beginners. These were attended by 16 members of staff. Additionally, the Council offered taster sessions for employees at Flint and County Hall, Mold as part of the national 'Adult Learners Week' and 'Learning at Work' initiatives in May 2008. These were attended by 11 members of staff.

All members of staff who were intending to join courses for complete beginners in September 2008 were offered an opportunity to attend 4-day or 5-day Summer Schools in June/July 2008 as a means of 'kick-starting' their Welsh. Six members of staff attended a Summer School for complete beginners. Other members of staff attended Summer Schools for more advanced learners with the financial support of their own Directorates.

All employees were offered an opportunity to attend a 3-day residential course at the Welsh Language and Heritage Centre at Nant Gwrtheyrn, Gwynedd. One member of staff took advantage of this opportunity and subsequently joined a course for complete beginners.

The Council contracted Bangor University's Department of Lifelong Learning to provide a 10-week 'Telephone and Reception' course for employees in January 2009. This course was attended by 8 employees.

At the time of writing this report employees' examination results (2009) were not available therefore the Council is not in a position to report

against Welsh Language Indicator 1. Details of the Council's 2008 exam results were provided in our previous monitoring report.

5.1.2 *Performance Indicator WLI 4(b): The number and percentage of employees who have received language awareness training.*

The Council has made a commitment in its Welsh Language Scheme to introduce a programme of Language Awareness Training (LAT) from April 2007 and it will be a requirement for all employees and Members to attend this training. The Council's *People Strategy Action Plan* includes a commitment to develop this programme. The Corporate Training Unit was assigned responsibility for LAT in August 2006.

In May 2007 the Council introduced Diversity and Equality workshops for managers and non-managers, which include content regarding the Welsh Language. By 31 March 2009 a total of 188 managers had attended these workshops (50 during the 2008-09 monitoring period). A total of 82 employees had attended the workshops for non-managers (61 during the 2008-09 monitoring period).

In addition the Council delivered a series of Diversity and Equality workshops for elected members during the monitoring period, which were well received and valued by those who attended. 16 elected members attended these workshops.

Summary of LAT provision 2008-09:

<b>Course</b>	<b>Number Attending</b>
Diversity and Equality for managers	50
Diversity and Equality for non-managers	61
Diversity and Equality for Elected Members	16
<b>TOTAL</b>	<b>127</b>

**Conclusion WLI 4(b): 127 employees / elected members received language awareness training in 2008-09.**

From September 2009 the Council, in partnership with Menter Iaith Sir y Fflint, will be delivering 2-year LAT programme for employees and elected members.

5.2 *Human Resources: Equality and Diversity*

*Performance Indicator WLI 5: Number and percentage of staff within the Council's services who are able to speak Welsh (excluding school teachers and school based staff) by:*

- *Service division*
- *Post grade*
- *Workplace*

In our previous annual report we reported that we had commenced a Welsh Language Skills Survey in January 2008. By 31st March 2008, 1884 employees had submitted their completed questionnaires (46% of the workforce, excluding school teachers and school based staff). The results of the survey were detailed in the previous annual report. Further progress with the survey was dependent on the implementation of the Council's new Human Resources / Payroll System. Delays in the implementation of the new system resulted in re-prioritising actions, the main priorities being the migration of existing pay data and the production of accurate pay information including year end accounting. Due to the re-prioritising we were unable to make further progress in relation to the survey and, therefore, it is not possible to report any additional information to that reported in our previous annual report. The steps that will be taken to progress this matter are described in the Welsh Language Skills Improvement Plan Progress Report in Appendix 3.

## 6. Mainstreaming

### 6.1 *Policies, Plans and Initiatives*

Section 2.2 of the Welsh Language Scheme states that the Council will:

**'develop a formal procedure for undertaking a detailed and thorough assessment of the impact of any new or revised policy, plan or initiative on the Welsh language and the Welsh Language Scheme.'**

In order to meet this commitment the Council is taking the following actions:

- 6.1.1 In our previous Monitoring Reports we have reported on the development and piloting of the Flintshire Integration Tool (FIT), a simple self-assessment / appraisal tool and process that helps to align the strategic policies, strategies and plans of Flintshire County Council. We have also confirmed that Welsh language considerations are embedded in the FIT.

During the monitoring period FIT was used on five main strategies, those being the Community Strategy, Regeneration Strategy, Leisure Strategy, Play Policy, and the Homelessness Plan. The process helped to broaden the perspective and depth of the plan, and it helped to embrace the wider corporate policy agenda including the Welsh Language.

- 6.1.2 The Council is currently piloting a Welsh language impact assessment tool which is used in conjunction with the FIT described above. Two strategies have been assessed using this tool (Regeneration Strategy

and Homelessness Strategy) with the result that the tool requires further refinement.

6.1.3 The Council has made substantial progress in relation to assessing the Welsh language skill requirements of its posts. The Policy Officer – Welsh Language has developed an assessment tool which assesses whether the principal accountabilities involve communication with members of the public in writing, on the telephone and face to face. It further assesses the level of competence required in relation to each language skill, i.e. speaking and understanding, reading and understanding, and writing. The Council is taking a phased approach to the introduction of the assessments; Phase 1 (complete, started January 2007) – posts relating to Welsh Language Indicator 2, i.e. reception/counter posts, etc.; Phase 2 (ongoing since July 2008) all brand new posts; Phase 3 (not yet started) all vacant posts going through the recruitment process; Phase 4 (not yet started) – all existing posts not going through the recruitment process). 40 assessments have been undertaken to date.

## 6.2 *Use of Welsh within the community and workplace*

6.2.1 The Council uses the Welsh language in the community in line with the commitments made in its Welsh Language Scheme.

In its Welsh Language Scheme the Council states that it recognises its responsibility and duty as a community leader to promote, support and safeguard the Welsh language for the benefit of present and future generations. The Council makes the following commitments to strengthen the position of the Welsh language in Flintshire:

- *To work with its partners in the community to develop and implement a Welsh Language Action Plan with the aim of increasing and encouraging awareness, visibility and the use of the Welsh language in economic, social and cultural situations in Flintshire.*

In 2007 the Council contributed to the development of a Menter Iaith Sir y Fflint Strategic Plan. The Plan includes several actions which involve close working with the County Council to strengthen the position of the Welsh language in Flintshire.

- *To ensure that, as part of the Community Strategy for Flintshire, the Welsh language is a key feature of every area of work.*

The Council has begun the process of reviewing and revising its Community Strategy. The very first step in the process was to identify the individuals, groups and organisations – the ‘stakeholders’ – who should be involved in the development of the new strategy. In November 2007 the Council held four ‘Stakeholder Analysis Workshops’. Several Welsh-medium

organisations were invited to the workshops, including Menter Iaith Sir y Fflint, Urdd Gobaith Cymru and Mudiad Ysgolion Meithrin. Simultaneous translation was provided at all four events. The Policy Officer – Welsh Language was a facilitator at all four workshops; she led a group of Welsh speakers in two workshops. The workshops highlighted the need for a range of Welsh-medium organisations and the Welsh speaking public to be involved in the development of the Community Strategy.

6.2.2 The Council has taken a very positive step forward in relation to the use of Welsh within the workplace by including a new section relating to this issue in its revised Welsh Language Scheme. We are committed to raising the profile and status of the Welsh language internally; this includes increasing bilingual working within the Council, creating a working environment that is positive and supportive towards the Welsh language, and being sensitive and responsive to the linguistic needs and preferences of individual employees. We will develop an action plan and timetable to achieve this. We await information from the Welsh Language Board regarding a possible opportunity to work with the Board in 2009-10 on a 'Promoting Bilingual Workplaces Project'.

6.2.3 Flintshire County Council has supported Menter Iaith Sir y Fflint (MISFf) both financially and in kind since 1998. In November 1998 the Council agreed a 3-year support package worth approximately £10,000 per annum, commencing in April 1999. The Council has awarded MISFf an annual Community Development Grant since 2002, which has helped to support a number of initiatives to support Welsh as a community language in Flintshire. In 2008 the Council agreed a 3-year Core Funding Agreement with MISFf amounting to £13,223 per annum. This resource will support the core management and administrative functions of the organisation and will allow it to oversee and develop projects and services to achieve its mission.

6.2.4 The development of services for very young children across Wales is promoted by the Welsh Assembly Government and supported by grant funding which is channelled via local authorities. The grants are also catalysts for ensuring that a mixed economy of statutory, voluntary and independent services are supported. In order to promote the use of the Welsh language in early years and childcare provision there is a strong partnership with Mudiad Ysgolion Meithrin (MYM). The development officers from MYM are involved in the following sub-groups of the Children and Young People's Partnership:

- Early Years Development Group
- Childcare Development Group
- Childcare Grants Group

In addition the Mudiad Ysgolion Meithrin is provided with grants to deliver the following:

- Welsh medium childcare for the Flying Start Project through a grant
- Welsh medium childcare for children in high level social need such as Communities First areas through the *Cymorth* Grant
- Welsh medium early years education in the non-maintained sector

The county association of MYM are also awarded grants from Cymorth to deliver training to workers/volunteers in the *cylchoedd* and *Ti a Fi* groups.

### 6.3 *Increasing the numbers of Welsh speakers*

In order to strengthen the Council's ability to deliver services in Welsh in accordance with the commitments made in its Welsh Language Scheme, and in support of the Welsh Assembly Government's key target to increase the number of people in Wales able to speak Welsh, the Council sets aside an annual budget for the provision of Welsh language training to Council staff. Information about the number of Council staff learning Welsh with the Council's support is provided in section 5.1.1 of this report.

## 7. **Analysis of performance by priority and target**

The Welsh Language Scheme makes a commitment to ensure that the annual Monitoring Report:

- **identifies any fundamental weaknesses and risks, and**
- **includes an action plan of corrective measures**

Section 2 of this report (Appendix 1) reports on the Council's compliance / non-compliance with all of the Welsh Language Scheme's targets and the timetable for implementing the targets.

This section highlights what the Council considers to be some of the more fundamental weaknesses and risks in relation to the implementation of the Welsh Language Scheme, and which give the Council cause for concern. This section also sets out the measures it will take to address these weaknesses and risks.

<b>Weaknesses / Risks</b>	<b>Corrective Measures</b>
No formal procedure in place for undertaking Welsh language Impact Assessments on Council policies, plans and initiatives.	<ul style="list-style-type: none"> <li>• Refine the Welsh language Impact Assessment Tool and further pilot in conjunction with the Flintshire Integration Tool</li> <li>• Develop and agree a structured programme for mainstreaming the Welsh language in the Council's</li> </ul>

	<p>policy development and approval processes</p>
<p>The Council's Welsh Language Skills Strategy is not being implemented</p>	<ul style="list-style-type: none"> <li>• Review Welsh Language Skills Strategy by December 2009 and agree a timetable for its implementation</li> <li>• Develop the Council's capacity to maintain full and current information on bilingual skills</li> <li>• Identify posts for which Welsh language skills are essential</li> <li>• Further integrate within the Recruitment and Selection process a formal assessment of the Welsh language skills requirements of all posts to be filled</li> <li>• Identify the options available for targeting Welsh-speakers as part of recruitment campaigns in relation to 'Welsh essential' posts and present a report to the Corporate Equalities Review Team</li> <li>• Ensure that WLS requirements are integral to Recruitment and Selection training</li> </ul>
<p>The Council's Risk Assessment arrangements do not adequately identify risk in relation to the WLS. Consequently, WLS weaknesses are not highlighted and the necessary corrective measures do not feature in Service Plans</p>	<ul style="list-style-type: none"> <li>• Integrate a robust WLS compliance assessment within the Council's annual Risk Assessment arrangements</li> <li>• Incorporate within Service Plans the appropriate improvement measures to address areas of non-compliance</li> <li>• Directorates to submit quarterly reports to the Corporate Equalities Team on progress against WLS improvement measures in Service Plans</li> </ul>
<p>WLS requirements are not an integral part of the Council's Procurement arrangements</p> <p>WLI 1</p>	<ul style="list-style-type: none"> <li>• Procurement Unit to advise / provide training to Council staff on WLS requirements in relation to contracts and Pre-qualification Questionnaires</li> <li>• Review all contract documents and amend to reflect the requirements of the Scheme.</li> </ul>



The Council has no formal plan or structured arrangements for monitoring/verifying the implementation of the WLS at service or corporate level, and no budget for monitoring activities	<ul style="list-style-type: none"> <li>• Develop a Monitoring Plan as part of the review of the WLS</li> <li>• Agree budget for monitoring</li> </ul>
The Council is not yet implementing a programme of compulsory Language Awareness Training sessions (LAT) for all new recruits, existing members of staff and Councillors  WLI 4(b)	<ul style="list-style-type: none"> <li>• Agree annual budget for LAT</li> <li>• Identify LAT trainers</li> <li>• Develop a LAT course and training materials</li> <li>• Promote Diversity and Equality training</li> </ul>
Inconsistent application of the requirements relating to awarding grants or other funding.	<ul style="list-style-type: none"> <li>• Identify all grant schemes</li> <li>• Review grant conditions and revise documentation</li> </ul>

## 8. Publishing information on performance

This Monitoring Report has been prepared and considered in accordance with the commitments set out in section 7 of the Council's Welsh Language Scheme.

The Report was considered by the Council's Executive on 14 July 2009 and approved its submission to the Welsh Language Board.

This report will be available for the public to access on the Council's website and in libraries throughout the county.

## WELSH LANGUAGE SCHEME TARGETS AND TIMETABLE

### Targets to be achieved by September 2006: Service Planning and Delivery

KEY ACTION	PROGRESS
Integrate an annual Welsh Language Scheme (WLS) compliance assessment within the Council's Performance Management, Improvement Assessment, and Wales Programme for Improvement arrangements (section 2.3)	The Council's Service Planning Guidance 2007-08 included a section on the Welsh language, which asked services to assess their compliance against a number of the Welsh Language Scheme's targets. If they were not fully compliant, they were advised to include ameliorative actions in their Service Plans. They were also asked to submit Monitoring Returns to the Policy Unit highlighting the areas of compliance and non-compliance. Further work is required to <b>fully</b> embed a compliance assessment in these areas.

### Targets to be achieved by September 2006: Communicating with the Public

KEY ACTION	PROGRESS
Review all Council stationery to ascertain whether all items are fully bilingual, and amend as necessary (section 3.2)	All services were asked to include this action in their 2007-08 service plans.
Ensure that all standard text on e-mail, 'auto-signatures', disclaimers, and 'out of office' replies are bilingual, and provide guidance / support to staff to achieve this (section 3.2)	Instruction / guidance note issued.
Review guidance for staff on how to meet the Council's commitments with regard to Welsh correspondence and amend as necessary (section 3.2)	Target met
Review guidance for staff regarding the Council's translation services and amend as necessary (section 3.2)	Target met
Greet all external telephone calls bilingually (section 3.3)	Original instruction / guidance issued in 2005 as part of the Council's Customer Care Policy / Standards. Further guidance issued in 2006

KEY ACTION	PROGRESS
	under the revised Welsh Language Scheme.
Review guidance on handling telephone calls from Welsh speaking members of the public, and amend as necessary (section 3.3)	Target met
Main switchboard and any service centres / points using an automated answering service or answer phone will record bilingual messages (section 3.3)	Guidance note issued in 2006 with regard to telephone calls, which included guidance on the use of automated answering services.
Staff using answer-phones will begin their recorded messages by giving a bilingual greeting, record English or bilingual messages as appropriate, and invite callers to leave Welsh or English messages (section 3.3)	Guidance / instruction issued in accordance with the WLS.
Provide training for receptionists / counter and front of office staff to greet members of the public bilingually (section 3.4)	All Directorates have instructed receptionists / counter and front of office staff to greet members of the public bilingually. The Council contracted Bangor University's Department of Lifelong Learning to provide a 10-week 'Telephone and Reception' course for employees in January 2009. This course was attended by 8 employees. The Welsh Language Board's 'Swnio'n Dda - Sounds Good' audio resource was loaded onto the Council's intranet in April 2008; every employee with access to a PC is able to use this resource.
Provide bilingual receptionists, counter and front of office staff with Welsh Language Board <i>Iaith Gwaith</i> badges (section 3.4)	Target met.
Set out procedures for establishing language preference in advance of one to one and public meetings (section 3.4 and 3.5)	Target met
Review and revise written guidance available to staff responsible for arranging and chairing meetings (section 3.5)	Target met

**Targets to be achieved by September 2006:  
The Council's Public Face**

KEY ACTION	PROGRESS
Review guidance for staff, designers and others who reproduce or use the Council's corporate identity, and amend as appropriate (section 4.2)	<p>Target met</p> <p>Guidance / instruction issued in accordance with the WLS. Other guidance recently issued by Corporate Communications regarding the use of the Council's identity does not make specific reference to WLS requirements, however it does include some images of bilingual material. There will be explicit references to the WLS in the revised version of this guidance.</p>
Agree and implement procedures and protocols for the preparation / production of signs and issue guidance to staff and others involved in this activity (section 4.3)	<p>Target partially met. Draft protocol prepared. Target date for adoption September 2009.</p>
Establish arrangements for identifying the preferred language of the public when receiving requests for Council minutes, and for publicising the availability of Welsh translations (section 4.5)	<p>Target met.</p> <p>The Council's website now informs visitors that minutes/extracts in Welsh are available in Welsh on request.</p> <p>All staff have received an instruction to ask anybody who requests a set of minutes if they would prefer to receive them in English or Welsh.</p> <p>The telephone number of a Welsh speaking officer is identified in the A-Z.</p> <p>Arrangements have been made for an article to be included in the July 2009 edition of <i>Flintshire Focus</i> on accessing agendas, reports and minutes on the website. The article will highlight the fact that minutes are available in Welsh on request.</p>
Review guidance for staff, designers and others who are involved in the	<p>Target met</p>

KEY ACTION	PROGRESS
preparation, printing and display of public materials and revise as necessary (section 4.5 / 4.6)	
Review written guidance for staff and others involved in designing and producing forms and revise as necessary (section 4.6)	Target met
Review all displays, information boards, exhibitions etc. and ensure that they meet the requirements of this Scheme (section 4.7)	All services were asked to include this action in their 2007-08 service plans.
Establish 'control points' to ensure that those who are responsible for producing and displaying public and official notices comply with this Scheme (section 4.9)	All services were asked to include this action in their 2007-08 service plans.
Ascertain the preferred language of media organisations in Wales and issue press releases accordingly (section 4.11)	Target met

### **Targets to be achieved by September 2006: Implementing and Monitoring the Scheme**

KEY ACTION	PROGRESS
Review and revise leaflet which explains the provisions of the Scheme and the role of staff in its implementation (section 6.1)	Target met.
Make arrangements to retain a record of all complaints or suggestions received regarding this Scheme and its implementation, together with officers' responses to those complaints / suggestions (section 7.5)	Target met

### **Targets to be achieved by December 2006: Communicating with the Public**

KEY ACTION	PROGRESS
Invite all English medium schools in Flintshire to express a preference to receive bilingual or English written correspondence from the Council, and record their language preference in accordance with the Council's arrangements (section 3.2)	All general correspondence and circulars to English medium schools are bilingual. Correspondence to individuals is written in the language of their choice.

**Targets to be achieved by March 2007:  
Service Planning and Delivery**

<b>KEY ACTION</b>	<b>PROGRESS</b>
Develop formal procedures and written guidance for undertaking a detailed and thorough assessment of the impact of any new or revised policy, plan or initiative on the Welsh language	Target not yet completed. The draft Impact Assessment Tool has been piloted on the Regeneration Strategy and Homelessness Strategy and the tool now requires amendment. The Council is reviewing its Equality Impact Assessment Tool and is considering the appropriateness of incorporating the Welsh language tool.
Develop a structured programme for mainstreaming the Welsh language in the Council's main policies and initiatives	See section 6.1.1
Review arrangements for ascertaining and recording the preferred language of individuals and organisations (section 2.3)	Original arrangements are still in force.  The Council is considering the procurement of a Contact Centre solution, which will record customers' personal details. If this initiative goes ahead, a customer's language preference details will be recorded on their customer record.  As part of Equality monitoring, services are required to record whether service users speak Welsh. However, this information does not necessarily identify their preferred language.
Review current written guidance for Council staff regarding third party compliance and revise as appropriate (section 2.4)	Target met. The new guidance has been incorporated within the Procurement Advisory Support System on the Council's intranet.
Review current written guidance for third parties on the requirements of the Scheme and revise as appropriate (section 2.4)	Target not met. Original guidance is still in force.
Integrate Welsh Language considerations within the Council's Procurement arrangements (section 2.4)	Guidance for Council staff regarding third party compliance is included on the Procurement Advisory Support System.

KEY ACTION	PROGRESS
	<p>The Council's Policy Officer (Welsh Language) has taken the following actions:</p> <ul style="list-style-type: none"> <li>• meeting with the Procurement Manager to discuss WLS requirements</li> <li>• presentation to officers across the Council who are involved in procurement activities</li> <li>• presentation to the Procurement Board concerning the requirements of the WLS</li> <li>• provided advice and assistance to officers in relation to the development of a number of specific contracts</li> <li>• worked with the Council's Monitoring Officer to review and revise the Council's Contract Procedure Rules to reflect the requirements of the Welsh Language Scheme.</li> </ul>
<p>Review and revise the Council's arrangements for encouraging and supporting other organisations to adopt practices which promote equality between the Welsh and English languages (section 2.5)</p>	<p>Target not met. Existing arrangements are still in force</p>
<p>Review and revise the Council's arrangements and criteria for funding voluntary organisations to reflect the requirements of this Scheme (section 2.6)</p>	<p>The Council is currently reviewing its arrangements and criteria for funding voluntary organisations. As a result, the Core Funding Agreement incorporates a set of Welsh language related improvement actions which voluntary organisations are asked to take within the lifetime of their agreement.</p>
<p>Prepare guidance on implementing the WLS to those who administer funding schemes (section 2.6)</p>	<p>Target partially met. The Policy Officer - Welsh Language met with the Partnerships Development Officer (Voluntary Sector) to explain the requirements of the WLS. Both officers attended the Welsh Language Board's 'Awarding Grants, Loans and Sponsorship' seminar in September 2007. The officer responsible for administering the Development Grant and Community</p>

KEY ACTION	PROGRESS
	Chest has received a copy of the Welsh Language Board's guidance 'Awarding Grants, Loans and Sponsorship'. Officers responsible for other funding streams will be targeted in 2009-10.

**Targets to be achieved by March 2007:  
Communicating with the Public**

KEY ACTION	PROGRESS
Review all IT systems used to generate correspondence and prepare a report on their ability to comply with the requirements of this Scheme (section 3.2)	See Appendix 5
Audit of standard letters and translate where they are English only (section 3.2)	All services were asked to include this action in their 2007-08 service plans.
Review the arrangements for updating the Council's internal directory of Welsh speaking staff (section 3.3)	Target met.  The Council's internal telephone directory informs users how they can be identified as Welsh speakers. Other options are also being considered.
Ensure that help-lines, automated telephone services and call centres set up by the Council provide an equal service in Welsh and English and ensure that arrangements are in place to make callers are aware of this option (section 3.3)	All services were asked to include this action in their 2007-08 service plans where appropriate.
Denote switchboard, reception, counter, front of office, contact office and similar posts as 'Welsh Essential', amend job descriptions, and ascertain language skills of current post holders (section 3.3/3.4)	Target partially met  See section 3.2 of this report.
Produce and display bilingual notices that inform the public that a Welsh and English service is available (section 3.5)	Target met.



**Targets to be achieved by March 2007:  
The Council's Public Face**

<b>KEY ACTION</b>	<b>PROGRESS</b>
Conduct an audit of all Council items bearing the Council's name/logo and ensure that all such items are bilingual (section 4.2)	All services were asked to include this action in their 2007-08 service plans where appropriate.
Conduct an audit of all signs – permanent, temporary, fixed and portable – for which the Council or a party acting on its behalf is responsible, and ensure that monolingual signs are made bilingual (sections 3.5 and 4.3)	All services were asked to include this action in their 2007-08 service plans where appropriate.
Develop and issue a 'Design Guidelines' leaflet to relevant planning permission applicants which encourages them to erect bilingual signs and includes guidance on bilingual design (section 4.3)	Target not met. However, initial discussions have taken place between the Policy Officer (Welsh Language) and the Council's Head of Planning Control to discuss the potential content and recipients of such a leaflet.
Develop and issue a 'Street Names' leaflet which explains the Council's preferences regarding the names of housing developments and the streets within them (section 4.4)	Target met.
Establish and implement procedures for ensuring that the Council or agents acting on its behalf produces material for public use in accordance with the requirements of this Scheme (section 4.5 and 4.6)	All services were asked to include this action in their 2007-08 service plans.
Undertake an audit of all Council forms with a view to verifying that their format, language content, terminology and diction style comply with this Scheme, and implement a programme to revise these forms where necessary (section 4.6)	All services were asked to include this action in their 2007-08 service plans.
Develop a corporate involvement and consultation strategy, and maintain a database of Welsh-speaking individuals and Welsh medium local groups and organisations who are willing to participate in surveys and consultation exercises (section 4.8)	Consultation and Engagement is a key principle within the Authority's approved Communication Strategy 2006-2008. Work has progressed on the corporate 'Consultation and Engagement Framework and Guidelines' but is now on hold pending the outcome the 'Enhanced

KEY ACTION	PROGRESS
	<p>Consultation Strategy' pilot project funded through Making the Connections which has the potential to be rolled out as an All Wales Model.</p> <p>A Consultation and Engagement Directory of Groups and Organisations, which includes reference to a number of Welsh language groups, has been finalised and approved and is available via the Council's Infonet system.</p>
Identify the options available for targeting Welsh-speakers as part of recruitment campaigns in relation to 'Welsh essential' posts and present a report to the Corporate Equalities Review Board (section 4.10)	Target not met

**Targets to be achieved by March 2007:  
Implementing and Monitoring the Scheme**

KEY ACTION	PROGRESS
Ensure that all staff are aware of the specific requirements of this Scheme and how they impact on their individual roles (section 6.1)	All services were asked to include this action in their 2007-08 service plans.
Undertake an audit of the Council's ICT systems in order to ascertain whether they are able to, and do, meet the commitments given in this Scheme, and present a report to the Executive (section 6.2)	See Appendix 5
Prepare detailed guidance for staff regarding the purchase and development of ICT systems and software to meet the Council's needs, based on the requirements of this Scheme and the Welsh Language Board's IT Standards (section 6.2)	See Appendix 5
Identify options for facilitating the use of Welsh by bilingual staff when using the Council's IT systems (section 6.2)	<p>Target not met.</p> <p>In April and May 2008 the Council publicised on its Intranet the availability of Welsh Language Interface Packs and spellcheckers</p>

KEY ACTION	PROGRESS
	<p>for Microsoft Office 2003 and 2007 and Windows XP and Vista with a view to the ICT department piloting these packages on a limited number of PCs within the Council before making them widely available. There was very little response to the initial publicity campaign, therefore, the intention is to try again in 2009/10.</p> <p>We also directed employees to the 'Technology' page on the Welsh Language Board's website so that they could learn about the whole range of options available for using Welsh on their PCs.</p>
Review the Welsh Language Skills Strategy, revise the timetable for its implementation, and implement accordingly (section 6.2)	See section 4.1
Review all aspects of the Council's Recruitment and Selection procedures and ensure that they meet the requirements of this Scheme (section 6.2)	A new Recruitment and Selection Policy has been developed and the relevant content pertaining to the WLS has been included.
Ensure that an assessment of the need for specific vocational Training through the medium of Welsh, and for vocational training to facilitate the implementation of the Scheme is an integral part of the staff appraisal process (section 6.2)	Target not met
Establish procedures for ensuring that training courses for Council staff and elected members include content pertaining to the WLS where appropriate (section 6.2)	Target not met
Implement a programme of compulsory Language Awareness Training sessions for all new recruits, existing members of staff and Councillors (section 6.1)	<p>Target not met.</p> <p>The Council intends to meet this commitment in 2009/10.</p>
Develop formal 'learning agreements' for Welsh Language training (section 6.2)	Target not met. These will be developed and applied when the Council begins to advertise 'Welsh Essential' posts, and the Welsh language training programme has been reviewed.

**Targets to be achieved by September 2007:  
Service Planning and Delivery**

<b>KEY ACTION</b>	<b>PROGRESS</b>
Review partnership working arrangements and revise to reflect the requirements of this WLS (section 2.7)	A review of partnership working arrangements is currently being undertaken. WLS requirements and the WLB publication 'Partnerships and the Welsh Language' will be considered as part of this review.
Prepare guidance for officers who are involved in partnership working on the requirements of this WLS (section 2.7)	The Principal Partnerships Officer has received the WLB publication 'Partnerships and the Welsh Language'. Partnership Coordinators will be targeted during 2009.

**Targets to be achieved by September 2007:  
Implementing and Monitoring the Scheme**

<b>ACTION</b>	<b>PROGRESS</b>
Undertake a detailed and thorough review of the Translation Unit (section 6.2)	<p>The Translation Unit is firmly committed to the Scheme and its objectives. It acts as the Council's key point of contact for all of its bilingual communication.</p> <p>The Translation Unit is committed to delivering services in Welsh and employs two full-time and one part-time translator who are professionally qualified with the necessary skills to translate a wide range of documents.</p> <p>The internal translators offer professional support to all members of staff on matters such as the design of bilingual publications, signage wording, correct language and specialist terms. The Welsh Translation Unit is also supported by external translators whose services are employed when our demand exceeds internal capacity.</p> <p>It is intended to complete the remainder of the review by the end of August 2009.</p>

ACTION	PROGRESS
	<p>The work undertaken so far against the actions outlined in the Welsh Language Scheme is detailed in Appendix 6.</p> <p>Although much work has been done e.g. the introduction of scheduled team meetings, review of charges, initial review of collaborative working with North Wales Police and guidance review for staff, further information needs to be gathered to make an informed decision about the future of the Translation Unit.</p>
<p>Include a commitment in the Council's ICT Strategy to implement the Welsh Language Board's IT Standards (section 6.2)</p>	<p>See Appendix 5</p>
<p>Prepare an action plan setting out how the Council will mainstream the Welsh language in the field of ICT and meet the Welsh Language Board's IT Standards (section 6.2)</p>	<p>See Appendix 5</p>
<p>Develop a Welsh language training programme to meet the Council's needs in terms of implementing this Scheme and allocate the necessary resources in accordance with the requirements of the Welsh Language Skills Strategy (section 6.2)</p>	<p>The Council is currently running a Welsh language Training programme As described in section 5.1.1. The training programme and the budget for its implementation will be reviewed in the light of the revised Welsh Language Skills Strategy.</p>

## WLI 2: Identified posts that have been denoted 'Welsh Essential'

<b>Community Services Directorate</b>				
<b>Service</b>	<b>Post Title</b>	<b>Location / Workplace</b>	<b>Number of Posts</b>	<b>Postholder(s) Welsh-speaking?</b>
Administration	Receptionist	Flint,, County Offices	2	NO
		Holywell Area Office	2	NO
		Connah's Quay Area Office	1	NO
		Mold, County Hall	1	NO
		Mold, Town Hall	2	YES x 1 NO x 1
<b>Corporate Services Directorate</b>				
<b>Service</b>	<b>Post Title</b>	<b>Location / Workplace</b>	<b>Number of Posts</b>	<b>Postholder(s) Welsh-speaking?</b>
Benefits & Advisory Services (BAS)	BAS Assistant	Mold, County Hall	4	YES x 1 NO x 3
Exchequer Services	Assistant Caller / Cash	Mold, County Hall	1	YES
		Mold, Town Hall	2.7	YES x 1 NO x 1.7
		Buckley Town Hall	1	NO
		Connah's Quay County Offices	1	NO
		Flint, County Offices	1	NO
Customer Services (CS)	CS Assistant (Switchboard / Reception)	Mold, County Hall	10	YES x 5 NO x 5
	CS Assistant, Public Information	Mobile Office	3	LEARNING x 1 NO x 2

<b>Environment Directorate</b>				
<b>Service</b>	<b>Post Title</b>	<b>Location / Workplace</b>	<b>Number of Posts</b>	<b>Postholder(s) Welsh-speaking?</b>
Management Support & Performance	Senior Administration Assistant	General Office, County Hall, Mold	1	NO
	Administration Assistant		2	NO
	Clerical Assistant		3	1 x YES/ 2 x NO
Highways & Transportation	Senior Administration Officer	Alltami Depot	1	NO
	Administration Officer		2	NO
	Enquiry Assistant	Mold Bus Station	2	NO
Countryside Services	Weekend Receptionist	Connah's Quay, Wepre Park	1	NO
	Administration Officer		1	NO
<b>Lifelong Learning Directorate</b>				
<b>Service</b>	<b>Post Title</b>	<b>Location / Workplace</b>	<b>Number of Posts</b>	<b>Postholder(s) Welsh-speaking?</b>
Leisure Services	Receptionist	Greenfield Valley		
	Leisure Centres / Swimming Pools	Receptionist	TBC	TBC



**Welsh Language Scheme Monitoring Report 2008-09**

# **Welsh Language Skills Improvement Plan**

**Progress Report 31 March 2009**



## Welsh Language Board Recommendation 1

Populate new HR System with data regarding employee skills (Welsh language)

Improvement Action	Responsibility	Progress
<p>Research best practice in relation to populating the new HR system with skills (Welsh language) related data</p> <p><b>Target Date:</b> December 2008 <b>Revised Date:</b> December 2009</p>	HR	Delays in implementation of new HR/Payroll system resulted in re-prioritising of data gathering including the review of best practice elsewhere.
<p>Populate new HR System with data regarding employee skills (Welsh language)</p> <p><b>Target Date:</b> March 2009 <b>Revised Date:</b> December 2009</p>	HR with guidance from Policy Officer (WL)	As above, priority actions with the new system have been the migration of existing pay data and the production of accurate pay information including year end accounting. We are now entering a period of consolidation during which we will look to collate Welsh skills data and populate the new system with this information.
<p>Identify and implement processes to maintain accurate and up to date Skills (Welsh Language) data</p> <p><b>Target Date:</b> March 2009 <b>Review :</b> March 2010</p>	Workforce Information Manager with guidance from Policy Officer (WL)	<p>Current data is captured through survey once every three years. Last completed 2008 and is scheduled for repeat 2011.</p> <p>Review of best practice (as above) will include reviewing best practice on how other organisation capture and maintain accurate data on Welsh Skills.</p>
<p>Include data regarding employee skills (Welsh language) in Workforce Monitoring Report</p> <p><b>Target Date:</b> From June 2008</p>	HR : Workforce Information Manager	Welsh Language Skills included in Annual Workforce Information report from 2007/2008 published February 2009
<p>Keep WLB informed of progress (Annual Report)</p> <p><b>Target Date:</b> From 2008</p>	Policy Officer (WL)	
<p>Identify how to collect information on the language skills of agency / contract staff (as part of Managed Agency Project)</p> <p><b>Target Date:</b> March 2008</p>	HR Service Managers and MASS provider	Contract Manager for MASS appointed March 2009 and is working with WL Policy Officer to develop capture and recording of welsh language skills data

## Welsh Language Board Recommendation 2

Review and revise Employee Skills Strategy (Welsh Language)

Improvement Action	Responsibility	Progress
<p>Establish Task and Finish Group to review and revise the strategy</p> <p><b>Target Date:</b> January 2009 <b>Revised Date:</b> January 2010</p>	Policy Officer (WL)	Resourcing issues have led to a delay in establishing task and finish group to review progress on achievement of Welsh Language Skills Strategy. Agreed HR Operations Manager and HR Manager – Policy will take forward with WL Policy Officer.
<p>Submit strategy for formal Welsh Language Board approval</p> <p><b>Target Date:</b> June 2009</p>	Policy Officer (WL)	As above

## Welsh Language Board Recommendation 3

Identify skill requirements (Welsh language) of Council posts

Improvement Action	Responsibility	Progress
<p>Formally assess the Welsh Language Skills requirements of all public-facing posts as part of the Single Status project</p> <p><b>Target Date:</b> December 2008</p> <p><b>Revised Date:</b> Target date for implementing Recommendation 3 will be determined by completion of single status implementation.</p>	Policy Officer (WL) in conjunction with Single Status Project Manager and HR Managers	<p>Single Status project no longer considered appropriate as a method of assessing current roles. Phased assessment has been agreed as follows:</p> <ul style="list-style-type: none"> <li>• Assessment of Customer facing posts as identified in WLI 2 – completed</li> <li>• All newly created posts – with immediate effect and is ongoing</li> <li>• New vacancies for all existing posts</li> <li>• Remaining posts</li> </ul>

**Welsh Language Board Recommendation 4**

Conduct a Welsh language skills gap analysis

<b>Improvement Action</b>	<b>Responsibility</b>	<b>Progress</b>
<p>Compare data from employee language skills audit against posts that require Welsh language skills, to identify skills gap</p> <p><b>Target Date:</b> March 2009  <b>Revised Date:</b> Target date for implementing Recommendation 4 will be determined by completion of single status implementation</p>	<p>Workforce Information Manager with support from Policy Officer (WL)</p>	<p>Please see above for approach to the capture of post requirements.</p> <p>In the meantime we will continue to build linguistic skills profile of our employees.</p>
<p>Inform Directors and Members of the results of the skills gap analysis</p> <p><b>Target Date:</b> June 2009  <b>Revised Date:</b> As above</p>	<p>Assistant Director HR (Members)</p> <p>HR Managers (Directors)</p>	<p>To be arranged following completion</p>
<p>Include information on language skills as part of Annual Performance Report</p> <p><b>Target Date:</b> From October 2009</p>	<p>HR Workforce Information Manager</p>	

**Welsh Language Board Recommendation 5**

Work with young people to promote posts that require Welsh language skills

<b>Improvement Action</b>	<b>Responsibility</b>	<b>Progress</b>
Identify opportunities to promote posts that require Welsh language skills, e.g. to Welsh-medium schools / other schools and colleges, and Schools Careers Service in the county and neighbouring counties,  <b>Target Date:</b> From 2009	All directorates with support from Head of HR Operational Services and Policy Officer (WL)	Training for HR team now completed. Senior HR Advisors will lead on advice to Managers and will develop pro active attraction strategies during recruitment for brand new posts and those requiring welsh language skills as part of phased approach.
Consider Graduate Sponsorship / Training / Scholarship Scheme for Welsh- speakers in 'hard to fill' posts  <b>Target Date:</b> From 2009	All directorates with support from Head of HR Operational Services and Policy Officer (WL)	HR looking to develop a wider graduate scheme as part of the people strategy plan 2009 – 2012.
Promote Modern Apprentice Scheme to Welsh-speakers  <b>Target Date:</b> From 2009	All directorates with support from Head of HR Operational Services and Policy Officer (WL)	The Modern Apprentice Scheme is promoted to all high schools in Flintshire, including Ysgol Maes Garmon, and all recruitment advertisements are bilingual.
Include relevant commitment in revised Welsh Language Scheme  <b>Target Date:</b> January – March 2009	Policy Officer (WL)	A new date of December 2009 has been agreed with the Welsh Language Board to submit the revised Welsh Language Scheme
Include relevant actions in revised Welsh Language Skills Strategy  <b>Target Date:</b> June 2009	Policy Officer (WL)	The relevant actions will be included in the revised strategy.

**Welsh Language Board Recommendation 6**

Build and maintain working relationship with the Welsh for Adults Centre, Bangor University

<b>Improvement Action</b>	<b>Responsibility</b>	<b>Progress</b>
<p>Make initial contact regarding current training needs and aspirations</p> <p><b>Target Date:</b> November 2007</p>	Policy Officer (WL)	The Policy Officer (WL) met with Pam Evans-Hughes of the <b>Welsh for Adults Centre, Bangor University</b> on 31 March 2008.
<p>Consult the Welsh for Adults Centre as part of the review of the Welsh Language Skills Strategy</p> <p><b>Target Date:</b> Autumn 2008</p>	Policy Officer (WL)	New target date January 2010

**Welsh Language Board Recommendation 7**

Use appraisal system to facilitate implementation of the Welsh Language Scheme

<b>Improvement Action</b>	<b>Responsibility</b>	<b>Progress</b>
<p>Identify process and timescales for reviewing current appraisal arrangements, with a view to using the appraisal process to assess employees' skills (Welsh language), identifying Welsh language training needs of staff, monitoring progress and development of those undertaking Welsh courses, and update language skills data on HR system</p> <p><b>Target Date:</b> March 2010</p>	<p>HR Service Managers HR Manager – Policy Policy Officer (WL)</p>	<p>The new People Strategy 2009-2012 will focus on improving the capacity of all our employees and will include a review of our current performance management system and processes. The development of our capacity to provide services in Welsh will be included in this.</p>

**Welsh Language Board Recommendation 8**

Seek opportunities to survey members of the public relating to Welsh language services and consider pertinent monitoring measures

<b>Improvement Action</b>	<b>Responsibility</b>	<b>Progress</b>
<p>Ensure that future public surveys include questions relating to the provision of services in Welsh</p> <p><b>Target Date:</b> From November 2007</p>	<p>Policy Officer (WL) / Corporate Communications / Directorates</p>	<p>A Consultation and Engagement Directory of Groups and Organisations, which includes reference to a number of Welsh language groups, has been developed and approved and is available on the Council's intranet. The directory provides officers with an easily accessible route to a range of categories of people who help to make up Flintshire's population.</p> <p>The Council has an approved monitoring form which determines respondents' preferred language. At analysis stage, it can then be identified whether the views of Welsh speakers have been captured and by means of cross tabulation, satisfaction levels of Welsh preference respondents can be determined. This monitoring form must be used for all surveys undertaken by the Council.</p> <p>The development of Consultation and Engagement training modules are nearing completion which include reference to the need to seek the views and opinions of Flintshire's Welsh speaking population and how that may be achieved.</p>
<p>Consider SLA with Menter Iaith to undertake monitoring / mystery shopper exercises</p> <p><b>Target Date:</b> April 2008</p>	<p>Corporate Communications Policy Officer (WL)</p>	<p>No progress to date.</p>

<b>Improvement Action</b>	<b>Responsibility</b>	<b>Progress</b>
Consider holding focus groups to ask for public opinion on Welsh-medium service provision and use data to inform service planning  <b>Target Date:</b> Autumn 2008	Policy Officer (WL)	No progress to date.
When reviewing the Scheme in 2009 include a commitment to seek the views of the Council's Welsh speaking customers regarding the provision of services in Welsh  <b>Target Date:</b> January – March 2009	Policy Officer (WL)	New target date December 2009

### **Welsh Language Board's General Recommendations from its Overview Report**

<b>Improvement Action</b>	<b>Responsibility</b>	<b>Progress</b>
Formalise overall responsibility for developing a bilingual workforce  <b>Target Date:</b> TBA	TBC	Task and Finish Group to be established. Will include a review of the Welsh Language Skills Strategy and need to establish scope, roles, responsibility and timescales for implementation including approach to developing a bilingual workforce.
Identify budget required for implementing staffing-related WLS commitments <b>Target Date:</b> Annually from 2008	Head of HR and OD Policy Officer (WL)	To be considered as part of People Strategy development
Ensure that annual budgeting process ensures that sufficient funding is available to provide training for 'Welsh essential' posts. <b>Target Date:</b> Annually	Corporate Management Team (CMT), Service Managers and Policy Officer (WL)	Ongoing
Consider one-off budget bids for monitoring implementation of the WLS <b>Target Date:</b> Annually from 2008	CMT, Corporate Communications, Policy Officer (WL)	No progress to date



**Welsh Language Scheme Monitoring Report 2008-09**

# **Welsh Language Scheme Complaints Improvement Plan**

**Progress Report 31 March 2009**



## Welsh Language Board Recommendation 1

The situation where staff are not using the database correctly and not updating the necessary fields when they have finished dealing with a complaint needs to be remedied by means of specific guidelines/ training or adopting a procedure where named officers are given individual codes for inclusion on all their caseload of complaints. They will then be responsible and accountable for updating and closing the file on a complaint.

Improvement Action(s)	Responsibility	Target Date	Progress
Update the Compliments, Comments and Complaints Database (CCCD) to include a number of mandatory fields to ensure that the database is updated correctly.	Customer Services Officer / Administration Manager	01.04.2009	Complete
Revise staff guide to reflect changes to CCCD and issue to all staff with access to the database.		31.07.09	Review in progress
Provide one-to-one training on the use of the CCCD on request.		Ongoing	Ongoing

## Welsh Language Board Recommendation 2

### Requires Urgent Attention

Compliments, comments and complaints – Guidelines for staff – needs to state:

- That the public are welcome to present compliment, comment and complaints in either Welsh or English
- That a lack of service in Welsh or lack of continuity of service in Welsh is a 'type' of valid complaint, and
- That a member of the public, who wishes to present a compliment, comment or complain in Welsh should be transferred to the Policy Development Officer - Welsh Language. Her contact details should be included for the expediency of other County Council staff who deals with complaints.

Improvement Action(s)	Responsibility	Target Date	Progress
<p>The CCCD does have an area to identify a customer's language preference choice. This includes the options English and Welsh. Make it mandatory to complete this section.</p>	<p>Customer Services Officer / Administration Manager</p>	<p>01.04.09</p>	<p>Complete</p>
<p>Update staff guide accordingly.</p>		<p>31.07.09</p>	<p>Review in progress.</p>
<p>Amend the CCCD so that all complaints about non compliance with the Welsh Language Scheme are copied to the Policy Officer – Welsh Language.</p>		<p>30.04.09</p>	<p>Complete.</p>
<p>Direct all complaints to the service being complained about in accordance with the complaints procedure. Procedures are in place within the Authority for dealing with correspondence and customers in Welsh.</p>		<p>Ongoing</p>	<p>Ongoing</p>
<p>Amend the CCCD so that it prompts staff to confirm whether the complaint relates the Welsh Language Scheme.</p>		<p>01.04.09</p>	<p>Complete.</p>

### Welsh Language Board Recommendation 3

#### Requires Urgent Attention

Details regarding how Welsh complaints and complaints about services in Welsh will be reported to the County Council's senior management should be discussed and agreed and confirmed in the Welsh Language Scheme Monitoring Plan. This should include a confirmation of which senior manager will be responsible for monitoring the Welsh Language Scheme in accordance with the Welsh Language Board's statutory guidelines (8iv).

<b>Improvement Action(s)</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress</b>
Consider this recommendation when developing a Monitoring Plan as part of the review of the Welsh Language Scheme	Policy Officer – Welsh Language	February 2010	Review of the Welsh Language Scheme has been scheduled to commence in July 2009

### Welsh Language Board Recommendation 4

#### Requires Attention in the Short Term

The corporate complaints database should include the following mandatory information when recording all complaints namely, coding complaints about the Welsh service to gain a corporate overview, to improve services to the public and maximise resources.

<b>Improvement Action(s)</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress</b>
Update the CCCD to include a mandatory field about compliance with the Welsh Language Scheme. This will allow specific reports to be printed in relation to this e.g. number of complaints about non compliance with the Welsh Language Scheme, Directorate, Service, dates etc.	Customer Services Officer / Administration Manager	01.04.09	Complete.

## Welsh Language Scheme Monitoring Report 2008-09

### Progress against ICT Targets and Timetable

#### 1. Purpose of the Report

The report provides an update on progress made in relation to the tasks identified in the councils Welsh Language Scheme in relation to ICT.

#### 2. Background

Within the councils Welsh Language Scheme, there are 6 areas which specifically relate to ICT within the council. In order to be able to achieve these requirements, a range of consultation has been undertaken to ensure that there is a clear understanding of what the Welsh Language Board require and what they would consider to be “practical and appropriate” This is important as it is a phrase which occurs on a number of occasions in the Welsh Language Boards “Bilingual Software Guidelines and Standards.

The authority’s Welsh Language Policy Officer has been consulted throughout the process and work has also begun in terms of broader consultation with other Welsh Authorities through the Society of IT Management (SOCITM) Web group and with the Welsh Language Board.

#### 3. Update

##### 3.1 Progress against Section 3.2 of Welsh Language Scheme.

*”Review all IT systems used to generate correspondence and prepare a report on their ability to comply with the requirements of this Scheme (section 3.2 of Welsh Language Scheme)”*

All business systems have system owners. These are not ICT staff but staff based within the specific service areas that the system relates to. They are responsible for authorising changes to the system as well as new users. System owners for in house developed applications have all been asked to complete an assessment relating to whether any correspondence is generated by the system. If it is then they have been asked to indicate if they produce this bilingually or if the system holds a language preference indicator allowing correspondence to be generated solely in Welsh if required. The supplied system library is currently being redeveloped and when complete the same will be done for all of these systems. A report can then be prepared giving system name, an indication of compliance and the system owner’s name. This is likely to be complete by 31<sup>st</sup> May 2009. The report will be sent to the Welsh Language Policy Officer who can then discuss compliance issues direct with the system owners.

3.2. Progress against Section 4.13 of Welsh Language Scheme

*"all databases and computerised or electronic systems that feed the Council's websites with information will hold bilingual information. The Council will agree a programme to convert monolingual systems into bilingual systems within the lifetime of the scheme, taking into account the Council's corporate ICT Strategy".*

This is now complete. All databases and computerised or electronic systems, which feed the website and have been written in house currently hold information in both English and Welsh.

A new web content management system has been implemented. This system is based on a workflow model which means that at a specific stage prior to publication, all information to be published via the website must be sent for translation. There are some agreed exceptions to this in relation to a need to publish emergency information. In this case, best endeavours are to translate before publication but if this isn't possible, English only text is published until a translation is available.

There is a strong commitment to the Welsh Language in the ICT technical specification which is used to evaluate new systems particularly in the case of new business systems which have web based public interfaces,. It should be noted that this does not necessarily guarantee that a Welsh solution will be available. Suppliers of local government business systems are reducing in numbers due to acquisitions and mergers of software companies. This is resulting in reduced choice in the market place. The ability in these instances to comply very much depends upon the number of suppliers and whether there is additional cost for the provision of the Welsh language element of the software. Where compliance is not possible for these reasons, notification will be sent to the Welsh Language Board along with a copy to the Welsh Language Policy Officer.

This is also the case where business systems were procured some time ago but the company has now developed a web based module. There had been some hope that a third party company called *Draig*, who helped the Welsh Language Board to develop the software standards, could assist in this area as they have developed a product called *Interceptor* which allowed data from a supplied business system to be 'pushed' through the product, translated and sent back to the application. They have now accepted that their focus is around Microsoft based applications which makes the use of the product very limited and unlikely to be of significant use.

3.3 Progress against Section 6.2 ICT Action (i) of Welsh Language Scheme.

*"Include a commitment in the Councils ICT Strategy to implement the Welsh Language Boards ICT Standards"*

This is complete. There has been a commitment in the Strategy since it was developed in 2005.

3.4 Progress against Section 6.2 ICT Action (ii) of Welsh Language Scheme

*"Undertake an audit of the Council's ICT systems in order to ascertain whether they are able to, and do, meet the commitments given in this Scheme, and present a report to the Executive".*

This will be possible as soon as the review of systems indicated in 3.2 is complete. Estimated completion of this item is July 30<sup>th</sup> 2009

3.5 Progress against Section 6.2 ICT Action (iii) of Welsh Language Scheme.

*"Prepare detailed guidance for staff regarding the purchase and development of ICT systems and software to meet the Council's needs based on the requirements of this scheme and the Welsh Language Boards IT Standards"*

This work is complete. The ICT Technical Specification which is used in all procurements of ICT systems has a specific section relating to Welsh Language requirements. For in house developed applications, a complete review of the development lifecycle and associated standards has been undertaken. Part of this review has focused on the requirements of the Welsh Language Board in relation to IT and they have been incorporated. The councils Welsh Language Policy officer has been consulted during the development of these standards.

It should be noted at this point that some of the standards are aspirational, and it has been recognised by the authors of the standard that some of them cannot be technically achieved at this point.

It should also be noted that when procuring applications from external suppliers, the market is reducing significantly and there can sometimes only be one or 2 suppliers for a specific business system. In these instances it is becoming increasingly difficult to gain a commitment to the Welsh Language which is cost effective for the council. In these instances, the Welsh Language Board will be notified.

3.6 **Progress against Section 6.2 ICT Action (iv) of Welsh Language Scheme**

*"Prepare an action plan setting out how the Council will mainstream the Welsh Language in the field of ICT and meet the Welsh Language Board's IT Standards"*

This work is complete. For procured applications, the ICT technical specification contains strong requirements for both back office and public facing systems. For in house developed applications, the development lifecycle and associated standards have been redeveloped to ensure that

any public facing application can be presented in Welsh. For existing applications, we will work with the suppliers to try and reach a cost effective, compliant solution that meets the requirements of the standards. Where this is not possible, we will ensure that the Welsh Language Board are informed and that they may be able to exert some pressure on these suppliers to assist with compliance.

#### **4. Conclusion**

Within the ICT Division there is a clear understanding and strong commitment to deliver the requirements of both the councils Welsh Language Scheme and the Welsh Language Boards ICT standards. There has been significant work undertaken in developing workflow based systems to assist developers in meeting these standards. We are also committed to working with the Welsh Language Board in terms of achieving supplier compliance and also to get a greater understanding of the costs involved in achieving compliance. The only tasks that remain are to present a final report in terms of the compliance of existing business systems as indicated in sections 3.4 and 3.5.

**Translation Unit Review**

<b>Action</b>	<b>Details of Work Undertaken</b>	<b>Review Date</b>
Identifying resources to meet the demand for translation services and making appropriate provision.	<p>At the time this report was published it was identified that there is a need for the full time equivalent of two and a half Welsh translators.</p> <p>Currently there is a half time translator, a full time translator where the postholder is on maternity leave and a vacancy for a full time translator. Attempts have been made to recruit to both full time positions on a permanent basis and a temporary basis for maternity cover. However it has not been possible to recruit to these posts.</p> <p>The translation service is being resourced by one part time translator and the majority of the translation requests are outsourced to private translators.</p>	31.08.09
<b>Establishing formal procedures for monitoring the standard and quality of the work of internal and external translators and making appropriate provision.</b>	<p>Informal procedures have been implemented that afford the internal translators the opportunity to discuss translation issues and work together to ensure a consistent and quality service is delivered by the Unit.</p> <p>The Translation Unit will explore the option of collaborating with other Local Authorities with a view to implementing an independent review of translation work undertaken by internal and external providers at agreed intervals.</p> <p>The Translation Unit now schedules time in to our permanent staff to proof read large documents translated by external providers.</p>	31.08.09
<b>Establishing methods of ensuring consistency in the use of terminology and text formulation and making appropriate</b>	<p>The Unit has established methods of ensuring consistency in the use of terminology by introducing weekly team meeting/brainstorming sessions with translators.</p> <p>The weekly meetings allow the translators to discuss issues such as the use of terminology and text formulation. It also</p>	Complete



Action	Details of Work Undertaken	Review Date
<b>provision.</b>	allows the translators to keep their Dictionary of Terms up to date and ensures templates and corporate documents are reviewed, thus ensuring consistency of work released by the Unit.	
<b>Identifying how the Translation Unit may best contribute to Scheme implementation in the broader context.</b>	The Translation Unit manager will need to liaise with the Welsh Language Officer in regard to this.	31.08.09
<b>Supporting translators to further develop their translation skills and professional qualifications.</b>	<p>The Translation Unit manager meets staff on a regular basis via team meetings and has also undertaken staff appraisals. Appraisals are carried out on an annual basis to include a 6 month review. As part of the appraisal process, personal development needs are discussed and support and training is reviewed on an individual basis.</p> <p>The translators are supported by their manager to further their translation skills and professional qualifications as required. Development needs of each translator are held confidentially by the manager and action is taken as agreed between staff and management.</p>	Complete
<b>Identifying the costs / benefits of purchasing simultaneous translation equipment and advising on the most appropriate arrangements for the Council.</b>	<p>The Translation Unit does not have the resource to provide a simultaneous translation service at present.</p> <p>The Unit has received a few enquiries about simultaneous translation and these requests have been managed by sign-posting staff to external providers.</p> <p>As the Unit does not have the demand for this provision, no further work has been carried out to identify cost or benefits of purchasing simultaneous translation equipment.</p>	Complete
<b>Supporting Members' communications</b>	The Translation Unit is committed to supporting communications with all of the Council's customers. It has not received any	31.08.09

Action	Details of Work Undertaken	Review Date
<b>with Welsh speaking constituents.</b>	<p>requests for support from Members with their Welsh speaking constituents to date.</p> <p>The Translation Unit Manager and Welsh Language Officer will work the Members Support Team to promote the translation facilities available.</p>	
<b>Supporting the Welsh Assembly Government's broad vision for the Welsh language.</b>	The Translation Unit manager will liaise with the Welsh Language Officer in regard to this.	31.09.2009
<b>Supporting other organisations in the communities we serve to operate bilingually by offering the specialist advice and guidance of the Translation Unit.</b>	The Translation Unit is unable to provide a translation facility to other organisations due to staff resource issues within the unit and the difficulties the unit is experiencing in recruiting staff. Enquiries are referred to external translators.	Complete

## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

**REPORT TO:**     **EXECUTIVE**  
**DATE :**           **14 JULY 2009**  
**REPORT BY:**   **DIRECTOR OF ENVIRONMENT**  
**SUBJECT :**       **TOWN ACTION PLANS**

### **1.00 PURPOSE OF REPORT**

1.01 To inform Members of how Town Action Plan projects will be funded in 2009/10 and to secure Member agreement for the process of approving applications for assistance.

### **2.00 BACKGROUND**

2.01 The Town Action Plan process was approved by Executive on 16th September 2008. Workshops have now been held in each of the 7 main towns (Buckley, Connah's Quay, Flint, Holywell, Mold, Queensferry, Shotton) through period March to June 2009, and partnerships are now being established in each town to agree actions and develop the Town Action Plans.

2.02 £307,000 funding is available to implement Town Action Plans in 2009/10. This consists of £187,000 Flintshire County Council Capital Programme (allocated by Executive on 13th May 2009), together with the £120,000 from Strand 1 of the Welsh Assembly Government Tidy Towns Programme (allocated by Executive on 10th March 2009).

2.03 A bid is now being submitted to WAG for support for the programme under the Strategic Capital Investment Fund (SCIF) 2010/11.

### **3.00 CONSIDERATIONS**

3.01 The Town action plan process commenced in October 2008, with the identification of a series of 'quick win' projects. These included a wide range of measures designed to help instil confidence back into the town centres. They included;

- the development of a number of allotment gardens and 'pocket parks'
- the support of a 'Shop Doctor' scheme which was taken up by 70 retailers throughout the county
- town 'spring cleans' and window dressing projects in vacant shops
- improved visitor signage.

It is now intended to move the programme into the next phase of operation, through the establishing of Town Partnerships, involving local businesses, the Town Councils and other interested stakeholders. The Town Partnerships will develop a long term vision and action plan for their respective town. This will allow the development of the longer term view needed for reviving our town centres. Projects emerging through this process will then be considered for support in the way set out below.

3.02 It is proposed to deliver the Tidy Towns and FCC support as a single programme to deliver the Town Action Plan approach. The Town Action Plan process will generate two types of project:

- (1) projects initiated by the local Town Partnership.
- (2) projects initiated by FCC to benefit more than one town.

Projects will be assigned funding from whichever funding source is most appropriate and priority will be given to projects that can demonstrate a meaningful and measurable impact in meeting the priorities of the Town Action Plan.

3.02 Most projects will be identified and developed by the Town Partnerships acting through the Town Action Plan process and be located in one of the 7 towns. Projects that meet the needs of more than one town (e.g. the successful 'Shop Doctor' scheme which ran in 2008/9 and assisted 35 retailers from across the county), will also be encouraged.

3.03 Projects will address one or more of the following priorities:

- (a) sustainable improvements to the built and green environment;
- (b) measures to increase viability and vitality of businesses;
- (c) measures to increase footfall (e.g. customers/visitors).

3.04 Projects will be subject to a detailed and objective assessment process to ensure that they:

- have a significant and measurable impact on the priorities outlined in 3.03;
- form part of a joined up approach to regenerating the town centres;
- are realistic, accurately costed and meet all necessary statutory requirements;
- are sustainable and offer good value for money.

Officers will support projects during their development so that they have the greatest impact on the area. Projects that do not meet the criteria above will not be supported.

3.05 It is proposed that projects that are eligible for support will be considered by the Flintshire Regeneration Partnership. The Regeneration Partnership plays a key role in steering and monitoring regeneration in Flintshire. See Appendix for scoring criteria.

3.06 Such an approach will not only add value to the process and the projects themselves, but will also link project ideas to the wider Flintshire regeneration approach and bring the resources of partner organisations to support the process. The membership of the Regeneration Partnership is attached.

3.07 In addition to the £120,000 Tidy Town Funding discussed above (Strand 1), Members agreed to allocate the balance of £18,000 for 2009/10 as follows: (Executive 10th March 2009);

Strand 2 - £10,000 allocated to support community actions to maintain and improve the rivers in Flintshire. This will be delivered by FCC Countryside Services.

Strand 3 - £8,000 allocated to support community clean-up activities across the whole of the County. This will be operated as a small grant scheme with a maximum grant value of £500. It is proposed that applications be considered by the Portfolio Holder for Regeneration, Tourism and Property.

#### **4.00 RECOMMENDATIONS**

4.01 Members are asked to approve the project approval process, as described above.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The full costs of the Town Action Plan process as set out above are all within budget. Welsh Assembly Government have confirmed their allocation of £138,000 for 2009/10.

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

6.01 Town centres play a key role in providing accessible goods and services for those most vulnerable.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 The Town Action Plans will seek to meet a range of economic, social and environmental concerns. Transport and accessibility will also be key elements within the plans.

#### **8.00 EQUALITIES IMPACT**

- 8.01 The Town Action Plan will seek to help local service centres remain viable. These centres provide vital locally based services, especially to those without access to private transport.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 Existing Regeneration Officers will lead the development of the Town Action Plans. Support and involvement will also be required from officers across the council.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 Considerable consultation has already been undertaken in the Town Action Plan Process. This will continue and the establishment of multi-agency town partnerships will be key to the process.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 As above, consultation undertaken already includes a pedestrian survey, household telephone survey, postal business survey, stakeholder and Town Action Plan workshops. Consultation has also been undertaken with Flintshire County Council Officers.

#### **12.00 APPENDICES**

- 12.01 Membership of the Flintshire Regeneration Partnership

- 12.02 Town Action Plan Scoring Criteria for Strand 1 Tidy Towns Funding (£120,000) and FCC Capital Funding (£187,000)

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

None

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## Flintshire Regeneration Partnership

### Membership

- Flintshire County Council Director of Environment
- Portfolio Holder for Environment, Tourism and Property
- Local Health Board
- Welsh Assembly Government
- North Wales, Ellesmere Port and Chester Chamber of Commerce
- Mold Business Partnership
- Airbus UK
- Guy Woodcock (Deeside Industrial Park)
- Flintshire Tourism Association
- Cadwyn Clwyd
- Flintshire Rural Partnership
- Deeside College
- Flintshire Local Voluntary Council
- Communities First partnerships
- Careers Wales
- Pennaf Limited
- Groundwork Wrexham and Flintshire
- Countryside Council for Wales

Town Action Plan Scoring Criteria for Strand 1 Tidy Towns Funding (£120,000) and  
FCC Capital Funding (£187,000)

It is proposed that projects will be initially assessed by FCC Officers to establish the following:

- That the project is located within one of the town centres, or in an adjacent area (with justification).
- That the project has been initiated by the Local Town Partnership (or FCC for projects that benefit more than one town).
- That the project fits with the priorities of the Town Action Plan.
- That a lead body has been identified and that they are constituted and able to deliver the project. Applicants must show clear written agreement from the Town Partnership confirming this.
- That the project does not conflict with council policy.
- That the project hasn't already started.
- That the project is deliverable, e.g. whether land ownership has been established and permissions sought, whether any statutory consents are required and in place.
- That an option appraisal has been undertaken in the case of large capital projects.
- That there is a clear plan for ongoing maintenance of capital programmes (including maintenance of any equipment purchased).

Projects that pass the initial assessment will be discussed, scored, approved and where possible, enhanced by the Regeneration Partnership. The projects will be scored objectively with the following criteria:

- That the project will have a significant and measurable impact on one or more of the three priorities:
  1. Sustainable improvements to the built and green environment
  2. Will increase the viability and vitality of businesses in the town
  3. Will encourage footfall in the town centre (customers and visitors)
- That the project demonstrates value for money in terms of the impact of the proposals compared to the level of funding requested and also whether additional funding contributions have been sought.
- There is evidence of how the project will be managed. This is likely to be a list of the organisations involved, individual's roles, project plans, identified milestones. Identified risks and mitigating actions. That regular project monitoring will be undertaken.
- That the local community are involved wherever possible.
- That consideration has been given to the needs of biodiversity (i.e. that biodiversity will not be harmed because of the project, and/or that biodiversity will benefit).
- That projects funded by the Tidy Towns Funding, align to the objectives of the programme.



## FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

**REPORT TO:** **EXECUTIVE**  
**DATE :** **14 JULY 2009**  
**REPORT BY:** **DIRECTOR OF COMMUNITY SERVICES**  
**SUBJECT :** **DEVELOPMENT OF DEMENTIA SERVICES FOR OLDER  
PEOPLE IN FLINTSHIRE**

### **1.00 PURPOSE OF REPORT**

- 1.01 To seek Executive approval to realign the budget for Older People Services to enable service redesign to meet future challenges both in demographic growth and complexity of care.

### **2.00 BACKGROUND**

- 2.01 Recent reports and research have highlighted the shortcomings in the current provision of dementia services in the UK. There are currently 700,000 people in the UK with dementia; over the next 30 years numbers will double to 1.4 million with costs trebling to over £50 billion a year. In Flintshire, it is estimated that 1,600 people over 65 years of age currently have a formal diagnosis of dementia. By 2020 it is projected that this will increase to approximately 2,200, an increase of 38%. The Alzheimer's Report "Out of the Shadows" also reports that many thousands of older people are living with dementia cared for by family members without having any form of formal diagnosis or testing. Flintshire's services for people with dementia are underdeveloped and are one of the key priorities in the Health Social Care Well-being Strategy, promoting partnership working to address the agreed joint priorities.
- 2.02 It is clear that there is a vast amount that can be done to improve and maintain quality of life living with dementia. Positive input from health and social care services and from the third sector and carers of people with dementia can make all the difference between living well with dementia and having a poor quality of life. Research (System's modelling Learning Network 2009) shows that providing social care support for people with dementia at an earlier stage can result in a slow down in the rate at which people progress from a low to moderate level of need, resulting in them being maintained in their own homes for an average of two years longer. Currently diagnosis and contact often occur late in the illness and / or in crisis when opportunities for harm prevention and maximisation of quality of life have passed.
- 2.03 Apart from family members or friends, who provide the vast bulk of care and support, home care is probably the single most important service involved in

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Date: 07/07/2009

supporting people with dementia in their own homes. The Commission for Social Care Inspection in England (CSCI) has found that :

- Good quality, flexible home care services contribute significantly to maintaining people's independence, reducing social isolation, preventing admissions to care homes and hospitals, and supporting carers;
- Continuity, reliability and flexibility of home care services is important in ensuring that people with dementia and their carers have choice and control over the services they receive;
- Task based as opposed to outcome based work are problematic for people with dementia;
- Lack of time and inconsistency of worker are particularly problematic for people with dementia.

Some examples of innovative practice are emerging from dedicated homecare dementia teams most notably the Jack Daw scheme in Nottingham, Oasis in Southwark and Side by Side in Worcester. Flintshire propose to take forward a new model of service delivery for older people with dementia through the implementation of the Living Well Dementia Service.

#### 2.04 Strategic Drivers

The strategic objectives set out in the Older People's Service and Commissioning Plan 2009 - 11 are maintained within a performance management framework that includes both national performance targets, local performance indicators and risk indicators.

**Key performance indicators which are reported quarterly and which are significant in measuring services include:**

Reference	Performance Indicator
SCA/002 (NS2)	<i>The rate of older people (aged 65 or over): Supported in the community per 1,000 population aged 65 or over at 31 March Whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March</i>
SCA/003	The percentage of clients, in the following age groups, who are supported in the community during the year: Aged 18-64 Aged 65+
SCA/010	The rate per 1,000 adult clients assessed during the year who are provided with electronic assistive technology as part of a package of care
SCA/001 (NS1)	<i>The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over</i>
SCA/018	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year The percentage of carers of adults who had an assessment or review of their needs in their own right during the year

The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service

The percentage of new carers of adults who are awaiting an assessment in their own right at the end of the year

**Social Services for Adults' Strategic Assessment of Risks and Challenges 2009-10 includes in its objectives:**

- To remodel and refocus services to promote independence
- To develop a range of services for older people with mental health needs - jointly with health partners.
- To develop a range of Intermediate Care Services

### **3.00 CONSIDERATIONS**

#### **3.01 Planned Developments to meet future demands**

3.1.1 To extend dementia related services to meet future need it is proposed that we need to develop a dementia specialist team - the Living Well Dementia Service which will work closely with the Reablement Team and homecare providers as well as with other services within the Directorate and partner agencies and most importantly with service users and their family / carers.

#### **3.02 Achieving these developments**

3.2.1 Service redesign is critical to ensure that Flintshire is well placed to meet future demands and this needs to be undertaken alongside the continuation of existing service provision to endure minimum disruption to service users and their families.

3.2.2 The proposal is to realign the current Older People's Service budget by moving resources from the long-term care residential purchasing budget to enable the development of more flexible and specialist community based provision. This is being proposed alongside utilising grant funding from the Welsh Assembly Government's Independence and Well-being fund and Continuing Health Care fund.

3.2.3 The Living Well Team (Dementia Service) would require the following :

- 1 x Specialist Team Manager (EMH)
- 1 x Specialist Occupational Therapist (EMH)
- 1 x Specialist Social Worker (EMH)
- 1 x Specialist Day Support Officer (EMH)
- 1 x Senior Care Worker (EMH)
- Transfer of 100 hours from in-house Homecare to Living Well Dementia Service.
- Replacement funding for 100 hours to the Independent Sector homecare purchasing budget.

- 3.2.4 The Living Well Dementia Service will develop a new approach to Dementia Care in a domiciliary setting. It will move away from traditional "task and time" visits to a more focussed and person centred service delivery model. The proposed service model will initially be trialled in East Flintshire (Deeside locality) where joint working with the Community Mental Health teams is well established and yet recent figures indicate that use of the Mental Health Act for older people aged 80 years and over is highest.
- 3.2.5 Formal evaluation of the Living Well Dementia Service will inform future in-house service refocus and mainstreaming of a specialist service model across Flintshire from within existing resources.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Executive approves the realignment of £148,182 within the Older People's Service budget as set out in 5.01 a) below.
- 4.02 That Executive notes that following a period of development consideration will be given to extending the service model to other areas within Flintshire.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The service redesign is to be funded in the following way :-

The estimated costs of establishing the Living Well Dementia Service is to be met by the following funding streams :

a)

- **Older People Service Budget Realignment - £148,182 - permanent funding arrangement**
- Specialist Occupational Therapist - £36,733 EMH
- Specialist Social Worker - £39,615 EMH
- Day Support - £27,474 EMH
- Senior Care - £24,360 EMH
- Mileage - £20,000

b)

- **Independence and Wellbeing (WAG Grant) - £111,540, (after 2 year funding grant ends, this will be funded by base budget as part of ongoing refocus of Homecare Services.**
- 100 staff hours of home care - £111,540

c)

- **Continuing Health Care Funding (WAG Funding) - £44,425 - The continuing health care is reoccurring funding.**
- Specialist Team Manager (EMH) - £44,425

**6.00 ANTI POVERTY IMPACT**

6.01 None.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None.

**8.00 EQUALITIES IMPACT**

8.01 None.

**9.00 PERSONNEL IMPLICATIONS**

9.01 In order to effect the service redesign the posts specified in para 3.2.3. will be created.

**10.00 CONSULTATION REQUIRED**

10.01 Any new posts will be established in consultation with Human Resources.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Consultation has been undertaken with NHS colleagues.

**12.00 APPENDICES**

12.01 None.

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

Strategic plans

Mental Health Actions - Annual report 2008 - 2009

Older People Service Plan 2009/11

Fulfilled Lives, Supportive Communities

Council Review of Strategic Assessment of Risks and Challenges

Directorate Business Plan

Older People's Services and Commissioning Plan

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**FOR INFORMATION**

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:** EXECUTIVE  
**DATE:** 14 JULY, 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 31<sup>st</sup> October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

**3.00 RECOMMENDATION**

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

**4.00 FINANCIAL IMPLICATIONS**

4.01 As detailed in each report.

**5.00 ANTI-POVERTY IMPACT**

5.01 As detailed in each report.

**6.00 ENVIRONMENTAL IMPACT**

6.01 As detailed in each report.

**7.00 EQUALITIES IMPACT**

7.01 As detailed in each report.

**8.00 PERSONNEL IMPLICATIONS**

8.01 As detailed in each report

**9.00 CONSULTATION REQUIRED**

9.01 Not applicable

**10.00 CONSULTATION UNDERTAKEN**

10.01 Not applicable

## **11.00 APPENDICES**

11.01 Summary of Decisions taken under Delegated Powers.

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

Background documents: See individual report.

Contact Officer: See individual report.

**APPENDIX 1**

**EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN**

**Directorate**

**Subject**

Environment

Disposal of land adjacent to 39 Tegid Way,  
Saltney, Flintshire

Renewal of lease of land at rear of 63/65  
High Street, Holywell, Flintshire

Community Services

Flexible contracts for Children's Services  
Assistants

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



## **EXECUTIVE FORWARD WORK PROGRAMME** **MONTHS 05/09 to 10/09**

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**

- Equalities Schemes  
(Awaiting further information and data to enable completion of the annual reports)

### **Human Resources and Organisational Development Update**

- New Employee Relations Policies  
(Deferred until 4 August to ensure an appropriate consultation period on the draft policies)
- Workforce Information Report First Quarter 2009 – April to June  
(Deferred until 4 August. The first quarter does not end until 30 June so the statistics would not be available for the July meeting)

### **Community Services Update**

- Fostering Inspection  
(Submitted to the meeting on 23 June)

### **Environment Update**

- ERDF Priority 4 Bid  
(To be rescheduled in the near future. Further clarification is required on the exact activities that the project will include before a full funding bid is developed)
- Flintshire Regeneration Strategy  
(Deferred until 16 September. More time has been requested by the consultees to respond to the Strategy)
- Asset Management Plan and Capital Strategy  
(To be considered at LSG on 30 June)
- UDP Progress Report  
(The progress report has been superseded by a report on the UDP Inspectors Report and Proposed Changes which will be submitted to Executive on 14 July)
- Food Waste Project – Update  
(Removed from the Forward Work Programme. The Director has been given delegated powers on the recommendations of the previous report)

## Lifelong Learning Update

- Youth Service Strategy  
(Deferred until 4 August. Possible models to be approved by the Head of Development and Resources and Human Resources)
  
- School Modernisation: Post Consultation Report  
(Deferred until 16 September. Two reports will be submitted under this area: (1) Custom House Lane/Dee Road Infants School Proposed Amalgamation; and (2) Report on Fit For Purpose Consultation)

**FLINTSHIRE COUNTY COUNCIL**  
**EXECUTIVE FORWARD WORK PROGRAMME**  
**May 2009 to October 2009**

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE	PORTFOLIO
<b>13 May 2009</b>	Chief Executive	❖ Community Strategy	Strategic	Corporate Governance & Strategy
		❖ Organisational Redesign Phase II Update	Strategic	Corporate Governance & Strategy
	Finance	❖ Capital Programme 2009/10 to 2012/13	Operational	Finance & Asset Management
		❖ GF/HRA Revenue Budget Monitoring 08/09 (Month 11)	Operational	Finance & Asset Management
	ICT/Customer Services	❖ Customer Service Strategy Update	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	❖ Workforce Information Report – Full Year 2008-09	Operational	Corporate Governance & Strategy
	Community Services	❖ Homelessness/Affordable Housing	Strategic	Estate Management
		❖ Housing Renewal Policy	Strategic	Housing Strategy
		❖ Community Equipment Service Integration	Operational	Social Services
		❖ Housing Repair Service Update	Operational	Estate Management
		❖ Welfare Benefits	Operational	Housing Strategy
	Environment	❖ Taith Transport Grants – Update	Strategic	Environment
		❖ Implications for FCC of the Public Inquiry Report Chaired by Professor Hugh Pennington into the	Strategic	Leisure & Public Protection

		<p>September 2005 Outbreak of E.Coli 0157 in South Wales</p> <ul style="list-style-type: none"> <li>❖ Update on Depot Relocation</li> <li>❖ Cardboard Collection Pilot – Update and Way Forward</li> <li>❖ Appointment of Deputy Manager for Wales Road Casualty Reduction (WAG Funded)</li> </ul>	<p>Operational</p> <p>Operational</p> <p>Operational</p>	<p>Finance &amp; Asset Management</p> <p>Waste Strategy &amp; Management</p> <p>Environment</p>
	Lifelong Learning	<ul style="list-style-type: none"> <li>❖ Deeside Leisure Centre</li> </ul>	<p>Strategic</p>	<p>Leisure &amp; Public Protection</p>
<b>2 June 2009</b>	Chief Executive	<ul style="list-style-type: none"> <li>❖ Strategic Assessment of Risks and Challenges (SARC) Quarterly Review (Jan – March)</li> <li>❖ Target Setting – Improvement Targets</li> <li>❖ Directorate Planning Overview – Summary of 3 Directorate Plans as part of Council’s Business Planning Arrangements</li> </ul>	<p>Strategic</p> <p>Operational</p> <p>Operational</p>	<p>Corporate Governance &amp; Strategy</p> <p>Corporate Governance &amp; Strategy</p> <p>Corporate Governance &amp; Strategy</p>
	Finance	<ul style="list-style-type: none"> <li>❖ MTFS and Budget Planning 2010/11</li> <li>❖ Procurement Strategy Update</li> <li>❖ Efficiency Programme Update</li> </ul>	<p>Strategic</p> <p>Strategic</p> <p>Operational</p>	<p>Finance &amp; Asset Management</p> <p>Finance &amp; Asset Management</p> <p>Finance &amp; Asset Management</p>
	Community Services	<ul style="list-style-type: none"> <li>❖ Affordable Housing Delivery Statement</li> </ul>	<p>Strategic</p>	<p>Housing Strategy</p>

		<ul style="list-style-type: none"> <li>❖ Learning Disability Service Integration</li> <li>❖ National Services Framework Children's Services</li> </ul>	Operational Operational	Social Services Social Services
	Environment	<ul style="list-style-type: none"> <li>❖ New National Waste Targets</li> <li>❖ Advertising on Roundabouts</li> <li>❖ Highways Maintenance Policies</li> <li>❖ Food Service Plan 2009/10</li> </ul>	Strategic Operational Operational Operational	Waste Strategy & Management Environment Environment Leisure & Public Protection
	Lifelong Learning	<ul style="list-style-type: none"> <li>❖ Education Asset Management Plan</li> <li>❖ Leisure Strategy</li> </ul>	Strategic Strategic	Education & Youth Leisure & Public Protection
<b>23 June 2009</b>	Chief Executive	<ul style="list-style-type: none"> <li>❖ Governance Framework</li> <li>❖ Strategic Partnership Performance – Summary</li> <li>❖ Regulatory Plan Mid-Year Review</li> <li>❖ 2008/09 Performance Reporting</li> </ul>	Strategic Operational Operational Operational	Corporate Governance & Strategy Corporate Governance & Strategy Corporate Governance & Strategy Corporate Governance & Strategy
	Finance	<ul style="list-style-type: none"> <li>❖ GF/HRA Revenue Budget Monitoring 08/09 (Month 12)</li> </ul>	Operational	Finance & Asset Management
	ICT/Customer Services	<ul style="list-style-type: none"> <li>❖ Revised ICT Strategy</li> </ul>	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	<ul style="list-style-type: none"> <li>❖ Revised People Strategy</li> <li>❖ HRMIS Phase 2 Progress</li> </ul>	Strategic Operational	Corporate Governance & Strategy Corporate Governance & Strategy

	Environment	<ul style="list-style-type: none"> <li>❖ Holywell Communities First Outcome Fund Regeneration Project</li> <li>❖ Enforcement Against Dog Fouling</li> <li>❖ Air Quality Review</li> </ul>	Operational Operational Operational	Regeneration & Tourism Leisure & Public Protection Leisure & Public Protection
	Lifelong Learning	<ul style="list-style-type: none"> <li>❖ 14 – 19 Strategy Submission</li> <li>❖ LEA Estyn Inspection Report (Jan 09)</li> </ul>	Strategic Strategic	Education & Youth Education & Youth
<b>14 July 2009</b>	Chief Executive	<ul style="list-style-type: none"> <li>❖ Equalities Schemes Annual Reports</li> <li>❖ Welsh Language Schemes – Annual Reports</li> </ul>	Strategic Strategic	Corporate Governance & Strategy Corporate Governance & Strategy
	HR & Organisational Development	<ul style="list-style-type: none"> <li>❖ New Employee Relations Policies</li> <li>❖ Workforce Information Report First Quarter 2009 – April to June</li> </ul>	Operational Operational	Corporate Governance & Strategy Corporate Governance & Strategy
	Community Services	<ul style="list-style-type: none"> <li>❖ Fostering Inspection</li> </ul>	Operational	Social Services
	Environment	<ul style="list-style-type: none"> <li>❖ ERDF Priority 4 Bid</li> <li>❖ Flintshire Regeneration Strategy</li> <li>❖ Asset Management Plan and Capital Strategy</li> <li>❖ UDP Progress Report</li> <li>❖ Food Waste Project – Update</li> </ul>	Strategic Strategic Strategic Strategic Strategic	Regeneration & Tourism Regeneration & Tourism Finance & Asset Management Housing Strategy & Planning Waste Strategy & Management

	Lifelong Learning	<ul style="list-style-type: none"> <li>❖ Youth Service Strategy</li> <li>❖ School Modernisation: Post Consultation Report</li> </ul>	Strategic Strategic	Education & Youth Education & Youth
<b>4 August 2009</b>	Finance	<ul style="list-style-type: none"> <li>❖ Medium Term Financial Strategy &amp; Budget Planning for 2010/11</li> <li>❖ Procurement Strategy Update</li> <li>❖ GF/HRA Revenue Final Outturn</li> <li>❖ GF/HRA Interim Revenue Budget Monitoring 09/10 (Month 2)</li> <li>❖ Capital Programme Final Outturn 2008/09</li> <li>❖ Efficiency Programme Update</li> <li>❖ Prudential Indicators Actual 2008/09</li> </ul>	Strategic Strategic Operational Operational Operational Operational Operational	Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management
<b>16 September 2009</b>	Chief Executive	<ul style="list-style-type: none"> <li>❖ Housing Options – Progress Report</li> <li>❖ Update on North Wales Waste Treatment Partnership (joint report)</li> <li>❖ Changing Climate, Changing Places</li> <li>❖ Gypsies and Travellers – Unauthorised Encampments Protocol - Final</li> </ul>	Strategic Strategic Operational Operational	Housing Strategy and Strategy Waste Strategy and Management Corporate Governance & Strategy Corporate Governance & Strategy
	Finance	<ul style="list-style-type: none"> <li>❖ GF/HRA Revenue Budget Monitoring 09/10 (Month 3)</li> </ul>	Operational	Finance & Asset Management

		❖ Treasury Management Outturn 2008/09	Operational	Finance & Asset Management
	HR & Organisational Development	❖ People Strategy Quarterly Progress ❖ Workforce Information Report Second Quarter – July to September	Strategic Operational	Corporate Governance & Strategy Corporate Governance & Strategy
	Community Services	❖ Housing Strategy ❖ Mental Health Substance Misuse Service Integration	Strategic Operational	Housing Strategy Social Services
	Environment	❖ Car Parking Management Study ❖ Regional Transport Plan ❖ StreetScene Update	Strategic Strategic Strategic	Environment Environment Environment
	Lifelong Learning	❖ School Modernisation: Phase 1 Outline Proposal ❖ School Modernisation: Personnel & Staffing Protocols	Strategic Strategic	Education & Youth Education & Youth
<b>6 October 2009</b>	Chief Executive	❖ Q1 Performance Reporting	Operational	Corporate Governance & Strategy
	Finance	❖ Medium Term Financial Strategy and Budget Planning for 2010/11 ❖ Procurement Strategy Update ❖ GF/HRA Budget Monitoring 2009/10 (Month 4) ❖ Capital Programme Monitoring 2009/10 (Month 4) ❖ Making the Connections Return 2008/09 and 2009/10	Strategic Strategic Operational Operational Operational	Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management



		❖ Efficiency Programme Update	Operational	Finance & Asset Management
	ICT/Customer Services	❖ Customer Services Strategy Update	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	❖ HRMIS Phase 2 Progress	Operational	Corporate Governance & Strategy
	Environment	❖ Update on Depot Relocation	Operational	Finance and Asset Management
	Lifelong Learning	❖ School Modernisation: Phase 1 Detail Project Proposal	Strategic	Education & Youth
<b>27 October</b>	Chief Executive	❖ Organisational Redesign Phase II – Update ❖ Annual Performance Report 2008/09	Strategic Strategic	Corporate Governance & Strategy Corporate Governance & Strategy
	Finance	❖ Provisional Welsh Local Government Settlement 2010/11 ❖ GF/HRA Budget Monitoring 2009/10 (Month 5)	Strategic Operational	Finance & Asset Management Finance & Asset Management
	ICT/Customer Services	❖ ICT Strategy Update	Strategic	Corporate Governance & Strategy
	Environment	❖ Food Waste – Update ❖ Town Action Plans	Strategic Operational	Waste Strategy & Management Regeneration & Tourism

## FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 14 July 2009

AGENDA ITEM NO: 13

REPORT OF: (Director of originating Department)

Director of Environment

SUBJECT:

AD Waste Transfer

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

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

### PLEASE TICK APPROPRIATE BOX

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

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

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

**REPORT:** AD Waste Transfer  
**AUTHOR:** Harvey Mitchell  
**MEETING AND DATE OF MEETING:** Executive on 14 July 2009

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

**Exemptions applying to the report:**

Paragraphs 13, 14, 15 and 16.

**Factors in favour of disclosure:**

To demonstrate transparency.

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

The issues referred to in the report are still being negotiated and disclosure resulting in media attention could undermine the process and prejudice confidence and adversely effect the moral of AD Waste staff.

Disclosure of this item could also prejudice the options being considered for future waste disposal in Flintshire.

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

That the possible prejudice outweighs the need to demonstrate transparency.

**Recommended decision on exemption from disclosure:**

That the report be exempt.

**Date:** 19/06/2009

**Signed:**



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

I accept the recommendation made above.



Proper Officer

Date: 03/07/2009

## FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 14 July 2009

AGENDA ITEM NO: 14



REPORT OF: (Director of originating Department)

Director of Environment

SUBJECT:

Environment Directorate Management Review

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

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

### PLEASE TICK APPROPRIATE BOX

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

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

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

**REPORT:** Environment Directorate Management  
Review

**AUTHOR:** Carl Longland

**MEETING AND DATE  
OF MEETING:** Executive on 14 July 2009

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

**Exemptions applying to the report:**

Paragraphs 12 and 15.

**Factors in favour of disclosure:**

Transparency

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

Disclosure would be likely to undermine labour relations within the authority as dealing with such re-organisation proposals in public would be contrary to good human relations practice.

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

That the balance is in favour of treating the information as exempt to ensure confidence in the consultation process.

**Recommended decision on exemption from disclosure:**

To treat the information and report as exempt.

**Date:** 07/07/2009

**Signed:**



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

I accept the recommendation made above.



Proper Officer

Date: 07/07/2009

## FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 14 July 2009

AGENDA ITEM NO: 15



REPORT OF: (Director of originating Department)

Head of Finance

SUBJECT:

Finance Function Review

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

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

### PLEASE TICK APPROPRIATE BOX

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

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

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

**REPORT:** Finance Function Review  
**AUTHOR:** Kerry Feather  
**MEETING AND DATE OF MEETING:** Executive on 14 July 2009

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

**Exemptions applying to the report:**

Paragraphs 12 and 15.

**Factors in favour of disclosure:**

Transparency

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

Disclosure would be likely to undermine labour relations within the authority as dealing with such re-organisation proposals in public would be contrary to good human relations practice.

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

That the balance is in favour of treating the information as exempt to ensure confidence in the consultation process.

**Recommended decision on exemption from disclosure:**

To treat the information and report as exempt.

**Date:** 07/07/2009

**Signed:**



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

I accept the recommendation made above.



Proper Officer

Date: 07/07/2009